

Policy name	Identifying, Managing and Reporting on Incidents & Risks
Policy date	February 2026
Authorisation	Executive Housing & Property
Policy owner	Executive General Manager, Housing Operations
Policy type	Mission Australia Housing Policy
Policy setting	

1 Purpose

1.1 Overview

- 1.1.1 To outline the responsibilities of all MAH staff and agents of the organisation who identify evidence of an incident/risk.
- 1.1.2 To outline the responsibilities of the Housing Executive and Board of Directors for MAH where they receive a report of/or identify an incident/risk.
- 1.1.3 This policy is consistent with the **Mission Australia Incident Management Policy**. Staff should refer to that policy for further information relevant to managing incidents/risks that may occur within services of the Mission Australia Group.
- 1.1.4 To outline requirements to notify the Primary Registrar under the National Regulatory System for Community Housing (**NRSCH**) of certain events that may have an adverse impact on its compliance with community housing legislation. Section 15 (2) (h) of the National Law.

1.2 Coverage

- 1.2.1 This document is a national policy and covers Mission Australia Housing (MAH), and its entities. All references to Mission Australia Housing, MAH and Housing means MAH and its entities unless specifically stated otherwise.
- 1.2.2 This policy applies to all forms of housing provided by MAH including social, affordable and transitional housing.
- 1.2.3 This policy applies to housing provided by MAH in the jurisdictions of New South Wales (NSW), Tasmania (TAS), Victoria (VIC), Queensland (QLD), Western Australia (WA) and the Northern Territory (NT). Where jurisdiction-based variations exist in policies and procedures, these will be identified in the document.

1.3 Information on procedures and other related policies

- 1.3.1 This policy focuses on why certain things need to be done. It is supported by procedures that provide more detail on what to do and the steps involved in reporting incidents/risks.
- 1.3.2 This policy is one of several interlinked policies that support MAH's delivery of housing services. To assist you, these are identified where relevant in this policy and the supporting procedures.

2 Scope

2.1 Parts of Mission Australia that this policy covers

- 2.1.1 This policy applies to the Board of Directors, all staff and agents of MAH.

2.2 Definitions

- 2.2.1 Key terms used in this policy are defined in the following table.

Term	Definition
Agent	Any third party who carries out functions on behalf of MAH or a tenant of MAH. Agents include but are not limited to contractors, advocates, and other tenants.
Incident	Any actual incident that requires ongoing management. These incidents may cause significant stress and/or injury to MAH staff and tenants. These incidents may also adversely affect housing assets, the viability of housing operations and may impact on MAH's compliance with the performance requirements of the National Law/National Regulatory Code. Serious incidents are reported to the primary registrar as required by this policy.
National Law / National Regulatory Code	A national system of regulation, compliance and quality improvement for community housing providers which have operations in more than one state jurisdiction.
Primary Registrar	The community housing registrar for the state jurisdiction in which a national community housing provider has the majority of its housing stock and operations. For MAH, the primary registrar is the NSW Registrar of Community Housing. Under the National Regulatory Code, the primary registrar will receive notification of any issues with the potential to impact a national provider, irrespective of where within the country an issue occurs. The primary registrar will be responsible for leading the regulation of the provider in partnership with registrars in other state jurisdictions where the provider has operations.

Term	Definition
Risk	The identification of a potential incident that may cause significant stress and/or injury to MAH staff and tenants. These potential incidents may also adversely affect housing assets, the viability of housing operations and may impact on MAH's compliance with the performance requirements of the National Law/National Regulatory Code.
Tenant	Under state-based residential tenancy and rooming accommodation legislation, a tenant is a person who has specifically entered into a lease agreement. The term is used more broadly in this policy to refer to tenants and residents under rooming accommodation agreements, unless explicitly distinguished.

3 Policy

3.1 Guiding principles

- 3.1.1 MAH implements a consistent best-practice approach to reporting and managing incidents/risks across all operating states.
- 3.1.2 MAH aims to prevent any perceived or actual conflicts of interest through its approach to managing serious incidents/risks.
- 3.1.3 MAH responds to incidents/risks in a timely and effective manner, wherever possible, intervening early to manage and prevent risks from eventuating.

3.2 Organisational position

- 3.2.1 MAH adheres to a philosophy of continuous improvement and risk management and wherever possible aims to prevent serious incidents/risks through evaluation and review of its internal processes.
- 3.2.2 For client incidents relating to the risk of harm of children or young people, see the relevant **Mission Australia Child Safe Policies and Procedures** as well as the State/Territory '**Responding to Risk of Harm of Children and Young People Procedure.**'
- 3.2.3 All incidents, including those with a health and safety, operational, compliance, governance or reputational impact to Mission Australia, must be managed by following the **Enterprise Incident Management Policies and Procedures** and the **Work Health and Safety Procedures.**

3.2.4 MAH will notify its primary registrar, the NSW Registrar of Community Housing, of any incidents/risks which may have an adverse impact on its compliance with the National Law or the National Regulatory Code. These incidents/risks may include but will not be limited to:

