Seventh-day Adventist Church Risk Mitigation Guidelines

An outline of the Risk Assessment and Management processes to reduce the risk of abuse for attendees to local Seventh-day Adventist churches and church companies for the protection of Children and Vulnerable Persons.

For employees, volunteers, members and attendees at SDA sites controlled by and events conducted by Local churches, Conferences, Unions and the Division.

In the Australian Union Conference, the New Zealand Conferences in the New Zealand and Pacific Union Conference and South Pacific Division head office.

Contents

1   Rationale

All organisations have a duty of care to protect their community members including children and vulnerable persons they are involved with.

Creating a child and vulnerable person safe organisation begins with a clear, evidence-informed understanding of the potential risks to these individuals in the organisation's setting.

Taking a preventative approach means identifying the potential risks in the organisation. These range from the impact of the physical environment and how it affects the continual supervision of staff and children to staff recruitment and training practices.

Despite the implementation of best-practice approaches, risks always exist for children and vulnerable persons who access organisations. Leaders in an organisation are in the best position to know where the vulnerabilities and risks are located within the organisation and its activities and how to plan to prevent them. By adopting a risk management approach, the organisation is acting in a preventative manner and can reduce the likelihood of risks becoming realised.

This guideline addresses a number of principles from the Australian National Principles for Child Safe Organisations particularly 1.5, 8.1, 8.3, 9.1 and 9.2 these being

> *"1.5   Risk management strategies focus on preventing, identifying and mitigating risks to children and young people. ...*
>
> *8.1   Staff and volunteers identify and mitigate risks in the online and physical environments without compromising a child's right to privacy, access to information, social connections and learning opportunities. ...*
>
> *8.3   Risk management plans consider risks posed by organisational settings, activities, and the physical environment. ...*
>
> *9.1   The organisation regularly reviews, evaluates and improves child safe practices. ...*
>
> *9.2   Complaints, concerns and safety incidents are analysed to identify causes and systemic failures so as to inform continuous improvement."*

2   Aims

This guideline aims to:

1.   outline the processes needed to mitigate risks in local churches, church and affiliated entities including a requirement that the risk assessment and management plans for:

   a)   all onsite routine activities be updated annually whenever there is a change of program or leadership,

   b)   all new activities are completed before to their commencement and

   c)   high risk activities including all overnight programs be given special consideration.

2.   create a framework for the continuous improvement of risk assessment and management plans for church activities for risks generally but specifically for child and vulnerable protection risks.

3   Scope

This guideline applies to all activities planned and operated both on and off site by local churches and church entities within the South Pacific Division of the Seventh-day Adventist Church.

4   Accountabilities

Accountability for compliance to this guideline is passed to:

1.   the Board or equivalent for a local church.

2.   the Board for a Church Entity

as a constitutional requirement to comply with the South Pacific Division Working Policy and the South Pacific Division Supplement of the Church Manual as evident by:

> *"All purposes, policies and procedures of the Conference shall be in harmony with the working policies and procedures of the Union Conference, the Division and the General Conference." (Greater Sydney Conference Constitution, Article 3)*

and further

> *"There is no priority higher than protecting children, and other vulnerable people, within our care. This is something close to the heart of God (see Matthew 18:6) and cannot be done through wishful thinking or vague aspirations. In order to intentionally protect children and the vulnerable from abuse, and be admitted to membership, or maintain membership of the sisterhood of churches, **local church** congregations must comply with AdSAFE child safe policies." (Church Manual up dated 2016, Page 239)*

and further

> "**Compliance**
>
> *To ensure the church provides a safe environment for children and vulnerable adults, **all denominational organisations** within the Division are to use and abide by the AdSAFE policies, processes and directions." (South Pacific Division Working Policy, SER.10.55: AdSAFE Ltd)*

5   Point of Contact

This guideline refers to persons with the following roles:

1.   Safety Officer

2.   Activity Leader

3.   Person with Risk Responsibilities (PWRR).

Each having accountability to the applicable governance body.

6   Definitions

Term	Description
Risk	A situation involving exposure to danger
Risk Assessment	A systematic process of evaluating the possible risks that may be linked to an activity or task
Risk Management	A strategic plan to minimise the identified potential risks

Term	Description
Risk Assessment and Management (RAM) Plan	The risk assessment along with the documentation of procedures to avoid or minimise the impact of risk
Risk Mitigation	The process of reducing a risk
High risk activities	High risk activities involve any activity where: 1. a person attains a height greater than one metre above the ground, 2. a person attains speeds of more than 10 km/h (other than in a registered vehicle), 3. overnight accommodation, 4. a person has the potential of getting lost or 5. a person of heightened risk wishes to attend a church's services. and specifically where the activity involves children or vulnerable persons.
Overnight Programs	Overnight Programs are any church program that involves the provision of sleeping arrangements for attendees Any overnight program is considered high risk because it involves accommodation, toileting and bathing risks all being considered higher risks for children and vulnerable adults.
Church Board	For the purposes of this document the church Board is understood as being the Church Board, the senior leadership team or equivalent decision-making body for a local church.
Local Church	A SDA Church that is a member of the sisterhood of churches for one of the Australian or New Zealand conferences within the South Pacific Division of the Seventh-day Adventist Church. This includes Churches with one of the following governance structures: 1. Church 2. Church Companies 3. Church Groups including church plants It is understood that for (2) and (3) above governance decisions are usually made by the local conference executive committee.
Church Entities	Any Conference, Union Conference, Mission or Union Mission within the South Pacific Division of the Seventh-day Adventist Church including Seventh-day Adventist Church (South Pacific Division) Limited but excluding Church Affiliated Entities.
Church Affiliated Entities	Entities set-up by the SDA church to provide services to the wider church including: 1. Educational Services including School's Companies and Tertiary Institutions. 2. Aged Care Services 3. Health Care Services including Hospitals 4. Health and Nutritional services (Sanitarium)
Safety Officer	If appointed, person delegated responsibility to coordinate Risk

Term	Description
	assessment and management plans on behalf of the board
Activity Leader	A generic Adsafe term use to refer to the organiser of an activity, program or service for the organisation with the responsibility to prepare a RAM plan. This could include: 1. persons appointed to leadership roles to plan routine services, programs or activities 2. persons who wish to plan once-off church events
Person with Risk Responsibilities (PWRR)	An individual identified in the RAM plan as having responsibility to implement risk mitigation strategies and may include the Activity Leader.

7   Responsibilities

7.1   Local Church

Board or Equivalent

The local church Board or Equivalent is accountable to:

1.   the Local Church Business Meeting and

2.   the Local Conference Executive

The local church Board or Equivalent is responsible to ensure that:

3.   a Risk Mitigation System is in place to minimise the harm or risk of harm to all attendees including children and vulnerable persons who attend its services, programs or activities,

4.   an annual RAM Plan is prepared informed by the Church and Adsafe's RAM template,

5.   RAM Plans are prepared and implemented prior to each church event,

6.   submitted Church RAM Plans are suitably reviewed and approved,

7.   the church's RAM Plan is updated with relevant identified risks after:

    a)   a review of complaints received and incidents that occur, and

    b)   a practice update from Adsafe and

8.   Adsafe is informed of any relevant risks identified in 7(a) above

Safety Officer

If appointed the Safety Officer is accountable to:

9.   the Local Church Board or equivalent

If appointed the Safety Officer is responsible to:

10.   assist the Local Church Board or equivalent to achieve outcomes (3) – (8) above and

11.   routinely submit Risk Reports to the Local Church Board

Activity Leader

Any activity leader is accountable to:

12.   the Local Church Board or Equivalent

The activity leader is responsible to:

13.   review the existing Church and Adsafe RAM template to create a RAM Plan for the activity,

14.   within the RAM Plan delegate various risk management tasks to staff members who will be persons with risk responsibilities (PWRR) to manage the risk during the activity,

15.   submit the RAM Plan to the Board for approval,

16.   inform each of the PWRR of their role in managing risk for the activity,

17.   if an incident occurs during the activity complete an incident report and submit it to the appropriate person and

18.   co-operate with any incident review.

