



THE TOPS
LIFE TO THE FULL

Site Risk Management Plan

RISK MANAGEMENT PLAN

COVID-19

Please refer to Risk Management documentation – 'COVID-19 Risk Management Plan' for detailed information and venue response to COVID-19.

TRAVEL *(Consider transport to the venue)*

Activity/ Location	Hazard Identification	Probability	Consequences	Risk Assessment	Elimination or Control Measures	Who	When
Coach transportation to Centre	▪ Vehicle breakdown	3	1	1	▪ Book vehicle appropriate for group. ▪ Ensure vehicle operators hold appropriate licences & insurance.	Bookings Team	Prior to booking
	▪ Vehicle accident	3	5	3	▪ Ensure participants stay seated throughout travel ▪ Ensure seat belts are worn where fitted. ▪ Enforce rules & monitor behaviour. ▪ Brief participants on emergency procedures.	Vehicle Operator Program Team	During transportation
	▪ Struck by vehicle	2	5	2	▪ Centre has designated Bus Loading Zones with signage. ▪ Ensure participants enter & exit vehicle in a safe manner.	Guest Group Leaders Maintenance	Ongoing site management

VENUE *(Consider potential hazards such as location, crowds, slippery floors)*

Activity/ Location	Hazard Identification	Probability	Consequences	Risk Assessment	Elimination or Control Measures	Who	When
General	▪ Buildings unstable	2	5	2	▪ The Centre holds all licences required to operate. ▪ Centre maintains Public Liability insurance. Certificate of Currency provided on request.	Management Team	Ongoing site management
	▪ Site uninsured	1	1	1	▪ Construction meets relevant building codes. ▪ Construction is undertaken by licensed, insured builders.	Maintenance	
	▪ Injury due to WHS issue	4	2	2	▪ Centre has a commitment to managing WHS issues.		
Participants walking / crossing roads	▪ Struck by vehicle whilst crossing road	2	5	2	▪ Signage identifies "children at play" & a speed limit of 20k. ▪ Speed humps on main roads. ▪ Signage encourages vehicles to be parked in designated areas. ▪ Provide group with rules & monitor. ▪ Walk on roads only when absolutely necessary. ▪ Designated crossing locations marked as pedestrian crossings	Maintenance Guest Group Leaders Program Team All Staff	Ongoing site management During stay
Meeting rooms	▪ Struck by falling equipment	2	2	1	▪ Signage states that chairs are to be stacked to a maximum height. ▪ Signage states that tables are stacked against wall.	Group Leader	Throughout stay
	▪ Hot water burns	4	2	2		Front of house	Ongoing site management

					<ul style="list-style-type: none"> Fixed wall mount mini boils are over sinks and at height to discourage access by children. 'Zip' hot & cold taps include activated hot water safety switch 		
Swimming pool	<ul style="list-style-type: none"> Slip on wet tiles or pool edge 	4	2	2	<ul style="list-style-type: none"> Pool is fenced, signage showing depth is in place & edging tiles are slip resistant. CPR signage & flotation rescue device are in place. Group Organiser given key to open pool gate. Rules for pool operation included in the Induction Book. There must be two people in the pool area. One responsible adult leader must be present who can perform CPR. The last Leader to leave must lock the gate. Regular testing of water quality by appropriately trained staff. 	Maintenance	Ongoing site maintenance
	<ul style="list-style-type: none"> Unsupervised access / poor supervision 	3	4	3		Guest Relations	On arrival
	<ul style="list-style-type: none"> Water quality 	3	1	1		Guest Group Leader	Throughout stay
Sporting Equipment & Areas (including swings & volley ball & tennis courts)	<ul style="list-style-type: none"> Faulty equipment causes injury 	4	1	1	<ul style="list-style-type: none"> Fixed equipment meets building codes & council requirements. Equipment is inspected annually. Soft fall areas are in place & maintained. Sporting equipment is kept in good repair. Detailed information is outlined in the Induction Book Group leaders have access to sports equipment. The Centre encourages adult supervision of all recreational activities. 	Maintenance	Ongoing site management
	<ul style="list-style-type: none"> Fall off equipment 	5	2	2		Guest Relations	On arrival
Maintenance	<ul style="list-style-type: none"> Injury due to unsupervised access to areas being maintained 	5	2	2	<ul style="list-style-type: none"> During construction or routine maintenance, areas are fenced or barricaded. The area has signage advising "Staff Entry Only". Tools are stored in maintenance sheds or in locked vehicles. The Centre promotes a safe working environment. A Heavy Vehicle Procedure is in place. A Delivery Procedure is in place. Material Safety Data Sheets are maintained. 	Guest Group Leader	Throughout stay
Maintenance	<ul style="list-style-type: none"> Injury due to unsupervised access to areas being maintained 	5	2	2	<ul style="list-style-type: none"> During construction or routine maintenance, areas are fenced or barricaded. The area has signage advising "Staff Entry Only". Tools are stored in maintenance sheds or in locked vehicles. The Centre promotes a safe working environment. A Heavy Vehicle Procedure is in place. A Delivery Procedure is in place. Material Safety Data Sheets are maintained. 	Maintenance	Ongoing site maintenance
Site Hazards (incl cliff edges, trip	<ul style="list-style-type: none"> Tripping on paths/tracks 	5	1	2	<ul style="list-style-type: none"> Lookouts have safety railing installed. Safety signage & fencing installed At night external pathways are illuminated. 	Program Team	Ongoing site management

