

Risk Summary - Swan Valley Adventure Centre

Theme	Risk Number	Risk Goal	Inherent Risk Rating	Residual Risk Rating
1. Venue	1.1	Buildings, plant and equipment are maintained to safe, compliant standards free from health or injury risks	Extreme (20)	Medium (5)
	1.2	Carparks, roads and paths can be transited safely	Extreme (20)	Medium (5)
2. Adventure Activities	2.1	Adventure Activity structures, fixed equipment and pool are maintained to safe, compliant standards	Extreme (20)	Medium (5)
	2.2	Adventure Activity PPE and mobile equipment is maintained to safe, compliant standards	Extreme (20)	Medium (5)
	2.3	Adventure Activities are conducted (operations) in a safe manner	High (16)	Medium (5)
3. Environment	3.1	Avoid harm from extreme weather (e.g., wind, heat and lightning)	High (16)	Medium (9)
	3.2	Avoid harm from falling tree branches and other flora	High (15)	Medium (6)
	3.3	Avoid harm from snakes and other fauna	High (12)	Medium (9)
4. People	4.1	A child safe environment is maintained	Extreme (20)	Medium (8)
	4.2	Prevent, detect and respond to missing persons	High (12)	Medium (9)
	4.3	Medical outcomes are improved through the provision of first aid	High (16)	Medium (9)
	4.4	Safeguard people with special needs	High (16)	Medium (6)
	4.5	Prevent, detect and respond to unacceptable behaviour	High (12)	Medium (6)
5. Operations	5.1	Provide emergency response (including bush fire) 24/7	Extreme (20)	Medium (6)
	5.2	Suitable accommodation is provided in consideration of age, gender and special needs	High (16)	Medium (8)
	5.3	Housekeeping is undertaken in a manner to maintain the health and safety of staff and guests	High (16)	Medium (8)
	5.4	Food service is undertaken in a manner to maintain the health and safety of staff and guests	Extreme (20)	Medium (6)
	5.5	Maintain operational (business) continuity of critical infrastructure and services	High (16)	Medium (9)
	5.6	guest expectations, responsibilities and satisfaction are well managed	High (12)	Low (4)
	5.7	Business Development and Marketing delivers growth	High (12)	Medium (6)
6. Maintenance Operations	6.1	Maintenance is conducted in a manner to maintain the health and safety of staff and guests	Extreme (20)	Medium (9)
	6.2	The safety of contractors is well managed	Extreme (20)	Medium (6)
7. Summer Camp	7.1	The unique welfare, health and safety needs of Summer Camp Guests and Camp Companions are met	Extreme (20)	Medium (5)

Risk Details - Swan Valley Adventure Centre

Risk Number 1.1

Date 12/07/2021

Risk Theme

1. Venue

Risk Goal

Buildings, plant and equipment are maintained to safe, compliant standards free from health or injury risks

Inherent Risk Rating Extreme (20)

Residual Risk Rating Medium (5)

Event / Threats to Goal / Root Cause				Preventative Control		Impact / Consequence				
Ref	Description	Likelihood	Ref	Likelihood	Ref	Description	Type	Impact	Ref	Impact
E1	Sufficient funds are not generated by the business to invest in building, plant and equipment maintenance	4	C1	1	R I S K E V E N T O C C U R S	11-15	People Financial Operations Reputation Legal	5 3 3 2 2	M1, M3 M1, M2 M1, M2	5 2 2 2 2
E2	Processes are not in place to report building defects, undertake reactive maintenance and prioritise safety hazards	4	C2 - C8	1						
E3	Preventative maintenance is not planned or undertaken	4	C5	1						
E4	Termite damage	4	C5, C6	1						
E5	Storm damage	4	C5, C7	1						
E6	POOL not maintained to compliant standards	4	C4	1						
E7										
E8										
I6										
I7										
I8										

Existing Control Rating Good

Preventative Controls					
Ref	Description	Entity	Owner	Status	Due
C1	Risk 5.7 Controls (Business Development)	PDT / SVAC	DS, GM, SME	Adequate Enhance	Complete Feb. 22
C2	Policies in place to support maintenance framework (e.g., WHS and, Repairs and Maintenance Policy)	PDT / DC	DS, OM	Good Monitor	Review Oct 22
C3	Defect reporting and effective HSC meetings	SVAC	GM, SVOM, GMS	Adequate Monitor	Review Oct 22
C4	Other external inspections and licencing (e.g., food safety and pool inspections)	SVAC	GM, SVOM, HC, GMS	Adequate Monitor	Review Oct 22
C5	Risk 6.1 Controls (Maintenance)	SITE	PSM, GMS	Adequate Monitor	Review Oct 22
C6	Termite inspections and treatment	SITE	PSM, GMS	Adequate Monitor	Review Oct 22
C7	Tree inspections and pruning	SITE	PSM, GMS	Adequate Monitor	Review Oct 22
C8	Other safety inspections (Electrical, asbestos and fire safety)	SITE	PSM, GMS	Adequate Monitor	Review Oct 22

Mitigating Controls					
Ref	Description	Entity	Owner	Status	Due
M1	Building and Public Liability Insurance	PDT	DS, OM	Good Monitor	Review Oct 21
M2	Rapid of after hours response to emergencies	SVAC / SITE	GM, PSM, SVOM	Adequate Monitor	Review Oct 21
M3	First Aid capability	SVAC	GM, SVOM	Adequate Monitor	Review Oct 21
M4					
M5					
M6					
M7					
M8					

Owner Legend

DS	Diocesan Secretary
CFO	Chief Financial Officer
OM	Operations Manager
PSM	Property Services Manager
GM	General Manager - SVAC
SVOM	SV Operations Manager
HC	Head Chef
AM	Activities Manager
SME	Sales and Marketing Executive
GMS	Grounds and Maintenance Supervisor