Person with Risk Responsibility (PWRR)

A PWRR is accountable to:

19.   the Local Church Board or Equivalent

The PWRR is responsible to:

20.   manage risk in the activity as outlined in the RAM Plan,

21.   report any risk concerns using the incident report form and

22.   co-operate with any incident review.

7.2   Church Entity

Church Entity Board or Equivalent

The Church Entity Board or Equivalent is accountable to:

1.   the Church Entity's Constituency

The Church Entity Board or Equivalent is responsible to ensure that:

2.   a Risk Mitigation System is in place to minimise the harm or risk of harm to all attendees including children and vulnerable persons who attend its services, programs or activities,

3.   an annual RAM Plan is prepared informed by the Church Entity and Adsafe's RAM template,

4.   RAM Plans are prepared and implemented prior to each church entity event,

5.   submitted Church Entity's RAM Plans are suitably reviewed and approved,

6.   the Church Entity's RAM Plan is updated with relevant identified risks after:

     a)   a review of complaints received and incidents that occur, and

     b)   a practice update from Adsafe and

7.   Adsafe is informed of any relevant risks identified in 6(a) above

Safety Officer

If appointed the Safety Officer is accountable to:

8.   the Church Entity Board or equivalent

If appointed Safety Officer is responsible to:

9.   assist the Church Entity board or equivalent to achieve outcomes (2) – (7) above and

10.   routinely submit Risk Reports to the Church Entity Board

Activity Leader

Any activity leader is accountable to:

11.   the Church Entity Board or Equivalent

The activity leader is responsible to:

12. review the existing Church Entity and Adsafe RAM template to create a RAM Plan for the activity,

13. within the RAM Plan delegate various risk management tasks to staff members who will be persons with risk responsibilities (PWRR) to manage the risk during the activity,

14. submit the RAM Plan to the Board for approval,

15. inform each of the PWRR of their role in managing risk for the activity,

16. if an incident occurs during the activity complete an incident report and submit it to the appropriate person and

17. co-operate with any incident review.

Person with Risk Responsibility (PWRR)

A PWRR is accountable to:

18. the Church Entity Board or Equivalent

The PWRR is responsible to:

19. manage risk in the activity as outlined in the RAM Plan,

20. report any risk concerns using the incident report form and

21. co-operate with any incident review.

8   Implementation

8.1   Local Church

Risk Mitigation Process

1. The Church Board may appoint a Safety Officer (who is a member of the Board) to coordinate on its behalf the preparation and implementation of RAM plans for all its services, programs and activities. If appointed the Safety Officer will provide advice and coordinate the organisation's risk mitigation work with Activity Leaders.

2. Activity Leaders have responsibility to prepare a RAM plan for their activities to assess and manage risk in their programs or activities.

Continuous improvement and Record keeping

For an overview of the risk mitigation process see the figure below.

3. The local church will maintain a set of Risk Assessment and Management (RAM) template documents that outlines a continuously improving risk management plan for its services, programs and activities by:

   a) annually reviewing the current Adsafe RAM template for a local church and incorporating any relevant strategies into the current Church RAM template.

   b) updating the current Church RAM template by removing any services or activities that are no longer current, removing any hazards that are no longer applicable and adding any newly planned services or activities.

4.   The Board will update the current RAM plan when made aware of risks identified from the church's complaints handling, incident reports or from Adsafe's Practice Updates.

Figure: Risk Mitigation Processes in the Local Church
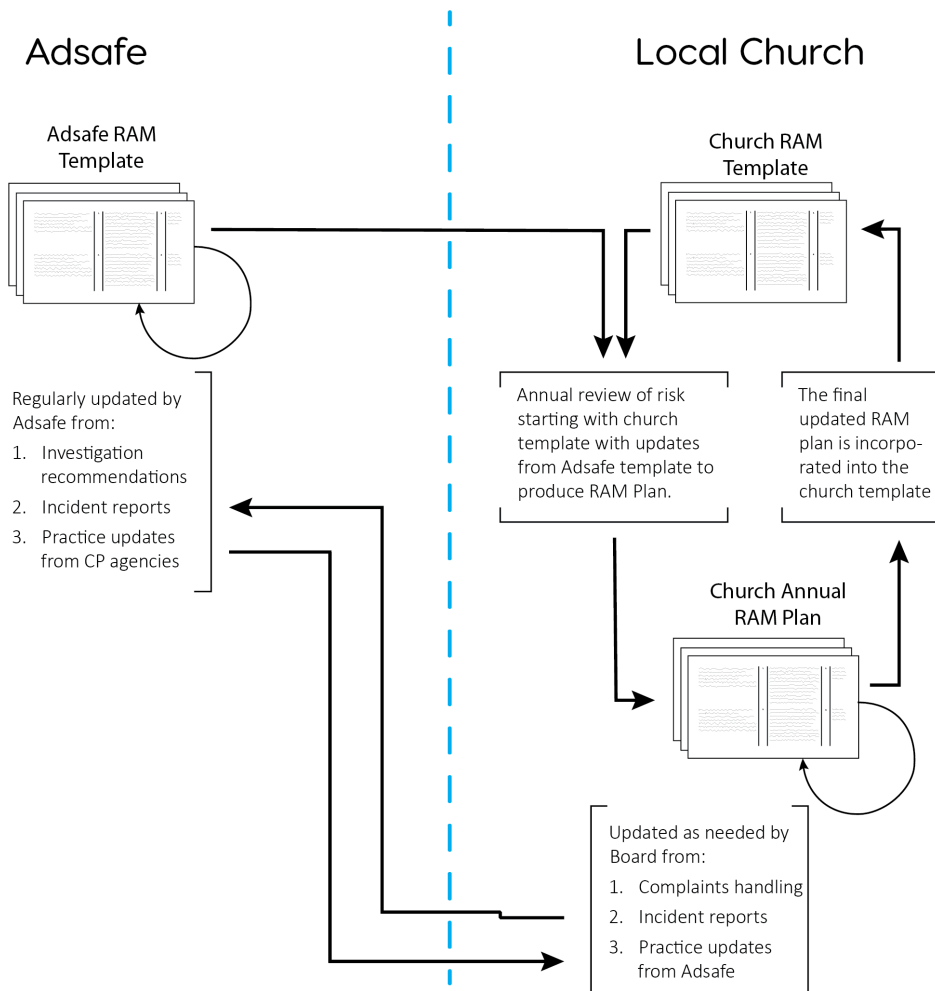
Annual Assessment Schedule

Environmental Hazards

5.   The Church Board or equivalent will annually appoint a team to reassess the **Location, Equipment and Environment hazards** on the church site updating the **RAM Plan – Routine Program**: *Section 3: Unintentional or accidental harm* and *Section 4: Environmental Hazards* template and submitting it to the Board for review, approval and implementation.

Situational Hazards

6.   Once the appointments for the new church year have been made the Church Board will appoint a group to review and update the **People, Travel and Activity hazards** on the church site updating the **RAM Plan–Routine Program: Sections 1,2 and if applicable 5 and 6** and submitting it to the Board for review, approval and implementation.

7.   Activity Leaders of child related programs should complete and submit a RAM Plan – Routine Program: Sections 1 and 2 for their program.

8.   Persons appointed to leadership roles in church programs will need to submit to the Church Board a planned Calendar of events to ensure insurance coverage for any service or activity that operates less than weekly.

Higher Risk Activities

9.   The RAM plan for events in 8 above should only be completed by the Activity Leader after the venue is known so that risks related to the facilities can be planned.