hazards, environment.	▪ Fallen trees or limbs	4	4	3	<ul style="list-style-type: none"> ▪ Trees are cut back, tracks cleared & general maintenance conducted to reduce risks. ▪ Designated guest activity locations display appropriate warning signs. ▪ Annual arborist inspections identify and remove hazardous trees/limbs ▪ Guest induction identifies cliff safety protocol 	Guest Relations	
	▪ Cliff edges	4	4	3			

ACTIVITIES *(Consider activities planned on the program)*

Special Note: All activities have separate detailed risk management plans that consider the specific risks for that activity. These plans are available on request.

Activity/ Location	Hazard Identification	Probability	Consequences	Risk Assessment	Elimination or Control Measures	Who	When
Activity Structures & Hardware	<ul style="list-style-type: none"> ▪ Failure of structure or equipment 	3	4	3	<ul style="list-style-type: none"> ▪ Construction complies with current Aust Standards or relevant building codes and annual checks & maintenance conducted, including annual third party inspection ▪ Equipment is used, stored & retired in accordance with manufacturer guidelines. ▪ Routine inspection system is in operation ▪ Logs are maintained to track equipment usage. 	Program Team	Ongoing site management After activity
Activity specific	<ul style="list-style-type: none"> ▪ Unsafe practices 	2	4	2	<ul style="list-style-type: none"> ▪ Centre has developed Standard Operating Procedures that meet or exceed industry standards to manage known & potential risks and ensure safe operation of activities. ▪ The Centre is a member of the NSW peak industry body – Outdoors NSW ▪ Guest Group Leader supplies completed participant Acknowledgement of Risk forms. ▪ Guide to participant ratios will vary depending on activity & group. ▪ Guides undertake work that is in line with their level of training or experience on each activity. ▪ Ensure one Guest Group Leader allocated to each group ▪ Activity areas are inspected to identify any hazards. ▪ Groups given instructions on boundaries & behaviour. ▪ Supervision of group during activity session. ▪ Participants must attend briefing to undertake activity. ▪ Vehicle access to all activities onsite. ▪ Incident Report Form completed for any incidents. 	Program Team Guest Group Leader	Ongoing management On arrival Prior or activity During activity
	<ul style="list-style-type: none"> ▪ Injured whilst on activity 	5	1	2			
	<ul style="list-style-type: none"> ▪ Inadequate supervision 	3	3	2			

Staff	<ul style="list-style-type: none"> Insufficient knowledge & skills 	3	4	3	<ul style="list-style-type: none"> Guides have minimum qualification of Certificate III in outdoor recreation and have been specifically trained and assessed on individual activities by the Centre. Guides have current First Aid qualifications. Guides are required to follow Standard Operating Procedures and are routinely assessed. 	Program Team All	Ongoing management
Access to activity	<ul style="list-style-type: none"> Injury due to unsupervised access 	2	1	1	<ul style="list-style-type: none"> Activities are de-rigged at the end of each day Access to activities is restricted between scheduled activity sessions (ie. ladders locked, harnesses stored or guide remains at site). 	Program Team	Throughout stay
Missing person	<ul style="list-style-type: none"> Participant separated from group during activity or person wanders into bushland off Conference property 	3	1	1	<ul style="list-style-type: none"> Participants briefed on meeting place & times. Guide will confirm group numbers with Guest Group Leaders & conduct regular head count. Group will only walk as fast as the slowest person. Guides maintain control of front and back of walking groups 	Guest Group Leaders Program Team	Prior to activity During activity