Risk Details - Swan Valley Adventure Centre

Risk Number 1.2

Date 12/07/2021

Risk Theme

1. Venue

Risk Goal

Carparks, roads and paths can be transited safely

Inherent Risk Rating **Extreme (20)**

Residual Risk Rating **Medium (5)**

Event / Threats to Goal / Root Cause		Preventative Control	
Ref	Description	Likelihood	Likelihood
E1	Sufficient funds are not generated by the business to invest in carpark, road and path maintenance	4	1
E2	Difficult to effect improvements on Yule Ave being a public road	4	1
E3	Difficult to control where people cross Yule Ave	4	1
E4	Tree debris increases the likelihood of a slip or trip	4	1
E5	Lack of illumination increases the likelihood of a trip	4	1
E6	Injuries or property damage are caused by staff in SV vehicles	4	1
E7			
E8			

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Impact / Consequence		Mitigating Control	
Ref	Description	Ref	Impact
11-16	Notifiable Incident (Likelihood Rare) Increased premiums and uninsured penalties Regulator (WorkSafe) sanctions	M1 - M2 M1	5 2 2
I7			
I8			

Existing Control Rating **Adequate**

Preventative Controls				
Ref	Description	Entity	Owner	Due
C1	Risk 5.7 Controls (Business Development)	PDT / SVAC	DS, CFO, GM, SME	Complete Dec 21
C2	Liaison with City of Swan re condition of Yule Ave, including speed and traffic calming controls	SITE	PSM	Review Oct 22
C3	Install signage and pedestrian controls where possible -	SVAC	GM, SVOM	Review Oct 22
C4	Inform visiting groups of hazards and controls	SVAC	GM, SVOM	Review Oct 22
C5	Supervise high traffic/pedestrian times	SVAC	GM, SVOM	Review Oct 22
C6	Car parks and paths are cleaned regularly	SITE	PSM, GMS	Review Oct 22
C7	Car parks, roads and paths are adequately illuminated	SITE	PSM, GMS	Review Oct 22
C8	Any PDT vehicle (other than a standard car) requires training and an internal 'licence' to be granted	SVAC / SITE	GM, PSM	Review Oct 22

Mitigating Controls				
Ref	Description	Entity	Owner	Due
M1	Workers Compensation and Public Liability Insurance	PDT	DS, OM	Review Oct 21
M2	Fist Aid capability	SVAC	GM, SVOM	Review Oct 22
M3				
M4				
M5				
M6				
M7				
M8				

Owner Legend

DS	Diocesan Secretary
CFO	Chief Financial Officer
OM	Operations Manager
PSM	Property Services Manager
GM	General Manager - SVAC
SVOM	SV Operations Manager
HC	Head Chef
AM	Activities Manager
SME	Sales and Marketing Executive
GMS	Grounds and Maintenance Supervisor

Risk Details - Swan Valley Adventure Centre

Risk Number 2.1

Date 12/07/2021

Risk Theme

2. Adventure Activities

Risk Goal

Adventure Activity structures, fixed equipment and pool are maintained to safe, compliant standards (Pool part of properties)

Inherent Risk Rating **Extreme (20)**

Residual Risk Rating **Medium (5)**

Event / Threats to Goal / Root Cause				Preventative Control		Impact / Consequence					
Ref	Description	Likelihood	Ref	Likelihood	Ref	Description	Type	Impact	Ref	Impact	
E1	Insufficient funds are generated by the business to invest in activity structures and fixed equipment maintenance	3	C1	1	R I S K E V E N T O C C U R S	11-13	Notifiable Incident (Likelihood Rare) Increased premiums and uninsured penalties Interruptions to service delivery guest dissatisfaction Regulator (WorkSafe) sanctions	People	5	M1, M2	5
E2	Routine inspections and tests are not undertaken	4	C2 - C5	1				Financial	3	M1	2
E3	Processes are not on place to report defects / hazards, isolate from use (if required) and repair	4	C3 - C5	1				Operations	2	M1	2
E4								Reputation	2	.	2
E5								Legal	2	.	2
E6											
E7											
E8											

Existing Control Rating **Adequate**

Preventative Controls					
Ref	Description	Entity	Owner	Status	Due
C1	Risk 5.7 Controls (Business Development)	PDT / SVAC	DS, CFO, GM, SME	Adequate Enhance	Complete Dec 21
C2	Appropriate Australian Standards are identified and used to develop the maintenance standards	SVAC	GM, AM	Good Monitor	Review Oct 22
C3	Routine inspection and test requirements are detailed in the SVAC Operations Manual and records kept	SVAC	GM, AM	Adequate Monitor	Review Oct 22
C4	Defect/hazard reporting and isolation process detailed in SVAC Operations Manual	SVAC	GM, SVOM, AM	Adequate Monitor	Review Oct 22
C5	Adventure Activities a standing item at HSC meetings	SVAC	GM	Adequate Monitor	Review Oct 22
C6	Soft Fall areas are maintained	SVAC	GM, AM	Adequate Monitor	Review Oct 22
C7	Pool fence, nonslip surrounds and water quality are maintained	SVAC	GM, SVOM, AM	Adequate Monitor	Review Oct 22
C8					

Mitigating Controls					
Ref	Description	Entity	Owner	Status	Due
M1	Public Liability Insurance	PDT	DS, OM	Good Monitor	Review Oct 21
M2	First Aid capability	SVAC	GM, SVOM	Good Monitor	Review Oct 22
M3					
M4					
M5					
M6					
M7					
M8					

Owner Legend	
DS	Diocesan Secretary
CFO	Chief Financial Officer
OM	Operations Manager
PSM	Property Services Manager
GM	General Manager - SVAC
SVOM	SV Operations Manager
HC	Head Chef
AM	Activities Manager
SME	Sales and Marketing Executive
GMS	Grounds and Maintenance Supervisor

Risk Details - Swan Valley Adventure Centre

Risk Number 2.2

Date 12/07/2021

Risk Theme
2. Adventure Activities

Risk Goal
Adventure Activity PPE and mobile equipment is maintained to safe, compliant standards

Inherent Risk Rating Extreme (20)

Residual Risk Rating Medium (5)