10.   Activity Leaders wishing to run one off *Off-site Day, Overnight Church* programs or activities (not in 8 above) or participate in *Church Entity Events* will need to complete the appropriate RAM Plan and seek the Board's review and approval prior to the event taking place.

RAM Plan Implementation

11.   The Church Board's role in the implementation of a Risk Management Plan may involve the provision of resources, to make adjustments to or ongoing maintenance of the site or Church equipment. It may also involve the governance oversight of ensuring that persons assigned responsibility in the management plan are aware of their responsibility prior to the event and are held accountable to implement their part in the plan.

New and newly identified Hazards

Complaints, concerns and incident reports

12.   The Church Board may become aware of new hazards through the church's complaints handling process or incident reports. While it may take some time to effectively resolve a concern raised an appropriate initial response would be to assess and manage the risk associated with the concern.

Risk associated with the appointment of staff

13.   The risk associated with proposed appointees to roles in the church is not assessed and managed within this guideline but rather is addressed in the screening protocols in the Role Requirement Guidelines.

Risk associated with people who attend

14.   On occasion persons identified as known offenders may express a desire to attend a church's services. The management of the Risk associated with this attendance is managed outside of this guideline by Adsafe's Risk Management and Investigation team in consultation with senior church leaders. When this occurs the Church Leadership is encouraged to seek advice from this team who will assess and manage the risks associated with this person's attendance.

15.   On occasion persons who attend may behave outside of the boundaries of acceptable Christian relational conduct resulting in the reduced safety of other attendees. This conduct will usually represent a breach of the Church's Code of Conduct. When this occurs the Church Leadership is encouraged to seek advice from Adsafe. Typically the Church Leadership's Risk Management response may involve a discussion of the acceptable behaviours outlined in the Code of Conduct with the person and a request for that person to commit to the behaviours outlined within.

16.   The Church Board, as a routine part of its risk management, needs to address the risk that any unknown attendee may represent a heightened child protection risk and plan accordingly.

Risk associated with a child's engagement with members of the public

17.   When Church leaders assess risk and develop risk management plans for their planned Church activities that will occur off-site particular attention should be made to the risk around sharing bathing and toileting facilities with members of the public and their access to accommodation facilities.

8.2   Church Entity

Risk Mitigation Process

1.   The Church Entity Board may appoint a Safety Officer (who is a member of the Board) to coordinate on its behalf the preparation and implementation of RAM plans for all its services, programs and activities. If appointed the Safety Officer will provide advice and coordinate the organisation's risk mitigation work with Activity Leaders.

2.   Activity Leaders have responsibility to prepare a RAM plan for their programs or activities to assess and manage Risk.

Continuous improvement and Record keeping

For an overview of the risk mitigation process see the figure below.

3.   The Church Entity will maintain a set of Risk Assessment and Management (RAM) template documents that outlines a continuously improving risk management plan for its services, programs and activities by:

   a)   annually reviewing the current Adsafe RAM template for a Church Entity and incorporating any relevant strategies into the current Church Entity RAM template.

   b)   updating the current Church Entity RAM template by removing any services or activities that are no longer current, removing any hazards that are no longer applicable and adding any newly planned services or activities.

4.   The Church Entity Board will update the current RAM plan when made aware of risks identified from the church's complaints handling, incident reports or from Adsafe's Practice Updates.

Figure: Risk Mitigation Processes in the Church Entity
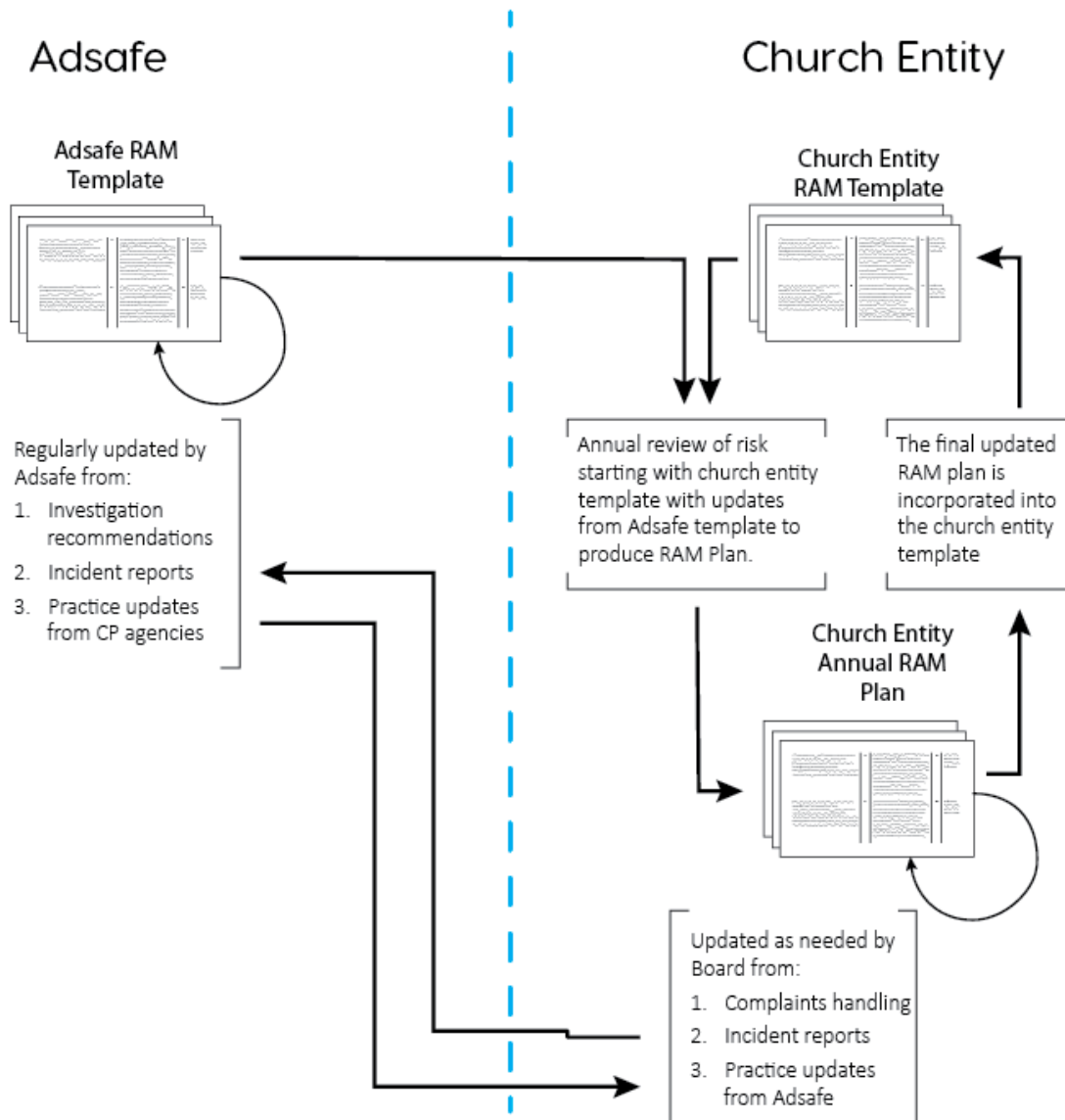
Adsafe | Church Entity

Adsafe RAM Template

Church Entity RAM Template

Regularly updated by Adsafe from:

1. Investigation recommendations
2. Incident reports
3. Practice updates from CP agencies

Annual review of risk starting with church entity template with updates from Adsafe template to produce RAM Plan.