EQUIPMENT (Consider resources that impact on the activity such as appropriate & sufficient clothing, shoes, protection from environment, activity specific equipment)

Activity/ Location	Hazard Identification	Probability	Consequences	Risk Assessment	Elimination or Control Measures	Who	When
Personal Safety Equipment	<ul style="list-style-type: none"> Failure of equipment 	1	4	1	<ul style="list-style-type: none"> Equipment complies with industry standards. Equipment is used for its express purpose, stored & retired in accordance with manufacturer guidelines. Participants briefed on correct fitting & usage of equipment for activity. Logs are maintained to track equipment usage. 	Program Team	Ongoing site management
	<ul style="list-style-type: none"> Unsafe practices 	3	4	3			During activity
	<ul style="list-style-type: none"> Inadequate equipment 	3	3	2			After activity
Appropriate Clothing / Footwear	<ul style="list-style-type: none"> Tripping or foot injury 	5	1	2	<ul style="list-style-type: none"> Checklist provided outlining clothing requirements. Guides brief participants prior to activities. Participants asked to change clothing if inappropriate for activities Bureau of Meteorology site checked for weather updates & Guest Group Leaders advised changing weather conditions. Emergency weather push notifications alter key staff to changing conditions. 	Program Team Guest Group Leaders	Prior to Stay
	<ul style="list-style-type: none"> Sunburn 	5	1	2			Prior to activity

ENVIRONMENT *(Consider environmental hazards such as weather, natural hazards, terrain, plants & animals)*

Activity/ Location	Hazard Identification	Probability	Consequences	Risk Assessment	Elimination or Control Measures	Who	When	
Extreme weather conditions	▪ Change in weather conditions	5	1	2	<ul style="list-style-type: none"> ▪ Checklist provided to guest group leader outlining clothing requirements. ▪ Bureau of Meteorology site checked for weather updates & Guest group Leaders briefed on arrival & advised changing weather conditions during stay. ▪ Participants briefed to wear hats, apply sunscreen & carry water. ▪ Water is readily accessible. ▪ Guides in radio contact with Program Team support staff throughout activity. ▪ Monitor group throughout activity & administer First Aid if required. ▪ Activity stopped if conditions considered unsafe. ▪ Alternate activities arranged after discussion with Guest Group Leader. 	Program Team	Prior to stay	
	▪ Exposure	4	1	1			Guest Group Leaders	On arrival
	▪ Sunburn	5	1	2			Throughout stay	
	▪ Lightning	3	4	3			During activity	
	▪ Dehydration	4	1	1				
Fire (including bush fire)	▪ Personal injury	3	4	3	<ul style="list-style-type: none"> ▪ Centre meets Australian Standards in relation to number of hydrants, hoses and extinguishers, illuminated exit signs, Emergency Procedure signs & equipment maintenance (six months check by licensed provider). ▪ Centre has a pro-active process to manage associated risks. ▪ Smoke alarms are installed in every room. ▪ Fire blankets available in every kitchen with cooking facilities. ▪ Fire zones are maintained & fire hydrant protection for all sites. ▪ Signage identifies marshalling areas & fire extinguishers. ▪ Marshalling areas clearly identified. ▪ A number of onsite staff completed training by Community Fire Unit. ▪ Access onsite to two Community Fire Units. ▪ Emergency procedures & fire alarms explained to Group Leader and provided in Induction Book. ▪ Groups briefed on evacuation procedures. ▪ Groups to move to evacuation points if required. ▪ Guest Group Leader and Guest Relations check group against participant list. 	Maintenance Guest Relations All Guest Group Leader	Ongoing site management	
	▪ Loss of property	3	1	1			On arrival	