Event / Threats to Goal / Root Cause				Preventative Control		Impact / Consequence					
Ref	Description	Likelihood	Ref	Likelihood	Ref	Description	Type	Impact	Ref	Impact	
E1	Routine inspections and tests are not undertaken	4	C1, C3	1	R I S K E V E N T O C C U R S	11-12	Notifiable Incident (Likelihood Rare)	People	5	M1, M2	5
E2	Processes are not on place to report defect/hazards, isolate from use (if required) and repair	4	C2, C3	1			Increased premiums and uninsured penalties	Financial	3	M1	2
E3						Interruptions to business and service	Operations	2	M1	2	
E4						Impact on key stakeholder trust	Reputation	2	.	2	
E5						Regulator (WorkSafe) sanctions	Legal	2	.	2	
E6						I3					
E7						I4					
E8						I5					
						I6					
					I7						
					I8						

Preventative Controls					
Ref	Description	Entity	Owner	Status	Due
C1	Routine inspection and test requirements are detailed in the SVAC Operations Manual and records kept	SVAC	GM, AM	Adequate Enhance	Complete Dec 21
C2	Defect/hazard reporting and isolation process detailed in SVAC Operations Manual	SVAC	GM, AM	Adequate Enhance	Complete Dec 21
C3	Adventure Activities a standing item at HSC meetings	SVAC	GM	Adequate Enhance	Review Oct 22
C4					
C5					
C6					
C7					
C8					

Mitigating Controls					
Ref	Description	Entity	Owner	Status	Due
M1	Public Liability Insurance	PDT	DS, OM	Good Monitor	Review Oct 21
M2	First Aid capability	SVAC	GM, SVOM	Good Monitor	Review Oct 22
M3					
M4					
M5					
M6					
M7					
M8					

Owner Legend	
DS	Diocesan Secretary
CFO	Chief Financial Officer
OM	Operations Manager
PSM	Property Services Manager
GM	General Manager - SVAC
SVOM	SV Operations Manager
HC	Head Chef
AM	Activities Manager
SME	Sales and Marketing Executive
GMS	Grounds and Maintenance Supervisor

Risk Details - Swan Valley Adventure Centre

Risk Number 2.3

Date 12/07/2021

Risk Theme

2. Adventure Activities

Risk Goal

Adventure Activities are conducted (operations) in a safe manner

Inherent Risk Rating High (16)

Residual Risk Rating Medium (5)

Event / Threats to Goal / Root Cause			Preventative Control	
Ref	Description	Likelihood	Ref	Likelihood
E1	SOPs for each activity are not available or not followed	4	C1	1
E2	Each activity is supervised by qualified staff	4	C2 - C4	1
E3	Guest is not adequately prepared for the activity	4	C5, C6	1
E4				
E5				
E6				
E7				
E8				

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Impact / Consequence				Mitigating Control	
Ref	Description	Type	Impact	Ref	Impact
11-13	Notifiable Incident Increased premiums and uninsured penalties Interruptions to service delivery guest dissatisfaction Regulator (WorkSafe) sanctions	People Financial Operations Reputation Legal	5 3 2 2 2	M1, M2 M1 M1 . .	5 2 2 2 2
I4					
I5					
I6					
I7					
I8					

Existing Control Rating Adequate

Preventative Controls					
Ref	Description	Entity	Owner	Status	Due
C1	SOPs for each activity are developed and contained in the SVAC Operations Manual	SVAC	GM, AM	Adequate Enhance	Complete Nov 21
C2	The staff supervision and qualification requirements for each activity are detailed in the SVAC Operations Manual	SVAC	GM, AM	Adequate Enhance	Complete Nov 21
C3	Staff involved in Adventure Activities are qualified for the activity and first aid	SVAC	GM, AM	Good Monitor	Review Oct 22
C4	Access to Adventure Activities is prevented outside supervised times	SVAC	GM, SVOM, AM	Adequate Monitor	Review Oct 22
C5	guests are provided information about appropriate clothing, shoes and hats	SVAC	GM, AM	Adequate Monitor	Review Oct 22
C6	Users are appropriated briefed and equipped (PPE) prior to each activity and individual capabilities accounted for	SVAC	GM, AM	Good Monitor	Review Oct 22
C7					
C8					

Mitigating Controls					
Ref	Description	Entity	Owner	Status	Due
M1	Public Liability Insurance	PDT	DS, OM	Good Monitor	Review Oct 21
M2	First Aid capability	SVAC	GM, SVOM	Good Monitor	Review Oct 22
M3					
M4					
M5					
M6					
M7					
M8					

Owner Legend

DS	Diocesan Secretary
CFO	Chief Financial Officer
OM	Operations Manager
PSM	Property Services Manager
GM	General Manager - SVAC
SVOM	SV Operations Manager
HC	Head Chef
AM	Activities Manager
SME	Sales and Marketing Executive
GMS	Grounds and Maintenance Supervisor

Risk Details - Swan Valley Adventure Centre

Risk Number 3.1

Date 12/07/2021

Risk Theme
3. Environment

Risk Goal
Avoid harm from extreme weather (e.g., wind, heat and lightning)

Inherent Risk Rating **High (16)**

Residual Risk Rating **Medium (9)**

Event / Threats to Goal / Root Cause			Preventative Control	
Ref	Description	Likelihood	Ref	Likelihood
E1	Effects of extreme weather on activities are not considered	4	C1, C2	3
E2	Effects of extreme weather on people are not considered	4	C3 - C4	3
E3				
E4				
E5				
E6				
E7				

R I S K E V E N T O C C U R S

Impact / Consequence				Mitigating Control	
Ref	Description	Type	Impact	Ref	Impact
I1-I2	Injury to guests	People	4	M1, M2	3
I3					
I4					
I5					
I6					
I7					