The final updated RAM plan is incorporated into the church entity template

Church Entity Annual RAM Plan

Updated as needed by Board from:

1. Complaints handling
2. Incident reports
3. Practice updates from Adsafe

Annual Assessment Schedule

Environmental Hazards

5.   The Church Entity Board or equivalent will annually appoint a team to reassess the ***Location, Equipment and Environment hazards*** on each of the Church Entity's sites updating the ***RAM Plan – Routine Program***: *Section 3: Unintentional or accidental harm* and *Section 4: Environmental Hazards* template and submitting it to the Board for review, approval and implementation.

Special Events

Calendar of Events

6.   Persons appointed to leadership roles in the Church Entity will need to submit to the Church Entity Board a planned Calendar of special events to ensure insurance coverage for any service or activity that operates less than weekly.

Church Entities may plan and operate special events that include programs, services and activities for church members and attendees including children and vulnerable adults. These events may be held on church owned sites or sites owned and operated by external parties.

The responsibility for mitigating risk including the Child and Vulnerable adult related risks at these events may be **shared** between the parties involved or entirely **managed by the organising entity**. The following tables give examples of the types of events in each category.

Table 1:   Events with joint responsibility

Event	Parties	*Organiser* Responsible for	*Other parties* Responsible for
Pathfinder Camporees, Expeditions, Rallies or Fairs	Organising Entity and registered Pathfinder clubs	Site risks Activity and Program risks Entity Staff risks Complaints handling Reporting and Notifications	*Pathfinder Clubs* Supervision risks Accommodation, bathing, toileting risks Club Staff risks Club Equipment risks
Adventurer Camps, Rallies or Fairs	Organising Entity, registered Adventurer clubs and Parents	Site risks Activity and Program risks Entity Staff risks Complaints handling Reporting and Notifications	*Adventurer Clubs* *Parents* Supervision risks Accommodation, bathing, toileting risks Club Staff risks Club Equipment risks
Big Camps	Organising Entity and registered residents or attendees	Site risks Activity and Program risks Supervision risks during activities. Entity Staff risks Complaints handling Reporting and Notifications	*Residents, Attendees* Supervision risks at other times (Children in their care) Accommodation, bathing, toileting risks Equipment risks

Event	Parties	*Organiser* Responsible for	*Other parties* Responsible for
Conference wide and Regional Events	Organising Entity and registered residents or attendees	Site risks Activity and Program risks Supervision risks during activities. Entity Staff risks Complaints handling Reporting and Notifications	*Residents, Attendees* Supervision risks at other times (Children in their care) Accommodation, bathing, toileting risks
Church Camps	Local Church and Families who attend	Site risks Activity and Program risks Supervision risks during activities. Entity Staff risks Complaints handling Reporting and Notifications	*Residents, Attendees* Supervision risks at other times (Children in their care) Accommodation, bathing, toileting risks Equipment risks
Other events with planned activities for Children	Organising Entity and Parents of the children	Site risks Activity and Program risks Supervision risks during activities. Entity Staff risks Complaints handling Reporting and Notifications	*Parents* Supervision risks at other times (Children in their care) Accommodation, bathing, toileting risks

Table 2:   Events where the organiser mitigates risk

Event	Risks to Mitigate
Summer Camps (Teen or Junior), Mission Trips, STORMCO Trips,	Site risks Activity and Program risks Supervision risks

Event	Risks to Mitigate
Youth Congress or Rallies, Leadership Training Events, Spiritual Retreats or Conferences, or Outdoor Activities	Entity Staff risks Equipment risks Complaints handling Reporting and Notifications

Event Risk Mitigation

7.   The Event organiser is responsible to assess and manage the risk associated with the event site, any risks associated with the program, any risk associated with activities that will be supervised by staff appointed by the organiser, the risk associated with the appointment of staff and any risk associated the organiser's equipment. This can be done using the RAM templates found in Appendices D - E.

8.   The Event organiser will establish a Complaints Handling and Reporting and Notifications process for the event and ensure that all attendees are aware of how to access these processes.

9.   The Event organiser will prepare a memorandum of understanding (MOU) that outlines the expectations of the other responsible parties during the event, include this in the registration process for the event and ensure that this is signed before the start of the event. (See sample MOU on the Adsafe website at <External Link>)

10.   Other responsible parties will assess and manage the risks as outlined in the MOU as their responsibilities typically including but not limited to

    a)   the supervision of the children in their care at all times except when they are supervised by the Event organising staff.

    b)   Accommodation, bathing, toileting risks

    c)   Staff risks

    d)   Equipment risks

    For local churches this can be done by following the process outlined in 9.1.10 above and by using the RAM templates found in Appendices D – E.

Higher Risk Activities

11.   The RAM plan for events in 7 above should only be completed by the Activity Leader after the venue is known so that risks related to the facilities can be planned.

RAM Plan Implementation

12.   The Church Entity Board's role in the implementation of a Risk Management Plan may involve the provision of resources, to make adjustments to or ongoing maintenance of entity sites or equipment. It may also involve the governance oversight of ensuring that persons assigned responsibility in the management plan are aware of their responsibility prior to the event and are held accountable to implement their part in the plan.

New and newly identified Hazards

Complaints, concerns and incident reports

13.   The Church Entity Board may become aware of new hazards through the entity's complaints handling process or incident reports. While it may take some time to effectively resolve a concern raised an appropriate initial response would be to assess and manage the risk associated with the concern.

Risk associated with the appointment of staff

14.   The risk associated with proposed appointees to roles in the church entity or in entity events is not assessed and managed within this guideline but rather is addressed in the screening protocols in the Role Requirement Guidelines.

Risk associated with people who attend events

15.   Child and Vulnerable Adult risks are heightened when associated with events that involve overnight accommodation, bathing, changing and toileting facilitates. Event Organisers for events that involve these activities must use a registration process for attendees and screen these attendees with Adsafe prior to accepting their application.

16.   On occasion persons who attend may behave outside of the boundaries of acceptable Christian relational conduct resulting in the reduced safety of other attendees. This conduct will usually represent a breach of the Church's Code of Conduct. When this occurs the Activity Leader is encouraged to seek advice from Adsafe. Typically the Activity Leader's Risk Management response may involve a discussion of the acceptable behaviours outlined in the Code of Conduct with the person and a request for that person to commit to the behaviours outlined within.

17.   The Church Entity's Board, as a routine part of its risk management, needs to address the risk that any unknown attendee may represent a heightened child protection risk and plan accordingly.

Risk associated with a child's engagement with members of the public

18.   When Church leaders assess risk and develop risk management plans for their planned Church activities that will occur off-site particular attention should be made to the risk around sharing bathing and toileting facilities with members of the public and their access to accommodation facilities.

9   Document Controls

Document Name	Risk Mitigation Guidelines Risk Mitigation Guidelines fV1.2.2(Aus&NZ).docx
Status	Version 1 – Draft for discussion Version 1.1 – Special single church SA document Version 1.2.1 – Special Version for SAC including Entity Version 1.2.2 – Australia and NZ wide document
Version	1.2.2
Created	18 July 2021
Implemented	SA – 2021 for Brighton SDA Church
Amended	September 2022
Change Log	**Version 1** Created as a template for future but including document for specific church in SA Reviewed by Safeguarding team – from 6 Aug 2021 **Version 1.1** Special implementation for a local church in SA Labelled "July 2021" As the guideline is for Local church only removed "Church Company" sections Version 1.2 Editorial changes made after feedback from the Department of Human Services (SA) Version 1.2.1 Further Editorial changes made after feedback from the Department of Human Services (SA) Version dV1.2.1 (Aust & NZ) Version = September 2022 Completed section "9.2 Church Entity" to address risk mitigation in the Local Conference, Union and SPD The Safeguarding Team assisted in the review of this document in Sept 2022 Version FV1.2.2 (Aust & NZ) Version = July 2023 Safeguarding team has prepared three Checklists which incorporated editable form templates as a Word Document to guide stakeholders in the implementation of this Guideline. These are available *<Here>*
Acknowledgements	Adsafe would like to acknowledge the tireless work of Safe Place Services in developing and implementing Child Safe Policies over its 16 years of service to the church.