Native flora & fauna	<ul style="list-style-type: none"> Reaction due to known triggers 	5	2	2	<ul style="list-style-type: none"> Request medical info from participants by Guest Group Leader & summary produced. Advise staff of any potential allergic risks, triggers & severity (see under Medical) Participant to carry any personal medication. First Aid kit carried at all times. Guides in radio contact with Program Team support staff. Group briefed on level of risk & emergency response. Participants to wear closed in shoes for all activities. Guides to walk at head of walking group. 	Guest Group Leader Program Team Guest Relations	Prior to stay On arrival Prior to activity Throughout stay
	<ul style="list-style-type: none"> Injury due to bite or sting (eg snake or spider) 	3	4	3			

PEOPLE (Consider nature of participants such as maturity, skill, behaviour, child protection issues, ratios, fitness, medical conditions & disabilities)

Activity/ Location	Hazard Identification	Probability	Consequences	Risk Assessment	Elimination or Control Measures	Who	When
Child Protection	<ul style="list-style-type: none"> Child Protection related incident 	2	3	1	<ul style="list-style-type: none"> The Centre is registered with The Office of The Childrens Guardian for the purpose of conducting Working with Children checks on all employees. Centre has a Child Protection Policy in place & an appointed Child Protection Officer. All staff are comprehensively screened according to Fresh Hope Venues Safe Venue Procedures and Codes of Conduct. Procedure in place for management of allegation. Staff easily identified by uniform shirts with logo. All guests check in and out of site No individual guest information regarding location of minors is disclosed to external parties by Venues staff unless directed by guest group leader. 	Management Team Guest Services	Ongoing site management
	<ul style="list-style-type: none"> External identification of child at risk 	4	3	3			
Privacy of Information	<ul style="list-style-type: none"> Unauthorised disclosure of info 	4	1	1	<ul style="list-style-type: none"> Information obtained is used only for express purpose. Access & storage of information meets Privacy Act requirements. Info retained as required under the Freedom of Information Act. 	All	Throughout stay Ongoing site management
Medical	<ul style="list-style-type: none"> Aggravation of existing medical condition or injury 	5	3	3	<ul style="list-style-type: none"> Information obtained identifying allergies, special needs & other health related issues. Ensure a group medical summary is available. Ensure that participants have medication. 	Guest Group Leader	Prior to stay On arrival

	<ul style="list-style-type: none"> Access to First Aid & equipment 	3	1	1	<ul style="list-style-type: none"> First Aid boxes are available at each site. Centre has policy of not administering anything ingestible, injectable or topical. Vehicle access to all activities onsite. All Guides hold current First Aid qualifications. Instructors carry a First Aid kit onsite to all activities. 	Guest Relations Program Team	Throughout stay Ongoing site management
Specific Needs	<ul style="list-style-type: none"> Incident due to inadequate specific needs considerations 	2	1	1	<ul style="list-style-type: none"> Signage identifies wheelchair access throughout site. Wheel chair access to majority of onsite areas & ramps are wheel chair compliant. Safety bars in disabled rooms at all sites. Ability to participate in specific activities decided after discussion with Group Leader & participant. 	Maintenance Program Team	Ongoing site management Prior to activity
Client Behaviour	<ul style="list-style-type: none"> Injury due to other participant 	5	1	2	<ul style="list-style-type: none"> Centre promotes a smoke free environment. Smoking is not permitted in any building or designated work area. The Centre has a drug free & alcohol policy. Information is detailed in the Induction Book & Group Leader should brief group. Signage in each room set out Centre rules. Action will be taken for infringements of these policies. 	Management Team	Ongoing site management
	<ul style="list-style-type: none"> Injury to self through inappropriate actions 	5	1	2		Group Leader Guest Relations	On arrival Throughout stay
	<ul style="list-style-type: none"> Ingestion of non-prescription drugs or alcohol 	4	2	2			

ACCOMMODATION & SERVICES *(Consider standards of accommodation & amenities, security, supervision, food allergies)*