- **Events impacting on-going viability:**
 - A decision to appoint a voluntary administrator; to appoint a receiver; or wind-up housing operations.
- **Change in affairs of the provider:**
 - Major disruptions and/or changes to governance, management, or operations
 - staff turnover.
 - IT systems failures.
 - a decision to apply to cancel the registration of an entity.
 - a decision to conduct a vote at a meeting on a matter which may affect the eligibility of MAH for registration or eligibility for its category of registration.
 - a breach or potential breach of financial or property covenants which impacts the solvency or viability of an entity.
- **Ongoing or repeated instances of incidents that damage or may damage the reputation of the community housing sector:**
 - Proven serious or repeated instances of fraud, corruption or criminal conduct in housing operations.
 - Serious/repeated breaches of the Mission Australia Code of Conduct.
 - Removal or dismissal of a governing body member or senior staff for misconduct or an offence; a motion of no confidence in the governing body; or non-voluntary termination of the Housing Executive.
 - Death or serious injury to a tenant, in circumstances where the standard of community housing services may potentially be seen as a contributing factor.
 - Investigation of MAH by external agencies including a funding body, law enforcement bodies or integrity agencies; or proceedings against MAH in a court of law.
 - adverse media coverage of MAH.
- **Any other type of event as described in the NRSCH Guidance: [Provider notifications to the Registrar guidance](#).**

3.3 Reporting serious incidents and risks

3.3.1 Staff and delegated agents of the organisation are encouraged to inform a member of the Senior Management Team where they suspect, or have evidence of, a serious incident/risk which may have an adverse impact on the organisation, its staff, tenants or assets.

- 3.3.2 The Senior Management Team must immediately inform the Housing Executive of the incident/risk or, if it relates to the Housing Executive, inform the CEO of Mission Australia and the Board of Directors for MAH.
- 3.3.3 All staff and delegated agents of the organisation must hold any sensitive information concerning an incident/risk in strict confidence as per the **Mission Australia Enterprise Privacy Policy and Procedures**. They may only disclose information on a needs basis in order to prevent crime, immediate injury or harm to a person as required, or where the organisation has permitted them to make a disclosure.

3.4 Notifying the primary Registrar

- 3.4.1 The Housing Executive (or their delegate) will be responsible for assessing the seriousness of an incident/risk and for notifying the primary Registrar in accordance with this policy, except where an incident/risk relates to the Housing Executive.
- 3.4.2 The CEO of Mission Australia and Board of Directors for MAH will jointly be responsible for assessing any incidents/risks relating to the Housing Executive and for notifying the primary Registrar of these incidents/risks.
- 3.4.3 The Housing Executive must notify the primary Registrar within three business days (72 hours) of learning of the seriousness of an incident/risk, as must notify the CEO of Mission Australia and Board of Directors for MAH where an incident/risk relates to the Housing Executive.
- 3.4.4 The Housing Executive must also notify the primary Registrar 28 days in advance of any meeting to decide on a matter that could affect the registration or registration classification of MAH, except where notice is made about an incident/risk relating to the Housing Executive.
- 3.4.5 The CEO of Mission Australia must be informed of any notifications made to the Registrar.
- 3.4.6 The Housing Executive will be responsible for working with the primary Registrar after notification is made, except where notice is made about an incident/risk relating to the Housing Executive.
- 3.4.7 The CEO of Mission Australia and Board of Directors for MAH will work with the primary Registrar where notification is made relating to the Housing Executive.

3.5 Recordkeeping

- 3.5.1 MAH will keep accurate records of all incidents/risks and records of its actions in response to serious incidents/risks.

4 Responsibilities

4.1 All staff are responsible for:

- Reporting incidents to the Senior Management Team, Housing Executive or CEO of Mission Australia and the Board of Directors for MAH as required by this policy.
- Ensuring good management of any evidence relating to an incident/risk and escalating this evidence as required.
- Ensuring compliance with all Mission Australia Policies and Procedures related to incidents and risks.
- Participating in any process to develop recommendations for any process changes required in response to an incident/risk.
- Implementing any process changes required in response to an incident/risk.
- Recommending improvements to this policy and procedure.

4.2 Senior Management Team is responsible for:

- Escalating any incidents/risks reported to them by staff to the Housing Executive or, where incidents/risks relate to the Housing Executive, to the CEO of Mission Australia and the Board of Directors for MAH.
- Ensuring staff are aware of and have access to this policy and procedure.
- Coordinating any responses required to address an incident/risk as necessary.
- Providing guidance to staff implementing this policy and procedure.
- Liaising with the primary registrar as required by the Housing Executive, CEO of Mission Australia or Board of Directors for MAH.
- Escalating feedback about this policy and procedure to the Housing Executive and/or to the policy writer.

4.3 Housing Executive is responsible for:

Receiving reports of incidents/risks that occur or are likely to occur at MAH.

- Assessing the severity of incidents/risks for the organisation.
- Managing remedial actions required in response to an incident/risk.
- Managing communication with the primary Registrar on behalf of MAH.
- Causing records of incidents/risks to be created.
- Ensuring MAH complies with this policy and procedure.
- Authorising changes to this policy and procedure.

4.4 Board of Directors for MAH and CEO of Mission Australia are responsible for:

- Receiving reports of incidents/risks relating to the Housing Executive.
- Receiving reports of incidents/risks in lieu of the Housing Executive.
- Assessing the severity of incidents/risks where required in accordance with this policy.
- Managing communication with the primary Registrar where required.
- Receiving reports of any notifications made to the primary registrar by the Housing Executive or Board of Directors (6.4.5 is exclusive to the CEO of Mission Australia).