Appendix A: Risk Assessment Tool

Hazard Identification

Travel – Consider all aspects of travel that may present a hazard such as walking to and from Vehicles, Crossing roads and Transport to and from the excursion site.

Location – Consider aspects of the site that may present a hazard.

Activity – Consider all aspects of each activity that may present a hazard

Equipment – Consider any equipment that may present a hazard including Sporting equipment, Transport equipment and any equipment used in high risk activities.

Environment – Consider aspects of the environment that may present a hazard such as weather conditions, natural hazards such as bushfires, flash flooding or storms, the nature of the terrain, plants and potential animals that may be encountered.

People – Consider aspects of people that may present a hazard such as behaviour, maturity, age, skill, medical conditions or disabilities and Child protection issues.

Risk Assessment Matrix

Severity*: How serious could the harm be?	Likelihood**: How likely is it to be that serious?			
	Very unlikely	Unlikely	Likely	Very likely
Death, permanent disability or massive financial loss	3	2	1	1
Serious injury, long term illness or large financial loss	4	3	2	1
Medical treatment, injury or some financial loss	5	4	3	2
First aid, no injury or minimal financial loss	6	5	4	3

*Severity – is a measure of an injury, illness, incident, or disease occurring. When assessing severity the most severe category that would be most reasonably expected should be selected.

**Likelihood – is defined at the potential that an accident will happen that may cause injury of harm to a person. When assessing likelihood, establish which of the categories most closely describes the probability of the event occurring.

Risk Legend

1 and 2	Extreme risk	Consider elimination of the activity. Otherwise determine controls that are reasonably practicable to minimize the risk
3 and 4	Moderate risk	Determine controls that are reasonably practicable to minimize the risk
5 and 6	Low risk	Manage by routine procedures

Elimination or Control Measures

Elimination of the activity should be the first consideration. If this is not practicable, the risk should be minimised as much as possible by using the controls measures below.

Hierarchy of Controls

Level 1:	Eliminate the hazard	**Level 3**	Safe work practices, personal protective equipment.
Elimination:	remove the hazard or stop using the piece of equipment that could be considered a hazard	Safe work practices:	Establish procedures, safe practices, instruct students on safe methods, provide training for staff or provide qualified staff.
Level 2:	Minimise the risk		
Substitution:	replace equipment, materials or processes with less hazardous ones.	Personal Protective Equipment (PPE)	use equipment and clothing that is designed to standard and fits the wearer to minimise risk.
Modification:	modify equipment, the environment or the process.		
Isolation:	isolate hazards from people.		
Engineering controls:	install guards or shields on equipment, use vehicles with seat belts		

Appendix B: RAM Plan: Instructions

Background

Risk mitigation involves (1) identifying hazards, (2) assessing the likelihood of their occurrence, (3) devising strategies to reduce this likelihood and (4) assigning persons to be responsible to implement these strategies.

Adsafe is particularly concerned about hazards that are likely to cause harm to Children and Vulnerable Persons and as such has provided templates that suggest possible hazards that address these harms but provides a framework for churches and church entities to use to address other types of hazards that equally need mitigating. Adsafe acknowledges that some church entities in the SPD have already created a framework for assessing and managing risk including systems to report and analyse incidents that have caused harm. In this circumstance Adsafe is happy for organisations to incorporate Adsafe's hazards and management strategies into the existing system. Where no system exists Adsafe expects that an organisation will use Adsafe's templates.

Instructions

1. Start with the most applicable section from the Church or Church Entity RAM Plan Template from previous years.
2. Check the Adsafe RAM Plan Template from here (external website link) for newly identified hazards and add them to your plan.
3. Delete any **hazards** that are no longer applicable to your context and add any new ones you might identify.
4. Use the Assessment Tool to rate the **Initial Risk Rating.**
5. Delete any **Control Measures** that are no longer applicable for a hazard and devise any new ones.
6. Use the Assessment Tool to rate the **Final Risk Rating.**
7. Assign a person who will be responsible (PWRR) to implement the **Control Measures**. For Child and Vulnerable Person Protection risks this may need to be someone who is appointed to a child related role and has met Adsafe requirements.
8. Provide an orientation to these **control measures** to each of these PWRRs.
9. When completed submit the Plan to the Safety Officer or the appropriate Board.

Outline of RAM Plan structure

Routine Program	Day Activities	Overnight Activities
1. Sexual Abuse	1. Sexual Abuse	1. Sexual Abuse
2. Physical and other forms of Harm	2. Physical and other forms of Harm	2. Physical and other forms Harm
3. Unintentional or accidental harm	3. Unintentional or accidental harm	3. Unintentional or accidental harm
4. Environmental Hazards	4. Environmental Hazards	4. Environmental Hazards
5. <Additional Child Related activities>		
6. <Additional Mixed Church Activities that include children>		

Appendix C: RAM Plan – Routine Program

Church Entity	Service, Program or Activity	Period of Time
Form completed by	Date completed	Date of Board Approval

1. *Harm or Risk of Harm caused by Sexual Abuse* Activity and Hazard (identify the risky activities)	Initial Risk Rating	Control Measures (how will you control the risk)	Final Risk Rating	Who is responsible to implement the control measures
Risk of ongoing sexual harm to a child in both on-site or external contexts		Adsafe: Awareness Training for all appointed roles with particular reference to Mandatory Reporting obligations Church or Church Entity: Complaints Handling Church or Church Entity: Reporting and Notifications Activity Leaders and Supervisors: Ongoing reminders of reporting obligations. Activity Leaders and Supervisors: Proper supervision protocols including intervention strategies for Peer on Peer abuse, Sexual Harassment, Monitoring Social Media Groups		Adsafe: Safeguarding Church or Church Entity: Persons in appointed roles Activity Leader
Unauthorised access to a child Unsupervised access to a child Sexual Abuse of a child by an adult attendee Sexual Abuse of a child by a child attendee		Adsafe: Awareness Training Adsafe: Code of Conduct Church or Church Entity: Risk Assessment of the site and its environs Church or Church Entity: Ensuring unused rooms are secure at all times Church or Church Entity: Ensuring that higher risk attendees are identified and suitably monitored		Adsafe: Safeguarding Church or Church Entity: Persons in appointed roles

1. *Harm or Risk of Harm caused by Sexual Abuse* Activity and Hazard (identify the risky activities)	Initial Risk Rating	Control Measures (how will you control the risk)	Final Risk Rating	Who is responsible to implement the control measures
Abduction of a child in care (from a child service)		Adsafe: Training Adsafe: Code of Conduct Church or Church Entity: Implementation of a sign-in sign-out sheet for children's services under 10 years of age Church or Church Entity: Ensuring young children are accompanied to the toilets. Child Related Roles: Ensuring children are supervised at all times		Adsafe: Safeguarding Church or Church Entity: Persons in appointed roles Activity Leader
Abduction of a child on site (before and after a child service)		Ensuring that parents or guardians understand their supervisory role outside of child related services. Review of Risk associated with the site's toileting facilities		Church or Church Entity: Persons in appointed roles Activity Leader
Grooming of a child including: • giving of gifts or special attention to a child • making close physical contact with a child • exposure of a child to nudity, sexual material and/or sexual acts • attempting to establish unsupervised access to a child either face to face or online • introducing to the child that the relationship is secret and special and isolating them from others • allowing or encouraging a child to break the rules or engage in dangerous behaviours • the child may be coerced to do "favours" in return for not being hurt or exposed		Adsafe: Awareness Training Adsafe: Code of Conduct Church or Church Entity: Responding to incidents, raised concerns and complaints Church or Church Entity: Appropriate authorised, public and transparent online communication mechanism for persons in child related roles to communicate with the children using its services. Activity Leaders and Supervisors: appropriate monitoring these online communication mechanisms		Adsafe: Safeguarding Church or Church Entity: Persons in appointed roles Activity Leader
Grooming of parents or family to gain access to a child		Church: ensure that after hours assistance to vulnerable families from the church is done by a groups of church members rather than single individuals		Church or Church Entity: Persons in appointed roles