Activity/ Location	Hazard Identification	Probability	Consequences	Risk Assessment	Elimination or Control Measures	Who	When
Security	<ul style="list-style-type: none"> Intruder 	3	2	2	<ul style="list-style-type: none"> Group Leader given key to each bedroom & site meeting rooms. Unique coded access is provided to groups for accommodation areas Access to a safe is provided at each site. Group to keep facilities locked at night & when not onsite (eg. at activities) All staff easily identified by uniform shirts with logo. Staff & other groups asked to limit their access to their own site. Visitor sign-in process at reception. 	Guest Relations	On arrival
	<ul style="list-style-type: none"> Loss of property 	3	1	1		Guest Group Leaders All Staff	Throughout stay
	<ul style="list-style-type: none"> Assault 	2	3	1			

Accommodation	▪ Injury due to inappropriate actions	2	4	2	<ul style="list-style-type: none"> ▪ Ensure adequate sleeping accommodation for each participant. ▪ Ensure separate accommodation for males & females. ▪ Ensure Group Leader accommodation is within easy access for participants if required. ▪ Procedures detailed in Induction Book provided to Group Leader. ▪ Groups briefed on appropriate behaviour, rules & out of bounds areas. ▪ Group to advise any maintenance required during stay ▪ Leader to advise any maintenance on Evaluation Form. ▪ Phasing in restricted water temperatures in all accommodation. ▪ Evacuation Procedures signage in each room. ▪ Fly screens are installed in all rooms. ▪ Venue has a commitment to managing WHS issues ▪ Venue maintains systems of checking, identifying, service and repair of buildings and fittings 	Guest Services Guest Group Leader Maintenance	Prior to stay On arrival Throughout stay Ongoing site management
	▪ Scalding	3	2	2			
	▪ Inadequate supervision	4	4	3			
	▪ Injury due to buildings / fittings failure	4	2	2			
Housekeeping	▪ Slip in wet area	5	2	2	<ul style="list-style-type: none"> ▪ Chemicals are stored appropriately for their use. ▪ All cleaning materials (eg. buckets, mops) stored when not in use. ▪ All electrical cords are wound up when not in use. ▪ "Cleaning in Progress" signs utilised. ▪ Bathroom floors are mopped after group has vacated. ▪ Bedroom doors are locked after cleaning. ▪ Staff are not to be alone with a participant, ie. when room cleaning staff knock, call out and only enter if room is unlocked & vacant. ▪ Mattresses & bedding are checked and replaced (if required) after every camp. ▪ Toilets in meeting rooms & dining area are cleaned during minimum or unlikely use times to minimise guest contact with wet floors. 	Housekeeping	Ongoing site management
	▪ Child Protection related incident	2	4	2			
	▪ Trip hazard	4	3	3			
	▪ Ingestion of cleaning chemical	3	4	3			

Kitchen	▪ Food poisoning	3	3	2	<ul style="list-style-type: none"> Centre proactively manages all aspects of food safety & hygiene. Chefs are qualified and have the relevant knowledge regarding food safety and safe food handling practices. Staff are trained on both the knowledge & skills required for their area of responsibility. Dietary requirements are taken into account (see detailed info below). Inspections by regulator All deliveries controlled and checked Stock rotation / 'best before' dates observed and acted upon Regular scheduled pest control Access to kitchen has staff only warning signage in main dining and access locked when no staff are present. 	Catering	Ongoing site management
	▪ Insect Infestation/contamination	2	1	1			
	▪ Injury due to unsupervised access	4	2	2			

Dietary Requirements	▪ Religious or ethical	3	1	1	<ul style="list-style-type: none"> Information obtained and guest specific menu requirements reviewed, identifying food allergies & special dietary needs and other health related issues. Centre advises where participant will need to supply own food. Centre provides menu plans which are communicated with guests. Centre EpiPens are available – first response staff are appropriately trained in necessary procedures. Summary of dietary requirements supplied to Guest Group Leader for verification. Nut free catering operation. During meal times, Guest Group catering coordinator works with Front of House staff to identify group members with dietary requirements Guests with anaphylactic food reactions receive individually plated and controlled meals Front of House supervisors are all first aid trained. 	Guest Group Leader Catering	Prior to stay Prior to first meal Throughout stay
	▪ Anaphylaxis or reaction to known or unidentified trigger	3	4	3			
Servery & Dining Area	▪ Incident due to incorrect food handling & storage	3	1	1	<ul style="list-style-type: none"> Procedures detailed in Induction Book provided to Group Leader. Guest Group Leader briefs guests on appropriate behaviour & expectations. 	Guest Relations Guest Group Leader	On arrival Ongoing management