Existing Control Rating **Adequate**

Preventative Controls					
Ref	Description	Entity	Owner	Status	Due
C1	Each activity has weather parameters developed which are contained in the SOPs in the SVAC Operations Manual	SVAC	GM, SVOM, AM	Adequate Enhance	Complete Dec 21
C2	Staff know how to assess current and forecast weather	SVAC	GM, AM	Adequate Monitor	Review Jan 22
C3	Procedures for encouraging SunSmart behaviour are developed and contained in SVAC Operations Manual and guest information	SVAC	GM, AM	Adequate Monitor	Review Jan 22
C4	Procedures for encouraging adequate hydration are developed and contained in SVAC Operations Manual and guest information	SVAC	GM, AM	Adequate Monitor	Review Jan 22
C5					
C6					
C7					
C8					

Mitigating Controls					
Ref	Description	Entity	Owner	Status	Due
M1	Public Liability Insurance	PDT	DS, OM	Good Monitor	Review Oct 21
M2	Staff are aware of first aid treatment for sunburn and dehydration	SVAC	GM, SVOM, AM	Good Monitor	Review Jan 22
M3					
M4					
M5					
M6					
M7					
M8					

Owner Legend	
DS	Diocesan Secretary
CFO	Chief Financial Officer
OM	Operations Manager
PSM	Property Services Manager
GM	General Manager - SVAC
SVOM	SV Operations Manager
HC	Head Chef
AM	Activities Manager
SME	Sales and Marketing Executive
GMS	Grounds and Maintenance Supervisor

Risk Details - Swan Valley Adventure Centre

Risk Number 3.2

Date 12/07/2021

Risk Theme
3. Environment

Risk Goal
Avoid harm from falling tree branches and other flora

Inherent Risk Rating High (15)

Residual Risk Rating Medium (6)

Event / Threats to Goal / Root Cause		Preventative Control		
Ref	Description	Likelihood	Ref	Likelihood
E1	People are under falling branches	3	C1 - C4	1
E2	Buildings are under falling branches	4	C1 - C4	3
E3				
E4				
E5				
E6				
E7				
E8				

R I S K
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Impact / Consequence		Mitigating Control			
Ref	Description	Type	Impact	Ref	Impact
I1	Notifiable Incident	People	5	M1, M2	5
I2	Building Damage	Operations	3	M1, M3	2
I3					
I4					
I5					
I6					
I7					
I8					

Existing Control Rating

Preventative Controls					
Ref	Description	Entity	Owner	Status	Due
C1	Each activity has falling branch parameters developed which are contained in the SOPs in the SVAC Operations Manual	SVAC	GMS	Adequate Enhance	Complete Dec 21
C2	Tree surveys	SITE	PSM, GMS	Adequate Enhance	Review Jan 22
C3	Pruning of trees	SITE	PSM, GMS	Adequate Monitor	Review Jan 22
C4	Termite inspections	SITE	PSM, GMS	Adequate Monitor	Review Jan 22
C5					
C6					
C7					
C8					

Mitigating Controls					
Ref	Description	Entity	Owner	Status	Due
M1	Building and Public Liability insurance	PDT	DS, OM	Good Monitor	Review Oct 21
M2	First Aid capability	SVAC	GM, SVOM	Good Monitor	Review Jan 22
M3	Rapid of after hours response to emergencies	SVAC / SITE	GM, PSM	Adequate Monitor	Review Jan 22
M4					
M5					
M6					
M7					
M8					

Owner Legend	
DS	Diocesan Secretary
CFO	Chief Financial Officer
OM	Operations Manager
PSM	Property Services Manager
GM	General Manager - SVAC
SVOM	SV Operations Manager
HC	Head Chef
AM	Activities Manager
SME	Sales and Marketing Executive
GMS	Grounds and Maintenance Supervisor

Risk Details - Swan Valley Adventure Centre

Risk Number 3.3

Date 12/07/2021

Risk Theme
3. Environment

Risk Goal
Avoid harm from snakes and other fauna

Inherent Risk Rating **High (12)**

Residual Risk Rating **Medium (9)**

Event / Threats to Goal / Root Cause			Preventative Control	
Ref	Description	Likelihood	Ref	Likelihood
E1	People are bitten by snakes	2	C1 - C3	1
E2	People are stung by bees	3	C4	3
E3	Rodents are not managed	4	C5	3
E4				
E5				
E6				
E7				
E8				

R I S K
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Impact / Consequence		Mitigating Control	
Ref	Description	Type	Impact
I1	Injury to guest	People	3
I2	Injury to guest	People	3
I3	Building damage	Operations	3
I4			
I5			
I6			
I7			
I8			

Existing Control Rating **Adequate**

Preventative Controls				
Ref	Description	Entity	Owner	Due
C1	Procedures are contained in the SVAC Operations Manual to relocate snakes	SVAC	GM, SVOM, GMS	Complete Dec 21
C2	Areas around buildings and equipment are maintained in such a way as to discourage snakes	SVAC / SITE	GM, PSM, GMS	Adequate Monitor Review Jan 22
C3	Activity participants wear shoes	SVAC	GM, SVOM, AM	Adequate Monitor Review Jan 22
C4	Procedures are in place to relocate bee hives	SVAC	GMS	Adequate Monitor Review Jan 22
C5	Routine spider web and hornet nest cleaning and pest control	SITE	PSM, GMS	Adequate Monitor Review Jan 22
C6				
C7				
C8				

Mitigating Controls				
Ref	Description	Entity	Owner	Due
M1	Public Liability Insurance	PDT	DS, OM	Good Monitor Review Oct 21
M2	Staff are aware of first aid treatment for bites and stings	SWAC	GM, SVOM, AM	Good Monitor Review Jan 22
M3				
M4				
M5				
M6				
M7				
M8				

Owner Legend	
DS	Diocesan Secretary
CFO	Chief Financial Officer
OM	Operations Manager
PSM	Property Services Manager
GM	General Manager - SVAC
SVOM	SV Operations Manager
HC	Head Chef
AM	Activities Manager
SME	Sales and Marketing Executive
GMS	Grounds and Maintenance Supervisor