2. Harm or Risk of Harm caused by Physical and other forms of abuse and neglect Activity and Hazard (identify the risky activities)	Initial Risk Rating	Control Measures (how will you control the risk)	Final Risk Rating	Who is responsible to implement the control measures
Risk of ongoing physical, emotional and psychological harm to, and the neglect of a child in both on-site and external contexts		Adsafe: Awareness Training for all appointed roles with particular reference to Mandatory Reporting obligations Church or Church Entity: Complaints Handling Church or Church Entity: Reporting and Notifications Activity Leaders and Supervisors: Proper supervision protocols including intervention strategies for Bullying, Harassment, Monitoring Church or Church Entity established Social Media Groups		Adsafe: Safeguarding Church or Church Entity: Persons in appointed roles Activity Leader
Inappropriate child management techniques in child related services by a Child Worker: • not coping with life generally • poorly prepared • not having effective or appropriate child management skills • without training • who is not suited to the role. Resulting in Physical punishment or abuse.		Adsafe Screening Adsafe Training Church or Church Entity: Referee Checks Church or Church Entity: Oversight of staffing levels Church or Church Entity: Responding to incidents, raised concerns and complaints		Adsafe: Risk Management & Investigations, Safeguarding Church or Church Entity: Board Activity Leader Colleagues
Child related workers using: • Physical abuse including pushing, shoving, punching, slapping, biting or kicking or • Verbal Abuse including shaming, bullying, the use of threatening language • Emotional and Psychological abuse including shaming, intentionally ignoring and isolating		Adsafe Screening Adsafe Training Church or Church Entity: Referee Checks Church or Church Entity: Oversight of staffing levels Church or Church Entity: Responding to incidents, raised concerns and complaints		Adsafe: Risk Management & Investigations, Safeguarding Church or Church Entity: Board Activity Leader Colleagues

2. Harm or Risk of Harm caused by Physical and other forms of abuse and neglect Activity and Hazard (identify the risky activities)	Initial Risk Rating	Control Measures (how will you control the risk)	Final Risk Rating	Who is responsible to implement the control measures
either face to face or online, racial or cultural vilification or discrimination				
Poorly supervised children behaving inappropriately at mixed church activities causing adults to resort to physical means to inappropriately correct the child.		Church or Church Entity: Code of Conduct for members and attendees Church: Discussion with a parent of appropriate supervision of a child while at church activities		Church or Church Entity Activity Leader

3. Unintentional or accidental harm Activity and Hazard (identify the risky activities)	Initial Risk Rating	Control Measures (how will you control the risk)	Final Risk Rating	Who is responsible to implement the control measures
Poorly designed or maintained physical or online environment leading to injury		Church or Church Entity Board's annual and ongoing review of each site's physical environment. Framework to report hazards and concerns Church or Church Entity Board's plan for online communications to children and vulnerable person involved in its services		Church or Church Entity: Board
Equipment Failure		Church or Church Entity Board annual and ongoing review of the church's physical equipment.		Church or Church Entity: Board
Poor supervision of the Church or Church Entity's services or activities		Adsafe: Screening Adsafe: Training Church or Church Entity: Staff commitment to the Code of Conduct Church or Church Entity Board: review of adequate staffing levels for its programs Commitment of staff to suitable supervision levels Staff absence protocols		Adsafe: Risk Management & Investigations, Safeguarding Church or Church Entity: Board

3. *Unintentional or accidental harm* Activity and Hazard (identify the risky activities)	Initial Risk Rating	Control Measures (how will you control the risk)	Final Risk Rating	Who is responsible to implement the control measures
Risks either not assessed or poorly assessed		Church or Church Entity Board's commitment that services and activities will be assessed and the risk management plan implemented prior to the commencement of that activity.		Church or Church Entity: Board
Risk mitigation strategies not implemented		Adsafe: Screening Adsafe: Training Church or Church Entity: Referee Checks and screening Church or Church Entity Board: Oversight of staffing levels Leadership: Responding to incidents, raised concerns and complaints		Adsafe: Risk Management & Investigations, Safeguarding Church or Church Entity: Board

4. *Environmental Hazards* Activity and Hazard (identify the risky activities)	Initial Risk Rating	Control Measures (how will you control the risk)	Final Risk Rating	Who is responsible to implement the control measures
<Physical environment hazards> The site's toileting facilities are isolated from main church traffic, the entrance is hidden from plain sight or has no powder room posing a heightened risk of unsupervised access to a child using the facilities. The site has unused or often unoccupied and unlocked rooms without the ability to see occupants from the outside. The site has external areas where members of public have easy access to such as a car park.				
<On-line environment hazards> The church has an online presence where published documents and stream services include digital images of children involved in church activities		Adsafe: Practice Updates: ***Visual Images in a church context*** and Virtual Meetings Adsafe: Code of Conduct Church or Church Entity: Implementation of Adsafe's Practice		Adsafe: Policy, Safeguarding Church or Church Entity: Board

4. *Environmental Hazards* Activity and Hazard (identify the risky activities)	Initial Risk Rating	Control Measures (how will you control the risk)	Final Risk Rating	Who is responsible to implement the control measures
The church allows direct electronic communication between persons in child related roles with children.		Updates: **Visual Images in a church context** and **Virtual Meetings** Church or Church Entity: Code of Conduct: Ensuring that Communication mechanisms with children are public and transparent.		
<Equipment hazards>				

5. *<Additional Child Related Services>* Activity and Hazard (identify the risky activities)	Initial Risk Rating	Control Measures (how will you control the risk)	Final Risk Rating	Who is responsible to implement the control measures
<This could include Church Teams that include children> Praise and worship teams Junior Deacons AV Team				

6. *<Additional Mixed Church Activities that include children>* Activity and Hazard (identify the risky activities)	Initial Risk Rating	Control Measures (how will you control the risk)	Final Risk Rating	Who is responsible to implement the control measures
<Church Lunches>				

6. *<Additional Mixed Church Activities that include children>* Activity and Hazard (identify the risky activities)	Initial Risk Rating	Control Measures (how will you control the risk)	Final Risk Rating	Who is responsible to implement the control measures
<Church Socials>				
<Church Library>				

Appendix D: RAM Plan – Higher risk and Offsite Day Activities

Church Entity	Service, Program or Activity	Period of Time
Form completed by	Date completed	Date of Board Approval

1. *Harm or Risk of Harm caused by Sexual Abuse* Activity and Hazard (identify the risky activities)	Initial Risk Rating	Control Measures (how will you control the risk)	Final Risk Rating	Who is responsible to implement the control measures
Risk of ongoing sexual harm to a child in both on-site or external contexts		Adsafe: Awareness Training for all appointed roles with particular reference to Mandatory Reporting obligations Church or Church Entity: Complaints Handling Church or Church Entity: Reporting and Notifications Activity Leaders and Supervisors: Ongoing reminders of reporting obligations. Activity Leaders and Supervisors: Proper supervision protocols including intervention strategies for Peer on Peer abuse, Sexual Harassment, Monitoring Social Media Groups		Adsafe: Safeguarding Church or Church Entity: Persons in appointed roles Activity Leader
Unauthorised access to a child during the activity Abduction of a child during the activity Sexual Abuse of a child by an adult attendee Sexual Abuse of a child by a child attendee		Adsafe: Training Adsafe: Code of Conduct Church or Church Entity Board: Appropriate Staffing levels to provide adequate supervision Church or Church Entity: Implementation of a sign-in sign-out sheet for children's services under 10 years of age Church or Church Entity: Ensuring young children are accompanied to the toilets by a parent/carer Activity Leader: Discuss a list of behavioural expectation (Code of Conduct for participants) Activity Leader: Supervision schedule or plan including breaks for		Adsafe: Safeguarding Church or Church Entity: Persons in appointed roles Activity Leader & Supervisor/s Activity Leader