	▪ Burning / scalding	3	1	1	<ul style="list-style-type: none"> Food service runs for appropriate length of food service time, after which food is removed to meet food, safety & hygiene laws. gloves to be worn when serving (front of house staff, leaders or guests). Appropriate warning signs used where necessary. Risk areas (eg. Broken crockery, wet floors etc) appropriately controlled according to WHS guidelines All power cords to hot servery run to ceiling. “Do not Enter”, “Cleaning in Progress” & “Staff Only” signs limit access as required. Access to restricted areas are fitted with lockable doors. 	Catering	
	▪ Slips / Trips	4	1	1			
	▪ Cut	4	1	1			
	▪ Unsupervised access to restricted use areas	4	1	1			

OTHER (Consider other hazards specific to related Stay)

Activity/ Location	Hazard Identification	Probability	Consequences	Risk Assessment	Elimination or Control Measures	Who	When
Emergencies	▪ Personal injury	4	2	2	<ul style="list-style-type: none"> Centre has Emergency procedures in place. Standard operating hours are 8am to 6pm, 24 hour emergency assistance is available Emergency procedures explained to Group Organiser and provided in Induction Book. Contact details for local facilities (eg. doctors, chemist) available. Groups briefed on evacuation procedures. 	Guest Services	Ongoing site management
	▪ Loss of property	4	1	1		Guest Group Leader	On arrival
	▪ Missing person	3	2	2			
Transportation of participant in Centre vehicle	▪ Child Protection related incident	3	3	2	<ul style="list-style-type: none"> Only to occur in circumstances where there is no other feasible option. Permission obtained from parent, caregiver or Group Leader. Vehicle is insured & registered & employee licensed. Employee screened for Working with Children. 	Guest Group Leader	Throughout stay
	▪ Vehicle faulty	3	2	2		Guest Relations	
	▪ Vehicle accidents	2	4	2			

RISK ASSESSMENT LEGEND:

	PROBABILITY	DEFINITION
6	Almost Certain (AC)	Is the most likely and expected result if the hazard / event takes place
5	Quite Possible (QP)	Is quite possible, not unusual, has an even 50/50 chance
4	Unusual but Possible (UP)	Would be an unusual sequence or coincidence
3	Remotely Possible (RP)	Would be a remotely possible coincidence
2	Conceivable (CO)	Has never happened after many years of exposure, but is conceivably possible
1	Practically Impossible (PI)	Has never happened after many years of exposure, and is virtually impossible

	CONSEQUENCE	DEFINITION
6	Catastrophe	Numerous fatalities, extensive environmental impact, extreme disruption to operations, financial loss (greater than \$5m)
5	Disaster	Multiple fatalities, major environmental impact, major disruption to operations, financial loss (\$1m to \$5m)
4	Very Serious	Single fatality, significant environmental impact, significant production disruption, financial loss (\$500k to \$1m)
3	Serious	Serious injury (permanent disability, amputation), notable environmental impact, slight disruption to operations, financial loss (\$50k to \$500k)
2	Substantial	Disabling injury requires medical treatment, minor environmental impact, slight disruption to operations, financial loss (\$5k to \$50k)
1	Minor	First aid treatment – minor cuts, bruises or bumps, negligible environmental impact, negligible disruption to operations, financial loss (up to \$5k)

CONTRIBUTING FACTORS		
Actions of other participants	Ageing of equipment	Age & physical fitness of participant
Behavioural issues	Damage to equipment	Duration of activity
Equipment not used for its express purpose	Equipment	Environment
Fatigue	Nature of activity	Prior experience
Substances	Technical proficiency	Technical skill & knowledge
Terrain	Weather	

RISK SCORE	LEVEL
1	Very Low
2	Low
3	Moderate
4	High
5	Very High
6	Extreme

PROBABILITY	Almost Certain	2	3	4	5	6	6
	Quite Possible	2	2	3	4	5	6
	Unusual but Possible	1	2	3	3	4	5
	Remotely Possible	1	2	2	3	3	4
	Conceivable	1	1	1	2	2	2
	Practically Impossible	1	1	1	1	2	2
		Minor	Substantial	Serious	Very Serious	Disaster	Catastrophic
CONSEQUENCES							