Risk Details - Swan Valley Adventure Centre

Risk Number 4.1

Date 12/07/2021

Risk Theme
4. People

Risk Goal
A child safe environment is maintained

Inherent Risk Rating **Extreme (20)**

Residual Risk Rating **Medium (8)**

Event / Threats to Goal / Root Cause		Preventative Control	
Ref	Description	Likelihood	Ref
E1	SVAC staff are not trained in Diocesan policy and procedures related to Child Protection	4	C1
E2	SVAC staff do not comply with screening and WWC checks	4	C2
E3	SVAC does not have a child friendly reporting process	3	C3 - C5
E4	Accommodation provided delivers child safe environments	3	C6
E5	Staff are not protected from allegations of abuse	3	C7
E6	Activity Staff do not comply to work in pairs	4	C7
E7			
E8			

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Impact / Consequence		Mitigating Control	
Ref	Description	Ref	Impact
11-15	Harm to children Abuse claims and increased insurance premiums Business interruptions Regulator (DCPFPS) sanctions or penalties	M1 M2 M3 M4	4 3 3 4
I6			
I7			
I8			

Existing Control Rating **Adequate**

Preventative Controls					
Ref	Description	Entity	Owner	Status	Due
C1	ChurchSafe training	DC / SVAC	DS, DPS, GM	Adequate Monitor	Review Apr 22
C2	Recruitment and ongoing screening	PDT / SVAC	DS, GM, HRM	Adequate Monitor	Review Apr 22
C3	SVAC Child Safeguarding Officer appointed and trained	PDT / SVAC	DS, GM, HRM, DPS	Adequate Monitor	Review Apr 22
C4	SVAC staff are easily identifiable	SVAC	GM	Adequate Monitor	Review Apr 22
C5	School and other groups of children have their own group leaders and are aware of their responsibilities	SVAC	GM	Adequate Monitor	Review Apr 22
C6	Risk 5.2 Controls (Suitable Accommodation)	SVAC	GM	Adequate Monitor	Review Apr 22
C7	Procedures are in place to ensure staff are not alone with children, including transport to hospital	SVAC	GM	Adequate Monitor	Review Apr 22
C8					

Mitigating Controls				
Ref	Description	Entity	Owner	Due
M1	Policy 40.3 - Redress and Pastoral Care	DC	DS, DPS	Review Apr 22
M2	Public Liability (Molestation) insurance	PDT	DS, OM	Review Oct 21
M3	PR Advisor	DC	AB	Review Apr 22
M4	Management Liability insurance	PDT	DS, OM	Review Oct 21
M5				
M6				
M7				
M8				

Owner Legend	
DS	Diocesan Secretary
CFO	Chief Financial Officer
OM	Operations Manager
PSM	Property Services Manager
GM	General Manager - SVAC
SVOM	SV Operations Manager
HC	Head Chef
AM	Activities Manager
SME	Sales and Marketing Executive
GMS	Grounds and Maintenance Supervisor

Risk Details - Swan Valley Adventure Centre

Risk Number 4.2

Date 13/07/2021

Risk Theme
4. People

Risk Goal
Prevent, detect and respond to missing persons

Inherent Risk Rating **High (12)**

Residual Risk Rating **Medium (9)**

Event / Threats to Goal / Root Cause		Preventative Control	
Ref	Description	Likelihood	Likelihood
E1	Procedures are not developed to prevent, detect and respond to missing persons	4	C1 - C5
E2			
E3			
E4			
E5			
E6			
E7			
E8			

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Impact / Consequence		Mitigating Control	
Ref	Description	Ref	Impact
I1	Harm to people	M1	3
	Increased insurance premiums and claims	M2	2
	Impact on stakeholder trust	.	2
	Regulator (WorkSafe) sanctions	.	2
I2			
I3			
I4			
I5			
I6			
I7			
I8			

Preventative Controls		Existing Control Rating Adequate			
Ref	Description	Entity	Owner	Status	Due
C1	Procedures for preventing, detecting and responding to missing persons are address in the SVAC Operations Manual	SVAC	GM, SVOM, AM	Adequate Review	Complete Dec 21
C2	Information on group numbers and names are available to SVAC staff and group leaders - groups responsibility	SVAC	GM, SVOM, AM	Adequate Monitor	Review Apr 22
C3	Participants are briefed on movement restrictions and times	SVAC	GM, SVOM	Adequate Monitor	Review Apr 22
C4	SVAC staff and group leaders conduct head counts as required	SVAC	GM, SVOM	Adequate Monitor	Review Apr 22
C5	Search procedures are planned and trigger to call police established.	SVAC	GM, SVOM	Adequate Monitor	Review Apr 22
C6					
C7					
C8					

Mitigating Controls		Entity	Owner	Status	Due
Ref	Description				
M1	Search assistance available though police and SES	SVAC	GM	Adequate Monitor	Review Apr 22
M2	Public Liability insurance	PDT	DS, OM	Good Monitor	Review Oct 21
M3					
M4					
M5					
M6					
M7					
M8					

Owner Legend	
DS	Diocesan Secretary
CFO	Chief Financial Officer
OM	Operations Manager
PSM	Property Services Manager
GM	General Manager - SVAC
SVOM	SV Operations Manager
HC	Head Chef
AM	Activities Manager
SME	Sales and Marketing Executive
GMS	Grounds and Maintenance Supervisor

Risk Details - Swan Valley Adventure Centre

Risk Number 4.3

Date 12/07/2021

Risk Theme

4. People

Risk Goal

Medical outcomes are improved through the provision of first aid

Inherent Risk Rating **High (16)**

Residual Risk Rating **Medium (9)**

Event / Threats to Goal / Root Cause		Preventative Control		
Ref	Description	Likelihood	Ref	Likelihood
E1	Procedures are not in place to seek information which may prevent the need or assist in the delivery of first aid	4	C1 - C4	3
E2	Procedures are not in place to respond to allergic reactions, illness or physical injury	4	C5 - C11	3
E3				