1. Harm or Risk of Harm caused by Sexual Abuse Activity and Hazard (identify the risky activities)	Initial Risk Rating	Control Measures (how will you control the risk)	Final Risk Rating	Who is responsible to implement the control measures
		supervisors Activity Leader or delegate: Orientation to participants outlining amongst other things: 1. out of bounds areas 2. what can and can't be done during activities time, mealtime, and free time 3. toileting and bathing procedures 4. safety instructions 5. how to make special request Church Leadership: Responding to incidents, raised concerns and complaints		Church Leadership
Abduction of a child on site (before and after a child service)		Activity Leader: Ensuring that parents or guardians understand their supervisory role outside of the child related activity Review of Risk associated with the site's toileting facilities		Church or Church Entity: Persons in appointed roles Activity Leader
Grooming of a child including: • giving of gifts or special attention to a child • making close physical contact with a child • exposure of a child to nudity, sexual material and/or sexual acts • attempting to establish unsupervised access to a child either face to face or online • introducing to the child that the relationship is secret and special and isolating them from others • allowing or encouraging a child to break the rules or engage in dangerous behaviours		Adsafe: Training Adsafe: Code of Conduct Leadership: Responding to incidents, raised concerns and complaints Activity Leaders and Supervisors: Be aware of and respond to attempts to have private alone time between an adult and child who is not their own. Activity Leaders and Supervisors: Be aware of and respond to attempts to have private online time between an adult and child who is not their own.		Adsafe: Safeguarding Church or Church Entity: Persons in appointed roles Activity Leader

1. *Harm or Risk of Harm caused by Sexual Abuse* Activity and Hazard (identify the risky activities)	Initial Risk Rating	Control Measures (how will you control the risk)	Final Risk Rating	Who is responsible to implement the control measures
• the child may be coerced to do "favours" in return for not being hurt or exposed				
Grooming of parents or family to gain access to a child		Church: Ensure that after hours assistance to vulnerable families from the church is done by a groups of church members rather than single individuals		Church or Church Entity: Persons in appointed roles
High risk activities that require participants to correctly wear protective equipment such as harnesses or life jackets and require that this be check before commencing the activity providing an opportunity to inappropriately touch a child.		Instructor will explain to the whole group in an orientation to the activity how to fit the protective equipment. Initially organise a close friend of the participant to assist with the application of the Protective equipment before the final check. Supervisors, who check the fitting, will explain that they are about to check the correct fitting of the protective equipment and seek permission before touching the child or vulnerable person Organise for both male and female supervisors to assist with the application of the protective equipment.		Activity Leader PWRR
Activities that require facilities for changing and showering providing an opportunity to sexually assault a child or invade their privacy.		Limit the times for changing to the beginning and end of the program so that no one changes alone. Ensure the supervision roster includes proper supervision levels for these areas		Activity Leader PWRR

2. *Harm or Risk of Harm caused by Physical and other forms of abuse and neglect* Activity and Hazard (identify the risky activities)	Initial Risk Rating	Control Measures (how will you control the risk)	Final Risk Rating	Who is responsible to implement the control measures
Risk of ongoing physical, emotional and psychological harm to, and the neglect of a child in both on-site and		Adsafe: Awareness Training for all appointed roles with particular reference to Mandatory Reporting obligations		Adsafe: Safeguarding Church or Church Entity:

2. Harm or Risk of Harm caused by Physical and other forms of abuse and neglect Activity and Hazard (identify the risky activities)	Initial Risk Rating	Control Measures (how will you control the risk)	Final Risk Rating	Who is responsible to implement the control measures
external contexts		Church or Church Entity: Complaints Handling Church or Church Entity: Reporting and Notifications Activity Leaders and Supervisors: Proper supervision protocols including intervention strategies for Bullying, Harassment, Monitoring Church established Social Media Groups		Persons in appointed roles
<activities that involve high speeds – Skiing, Cycling, projectiles, collisions > Instructors poorly trained Safety equipment warn incorrectly Equipment failure Collisions between participants Participants unaware of risks in the activity				
<activities that involves potential falls >1m – abseiling, rock-climbing, high ropes courses, cannoning, bushwalking in areas with cliffs> Instructors poorly trained Safety equipment warn incorrectly Equipment failure Collisions between participants Participants unaware of risks in the activity				
<Walking or camping in wilderness areas> Getting lost Snake bites Injuries requiring emergency medical attention				

3. *Unintentional or accidental harm* Activity and Hazard (identify the risky activities)	Initial Risk Rating	Control Measures (how will you control the risk)	Final Risk Rating	Who is responsible to implement the control measures
Poorly designed or maintained physical or online environment leading to injury		Church or Church Entity Board's review of the offsite's physical environment. Framework to report hazards and concerns Church or Church Entity Board's plan for online communications to children and vulnerable person involved in its services		Activity Leader Supervisors
Poor supervision of the offsite activity		Church or Church Entity Boards' approval of the activity's supervision plan		Activity Leader Supervisors
Risks either not assessed or poorly assessed		Adsafe: Screening Adsafe: Training Church or Church Entity: Staff commitment to the Code of Conduct Church or Church Entity Board: review of adequate staffing levels for the activity Commitment of staff to suitable supervision levels Staff absence protocols		Activity Leader Supervisors
Risk mitigation strategies not implemented		Church or Church Entity Board's commitment that services and activities will be assessed and the risk management plan implemented prior to the commencement of that activity. Adsafe: Screening Adsafe: Training Church or Church Entity: Referee Checks and screening Church or Church Entity Board: Oversight of staffing levels Leadership: Responding to incidents, raised concerns and complaints		Church or Church Entity Board Activity Leader

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4. *Environmental Hazards* Activity and Hazard (identify the risky activities)	Initial Risk Rating	Control Measures (how will you control the risk)	Final Risk Rating	Who is responsible to implement the control measures
<Physical environment hazards> The site's toileting facilities are isolated from main traffic, the entrance is hidden from plain sight or has no wash area posing a heightened risk of unsupervised access to a child using the facilities. The site has unused or often unoccupied and unlocked rooms or out of sight areas without the ability to see occupants from activity areas The site has external areas where members of public have easy access to attendees such as a car park.				
<On-line environment hazards> Children are allowed direct electronic communication with persons in child related roles. Children are given unfiltered internet access at the site Children have large block of time unsupervised with access to the internet through electronic devices Children with access to electronic devices are able to bully or harass other children		Adsafe: Practice Updates: ***Visual Images in a church context*** and Virtual Meetings Adsafe: Code of Conduct Church or Church Entity: Implementation of Adsafe's Practice Updates: ***Visual Images in a church context*** and ***Virtual Meetings*** Church or Church Entity: Code of Conduct: Ensuring that Communication mechanisms with children are public and transparent.		
<Equipment hazards>				

Appendix E: RAM Plan – Higher risk Overnight Programs

Church Entity	Service, Program or Activity	Period of Time
Form completed by	Date completed	Date of Board Approval

1. *Harm or Risk of Harm caused by Sexual Abuse* Activity and Hazard (identify the risky activities)	Initial Risk Rating	Control Measures (how will you control the risk)	Final Risk Rating	Who is responsible to implement the control measures
Risk of ongoing sexual harm to a child in both on-site or external contexts		Parents: MOU between Parents and Church or Church Entity on the parent's supervisory responsibilities of their children while on site Adsafe: Awareness Training for all appointed roles with particular reference to Mandatory Reporting obligations Church or Church Entity: Complaints Handling Church or Church Entity: Reporting and Notifications Activity Leaders and Supervisors: Ongoing reminders of reporting obligations. Activity Leaders and Supervisors: Proper supervision protocols including intervention strategies for Peer on Peer abuse, Sexual Harassment, Monitoring Social Media Groups		Adsafe Church or Church Entity: activity leaders and supervisors Parents
Unauthorised access to a child during the program or activity Abduction of a child at the activity Sexual Abuse of a child by an adult attendee Sexual Abuse of a child by a child attendee		Adsafe: Training Adsafe: Code of Conduct Church or Church Entity Board: Appropriate Staffing levels to provide adequate supervision Activity Leader: Discuss a list of behavioural expectations (Code of Conduct for participants) Activity Leader: Supervision schedule or plan including breaks for supervisors		Adsafe: Safeguarding Church or Church Entity: Persons in appointed roles Activity Leader & Supervisor/s Activity Leader

1. *Harm or Risk of Harm caused by Sexual Abuse* Activity and Hazard (identify the risky activities)	Initial Risk Rating	Control Measures (how will you control the risk)	Final Risk Rating	Who is responsible to implement the control measures
		Activity Leader or delegate: Orientation to participants outlining amongst other things: 1. out of bounds areas including access to sleeping areas 2. what can and can't be done during activities time, mealtime, free time and sleeping time 3. toileting and bathing procedures 4. safety instructions 5. how to make special request Church Leadership: Responding to incidents, raised concerns and complaints		Church Leadership
Grooming of a child including: • giving of gifts or special attention to a child • making close physical contact with a child • exposure of a child to nudity, sexual material and/or sexual acts • attempting to establish unsupervised access to a child either face to face or online • introducing to the child that the relationship is secret and special and isolating them from others • allowing or encouraging a child to break the rules or engage in dangerous behaviours • the child may be coerced to do "favours" in return for not being hurt or exposed		Adsafe: Training Adsafe: Code of Conduct Church Leadership: Responding to incidents, raised concerns and complaints Activity Leaders and Supervisors: Be aware of and respond to attempts to have private alone time between an adult and child who is not their own. Activity Leaders and Supervisors: Be aware of and respond to attempts to have private online time between an adult and child who is not their own.		Adsafe: Safeguarding Church or Church Entity: Persons in appointed roles Activity Leader & Supervisor/s
Grooming of parents or family to gain access to a child		Church: Ensure that after hours assistance to vulnerable families from the church is done by groups of church members rather than		Church or Church Entity: Persons in appointed roles

1. Harm or Risk of Harm caused by Sexual Abuse Activity and Hazard (identify the risky activities)	Initial Risk Rating	Control Measures (how will you control the risk)	Final Risk Rating	Who is responsible to implement the control measures
		single individuals		
High risk activities that require participants to correctly wear protective equipment such as harnesses or life jackets and require that this be check before commencing the activity providing an opportunity to inappropriately touch a child.		Initially organise a close friend of the participant to assist with the application of the harness before the final check Organise for both male and female supervisors to assist with the application of the harness or life jacket.		Activity Leader
Overnight events that include facilities for changing, showering and toileting providing an opportunity to sexually assault a child or invade their privacy.		Encourage participants to use these facilities in groups. Ensure the supervision roster includes proper supervision levels for these areas. Ensure that same gender adults to supervise sleeping, changing, showering and toileting areas.		Activity Leader
Accommodation facilities (tents or cabins) that are secluded and when unoccupied provide an opportunity to sexually abuse a lone occupant.		Church or Church Entity: Security plan to supervise unoccupied tents or cabins Adult Residents ensure the security of their site		Security Staff Adult Residents

2. Harm or Risk of Harm caused by Physical and other forms of abuse and neglect Activity and Hazard (identify the risky activities)	Initial Risk Rating	Control Measures (how will you control the risk)	Final Risk Rating	Who is responsible to implement the control measures
Risk of ongoing physical, emotional and psychological harm to, and the neglect of a child in both on-site and external context		Adsafe: Awareness Training for all appointed roles with particular reference to Mandatory Reporting obligations Church or Church Entity: Complaints Handling Church or Church Entity: Reporting and Notifications Activity Leaders and Supervisors: Proper supervision protocols including intervention strategies for Bullying, Harassment,		Adsafe: Safeguarding Church or Church Entity: Persons in appointed roles Activity Leader

2. Harm or Risk of Harm caused by Physical and other forms of abuse and neglect Activity and Hazard (identify the risky activities)	Initial Risk Rating	Control Measures (how will you control the risk)	Final Risk Rating	Who is responsible to implement the control measures
		Monitoring Church established Social Media Groups		
Rough-house games that have a potential to injure particularly with a large range in participant size (including adults)		Activity Leader: Assessment of planned activities		Activity Leader Supervisor/s
A group of participants who fail to follow directions creating frustration to a supervisor who resorts to physical mechanisms of discipline		Activity Leader: Clear instructions given to participants regarding appropriate and inappropriate behaviours Activity Leader: Clear communication to participants of consequences of inappropriate behaviour		Activity Leader

3. Unintentional or accidental harm Activity and Hazard (identify the risky activities)	Initial Risk Rating	Control Measures (how will you control the risk)	Final Risk Rating	Who is responsible to implement the control measures
<activities that involve high speeds – Skiing, Cycling, projectiles, collisions > Instructors poorly trained Safety equipment warn incorrectly Equipment failure Collisions between participants Participants unaware of risks in the activity		Church or Church Entity Board annual and ongoing review of the church's physical equipment.		Church or Church Entity: Board
<activities that involves potential falls >1m – abseiling, rock-climbing, high ropes courses, cannoning, bushwalking in areas with cliffs>		Church or Church Entity Board annual and ongoing review of the church's physical equipment.		Church or Church Entity: Board

3. Unintentional or accidental harm Activity and Hazard (identify the risky activities)	Initial Risk Rating	Control Measures (how will you control the risk)	Final Risk Rating	Who is responsible to implement the control measures
Instructors poorly trained Safety equipment warn incorrectly Equipment failure Collisions between participants Participants unaware of risks in the activity				
<Walking or camping in wilderness areas> Getting lost Snake bites Injuries requiring emergency medical attention				

4. Environmental Hazards Activity and Hazard (identify the risky activities)	Initial Risk Rating	Control Measures (how will you control the risk)	Final Risk Rating	Who is responsible to implement the control measures
<Physical environment hazards> The site's toileting facilities are isolated from main traffic, the entrance is hidden from plain sight or has no wash area posing a heightened risk of unsupervised access to a child using the facilities. Accommodation areas are open and unsupervised during activities or overnight The site has unused or often unoccupied and unlocked rooms or out of sight areas without the ability to see occupants from activity areas The site has external areas where members of public have easy access to attendees such as a car park.				

4. *Environmental Hazards* Activity and Hazard (identify the risky activities)	Initial Risk Rating	Control Measures (how will you control the risk)	Final Risk Rating	Who is responsible to implement the control measures
<On-line environment hazards> Children are allowed direct electronic communication with persons in child related roles. Children are given unfiltered internet access at the site Children have large block of time unsupervised with access to the internet through electronic devices Children with access to electronic devices are able to bully or harass other children		Adsafe: Practice Updates: **Visual Images in a church context** and Virtual Meetings Adsafe: Code of Conduct Church or Church Entity: Implementation of Adsafe's Practice Updates: **Visual Images in a church context** and **Virtual Meetings** Church or Church Entity: Code of Conduct: Ensuring that Communication mechanisms with children are public and transparent. Activity Leader: clear protocols regarding use of electronic equipment		Adsafe: Policy, Safeguarding Church or Church Entity: Board Activity Leader
<Equipment hazards>				