R I S K
E V E N T S

Impact / Consequence		Mitigating Control			
Ref	Description	Type	Impact	Ref	Impact
I1-I2	Medical outcomes	People	4	M1	3
	Increased insurance premiums and claims	Financial	2	M2	2
	Key stakeholder trust impacted	Reputation	2	M2	2
	Regulator (WorkSafe) sanctions	Legal	2	M3	2
I3					

Existing Control Rating **Good**

Preventative Controls				
Ref	Description	Entity	Owner	Due
C1	First aid procedures are detailed in the SVAC Operations Manual	SVAC	GM, SVOM	Adequate Review Complete Dec 21
C2	Information is obtained from guests concerning existing injuries, illnesses, allergies, medications, other health conditions and NOK details	SVAC	GM, SVOM	Adequate Monitor Review Apr 22
C3	Procedures are in place to exclude people with contagious diseases or illnesses	SVAC	GM, SVOM	Adequate Monitor Review Apr 22
C4	Procedures are in place (usually with group leaders) for administering medications	SVAC	GM, SVOM	Adequate Monitor Review Apr 22
C5	Procedures are in place to respond to allergic reactions and illness, including isolation if necessary	SVAC	GM, SVOM	Adequate Monitor Review Apr 22
C6	Procedures are in place to respond to minor and serious injuries	SVAC	GM, SVOM	Adequate Monitor Review Apr 22
C7	Staff are aware of appropriate expectations and limits in the delivery of first aid	SVAC	GM, SVOM	Adequate Monitor Review Apr 22
C8	Adequate number of SVAC staff are first aid trained and their currency is monitored	SVAC	GM, SVOM	Adequate Monitor Review Apr 22
C9	First aid equipment is suitable for possible injuries, well located and inspected regularly	SVAC	GM, SVOM	Adequate Monitor Review Apr 22
C10	SVAC staff are aware of the process for calling an ambulance or transporting guests to hospital	SVAC	GM, SVOM	Adequate Monitor Review Apr 22
C11	PPE is available to first aid staff	SVAC	GM, SVOM	Adequate Monitor Review Apr 22

Mitigating Controls				
Ref	Description	Entity	Owner	Due
M1	NOK are informed of incidents and their assistance requested if necessary	SVAC	GM, SVOM	Adequate Monitor Review Apr 22
M2	A follow up check on the condition of the guest is conducted	SVAC	GM, SVOM	Adequate Monitor Review Apr 22
M3	An incident report is completed and WorkSafe notified (if required)	PDT / SVAC	GM, SVOM, OM	Adequate Monitor Review Apr 22
M4				
M5				
M6				
M7				
M8				
M9				
M10				
M11				

Owner Legend	
DS	Diocesan Secretary
CFO	Chief Financial Officer
OM	Operations Manager
PSM	Property Services Manager
GM	General Manager - SVAC
SVOM	SV Operations Manager
HC	Head Chef
AM	Activities Manager
SME	Sales and Marketing Executive
GMS	Grounds and Maintenance Supervisor

Risk Details - Swan Valley Adventure Centre

Risk Number 4.4

Date 12/07/2021

Risk Theme
4. People

Risk Goal
Safeguard people with special needs

Inherent Risk Rating **High (12)**

Residual Risk Rating **Medium (6)**

Event / Threats to Goal / Root Cause		Preventative Control		
Ref	Description	Likelihood	Ref	Likelihood
E1	An incident occurs as a result of a lack of consideration of an individuals or groups special needs	4	C1 - C4	2
E2				
E3				
E4				
E5				
E6				
E7				
E8				

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Impact / Consequence		Mitigating Control	
Ref	Description	Ref	Impact
I1	Harm to individual Harm to carer or staff	M1	3
I2			
I3			
I4			
I5			
I6			
I7			
I8			

Existing Control Rating **Adequate**

Preventative Controls					
Ref	Description	Entity	Owner	Status	Due
C1	Policy 45 - Accessibility	DC	DS, OM	Adequate Monitor	Review Apr 22
C2	Procedures for dealing with special needs guests are contained in the SVAC Operations Manual	SVAC	GM, SVOM	Adequate Monitor	Review Apr 22
C3	Ensure special needs guests are accompanied by an appropriate parent or carer	SVAC	GM, SVOM	Adequate Monitor	Review Apr 22
C4	Accommodation and activity limitations are determined in conjunction with the parents or carer	SVAC	GM, SVOM, AM	Adequate Monitor	Review Apr 22
C5	SVAC staff supervision is increased as appropriate	SVAC	GM, SVOM, AM	Adequate Monitor	Review Apr 22
C6					
C7					
C8					

Mitigating Controls				
Ref	Description	Entity	Owner	Due
M1	First Aid capability	SVAC	GM, SVOM	Adequate Monitor Review Apr 22
M2				
M3				
M4				
M5				
M6				
M7				
M8				

Owner Legend	
DS	Diocesan Secretary
CFO	Chief Financial Officer
OM	Operations Manager
PSM	Property Services Manager
GM	General Manager - SVAC
SVOM	SV Operations Manager
HC	Head Chef
AM	Activities Manager
SME	Sales and Marketing Executive
GMS	Grounds and Maintenance Supervisor

Risk Details - Swan Valley Adventure Centre

Risk Number 4.5

Date 12/07/2021

Risk Theme

4. People

Risk Goal

Prevent, detect and respond to unacceptable behaviour

Inherent Risk Rating High (12)

Residual Risk Rating Medium (6)

Event / Threats to Goal / Root Cause			Preventative Control	
Ref	Description	Likelihood	Ref	Likelihood
E1	The behaviour of a guest results in self harm or an injury to another guest	4	C1 - C5	3
E2	The behaviour of a guest results damage to property	4	C1 - C5	3
E3				
E4				
E5				
E6				
E7				
E8				

R I S K E V E N T O C C U R S

Impact / Consequence				Mitigating Control	
Ref	Description	Type	Impact	Ref	Impact
I1	Harm to individual Harm to other guests, staff or supervisors	People	3	M1	3
I2	Interruption to service deliverables	Operations	3	M2	3
I3					
I4					
I5					
I6					
I7					
I8					

Existing Control Rating Adequate

Preventative Controls					
Ref	Description	PDT / DC	Owner	Status	Due
C1	Procedures for preventing, detecting and responding to unacceptable behaviour are contained in the SV Operations Manual	SVAC	GM, SVOM, (Add AM)	Adequate Review	Complete Dec 21
C2	Guests are made aware of behaviour expectations in booking information and welcome briefs	SVAC	GM, SVOM	Adequate Monitor	Review Apr 22
C3	guests are made aware of the SVAC policy in relation to smoking, drugs and alcohol	SVAC	GM, SVOM	Adequate Monitor	Review Apr 22
C4	Groups of children are appropriately supervised by group leaders	SVAC	GM, SVOM	Adequate Monitor	Review Apr 22
C5	Risk 4.1 Controls	PDT / DC / SVAC	DS, DPS, GM	Adequate Monitor	Review Apr 22
C6					
C7					
C8					

Mitigating Controls					
Ref	Description	PDT / DC	Owner	Status	Due
M1	First Aid capability	SVAC	GM, SVOM	Adequate Monitor	Review Apr 22
M2	Property and Contents insurance	PDT	DS, OM	Good Monitor	Review Oct 21
M3					
M4					
M5					
M6					
M7					
M8					

Owner Legend

DS	Diocesan Secretary
CFO	Chief Financial Officer
OM	Operations Manager
PSM	Property Services Manager
GM	General Manager - SVAC
SVOM	SV Operations Manager
HC	Head Chef
AM	Activities Manager
SME	Sales and Marketing Executive
GMS	Grounds and Maintenance Supervisor

Risk Details - Swan Valley Adventure Centre

Risk Number 5.1

Date 12/07/2021

Risk Theme
5. Operations

Risk Goal
Provide emergency response (including bush fire) 24/7, to ensure the safety of people

Inherent Risk Rating Extreme (20)

Residual Risk Rating Medium (6)

Event / Threats to Goal / Root Cause			Preventative Control	
Ref	Description	Likelihood	Ref	Likelihood
E1	Building fire	4	C1 - C8	2
E2	Bush fire	4	C1 - C8	2
E3	Storm damage or flood	4	C1 - C8	2
E4	Bomb threat	1	C1	1
E5	Dangerous intruder	1	C1	1
E6				
E7				

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Impact / Consequence				Mitigating Control	
Ref	Description	Type	Impact	Ref	Impact
11-14	Notifiable Incident (Likelihood Rare) Increased insurance premiums Prolonged interruption of core service deliverable	People Financial Operations	5 3 4	M1 M2	5 3 3
I5	Notifiable Incident	People	5		5
I6					
I7					

Existing Control Rating Adequate

Preventative Controls					
Ref	Description	Entity	Owner	Status	Due
C1	Emergency response procedures (including Bush Fire Management Plan) are detailed in SVAC Operations Manual	SVAC / SITE	GM, SVOM, PSM	Adequate Review	Complete Dec 21
C2	An appropriate staff member is in place 24/7 to respond to emergencies	SVAC	GM, SVOM	Adequate Monitor	Review Jul 22
C3	Mechanisms are in place to monitor bush fires in the area	SVAC	GM, SVOM	Adequate Monitor	Review Jul 22
C4	Emergency response is exercised at least annually	SVAC	GM, SVOM	Adequate Monitor	Review Jul 22
C5	Guests are provided with an appropriate emergency response brief	SVAC	GM, SVOM	Adequate Monitor	Review Jul 22
C6	Head counts occur at muster points	SVAC	GM, SVOM	Adequate Monitor	Review Jul 22
C7	Heat and smoke detectors and alarms are in placed and serviced regularly - not in all buildings	SITE	PSM	Adequate Monitor	Review Jul 22
C8	Evacuation diagrams and fire fighting equipment are in place and inspected regularly	SITE	PSM	Adequate Monitor	Review Jul 22
C9	Maintenance and operational activities are directed towards reducing the risk of fire, storm damage or flood	SVAC / SITE	GM, PSM, GMS	Adequate Monitor	Review Jul 22

Mitigating Controls					
Ref	Description	Entity	Owner	Status	Due
M1	Public Liability and Workers Compensation insurance	PDT	DS, OM	Good Monitor	Review Oct 21
M2	Property and Income Protection insurance	PDT	DS, OM	Good Monitor	Review Oct 21
M3					
M4					
M5					
M6					
M7					
M8					
M9					

Owner Legend	
DS	Diocesan Secretary
CFO	Chief Financial Officer
OM	Operations Manager
PSM	Property Services Manager
GM	General Manager - SVAC
SVOM	SV Operations Manager
HC	Head Chef
AM	Activities Manager
SME	Sales and Marketing Executive
GMS	Grounds and Maintenance Supervisor

Risk Details - Swan Valley Adventure Centre

Risk Number 5.2

Date 14/07/2021

Risk Theme
5. Operations

Risk Goal
Suitable accommodation is provided in consideration of age, gender and special needs

Inherent Risk Rating **High (16)**

Residual Risk Rating **Medium (8)**

Event / Threats to Goal / Root Cause			Preventative Control	
Ref	Description	Likelihood	Ref	Likelihood
E1	Accommodation arrangement contribute to inappropriate behaviour	4	C1 - C5	2
E2	Accommodation arrangements contribute to inadequate supervision	4	C1 - C5	2
E3	Accommodation arrangements contribute to inadequate response to emergencies	4	C1 - C5	2
E4				
E5				
E6				
E7				
E8				

R I S K
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Impact / Consequence				Mitigating Control	
Ref	Description	Type	Impact	Ref	Impact
11-13	Harm to individuals guest satisfaction impacted	People Reputation	4 3	M2	4 2
I4					
I5					
I6					
I7					
I8					

Existing Control Rating **Adequate**

Preventative Controls					
Ref	Description	Entity	Owner	Status	Due
C1	Good information is available on the SVAC website concerning accommodation options	SVAC	GM, SVOM, SME	Adequate Monitor	Review Jul 22
C2	Good booking information and on arrival briefings are provided	SVAC	GM, SVOM, SME	Adequate Monitor	Review Jul 22
C3	Separate accommodation is provided for males and females	SVAC	GM, SVOM	Adequate Monitor	Review Jul 22
C4	Separate accommodation is provided to guests of differing age	SVAC	GM, SVOM	Adequate Monitor	Review Jul 22
C5	Group leaders are accommodated to provide appropriate supervision	SVAC	GM, SVOM	Adequate Monitor	Review Jul 22
C6	(no control - C3 C5)				
C7					
C8					

Mitigating Controls					
Ref	Description	Entity	Owner	Status	Due
M1	Public Liability insurance	PDT	DS, OM	Good Monitor	Review Oct 21
M2	Complaints management process	SVAC	GM, SME	Adequate Monitor	Review Jul 22
M3					
M4					
M5					
M6					
M7					
M8					

Owner Legend

DS	Diocesan Secretary
CFO	Chief Financial Officer
OM	Operations Manager
PSM	Property Services Manager
GM	General Manager - SVAC
SVOM	SV Operations Manager
HC	Head Chef
AM	Activities Manager
SME	Sales and Marketing Executive
GMS	Grounds and Maintenance Supervisor

Risk Details - Swan Valley Adventure Centre

Risk Number 5.3

Date 12/07/2021

Risk Theme
5. Operations

Risk Goal
Housekeeping is undertaken in a manner to maintain the health and safety of staff and guests

Inherent Risk Rating **High (16)**

Residual Risk Rating **Medium (8)**

Event / Threats to Goal / Root Cause		Preventative Control	
Ref	Description	Likelihood	Ref
E1	Accommodation is not clean and tidy or free from health hazards	4	C1 - C5
E2	Bed linen is not clean	4	C1 - C5
E3	An easy to use defect and safety hazard reporting mechanism is not available to housekeeping staff	4	C6
E4	Housekeeping staff are not trained or provided the right equipment to ensure their own health and safety	4	C7
E5			
E6			
E7			
E8			

R I S K
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Impact / Consequence		Mitigating Control	
Ref	Description	Type	Impact
I1-13	Health of guests is impacted Guest satisfaction is impacted	People Reputation	3 2
I4	Injury to guest	People	4
I5			
I6			
I7			
I8			

Existing Control Rating **Adequate**

Preventative Controls				
Ref	Description	Entity	Owner	Due
C1	Housekeeping procedures are contained in the SVAC Operations Manual	SVAC	GM, SVOM	Complete Dec 21
C2	Appropriate cleaning and laundry equipment is provided	SVAC	GM, SVOM	Adequate Monitor Review Jul 22
C3	Equipment and chemicals are appropriately stored	SVAC	GM, SVOM	Adequate Monitor Review Jul 22
C4	The condition of bedding, curtains and floor coverings are monitored and replaced when appropriate	SVAC	GM, SVOM	Adequate Monitor Review Jul 22
C5	Cleaning occurs between group visits or at other appropriate times	SVAC	GM, SVOM	Adequate Monitor Review Jul 22
C6	An easy to use defect and safety hazard reporting mechanism is in place	SVAC	GM, SVOM	Adequate Monitor Review Jul 22
C7	Housekeeping staff are provide manual handling training	SVAC	GM, SVOM	Adequate Monitor Review Jul 22
C8				

Mitigating Controls				
Ref	Description	Entity	Owner	Due
M1	Public Liability insurance	PDT	DS, OM	Good Monitor Review Oct 21
M2	Complaints management process	SVAC	GM, SME	Adequate Monitor Review Jul 22
M3	Workers Compensation insurance	PDT	DS, OM	Good Monitor Review Oct 21
M4				
M5				
M6				
M7				
M8				

Owner Legend	
DS	Diocesan Secretary
CFO	Chief Financial Officer
OM	Operations Manager
PSM	Property Services Manager
GM	General Manager - SVAC
SVOM	SV Operations Manager
HC	Head Chef
AM	Activities Manager
SME	Sales and Marketing Executive
GMS	Grounds and Maintenance Supervisor

Risk Details - Swan Valley Adventure Centre

Risk Number 5.4

Date 14/07/2021

Risk Theme
5. Operations

Risk Goal
Food service is undertaken in a manner to maintain the health and safety of staff and guests

Inherent Risk Rating Extreme (20)

Residual Risk Rating Medium (6)

Event / Threats to Goal / Root Cause			Preventative Control	
Ref	Description	Likelihood	Ref	Likelihood
E1	Food is contaminated causing guest illness	4	C1 - C7	2
E2	Food causes an allergic reaction	4	C1 - C7	2
E3	Food service staff are not trained or provided the right equipment to ensure their own health and safety	4	C1, C8	2
E4				
E5				
E6				
E7				
E8				

R I S K E V E N T O C C U R R E N C E S

Impact / Consequence				Mitigating Control	
Ref	Description	Type	Impact	Ref	Impact
11-12	Notifiable Incident (Likelihood Rare) Guest satisfaction is significantly impacted Regulator (DoH) sanctions	People Reputation Legal	5 3 3	M1, M2 M3	5 3 3
I3	Injury to guest	People	4	M4	4
I4					
I5					
I6					
I7					
I8					

Existing Control Rating Adequate

Preventative Controls					
Ref	Description	Entity	Owner	Status	Due
C1	Food service procedures are contained in the SVAC Operations Manual	SVAC	GM, HC	Adequate Review	Complete Dec 21
C2	Access to kitchen and equipment is restricted	SVAC	GM, HC	Adequate Monitor	Review Jul 22
C3	Good information is available on the SVAC website concerning food options	SVAC	GM, HC, SME	Adequate Monitor	Review Jul 22
C4	Information is collated concerning guest dietary requirements and allergies	SVAC	GM, SVOM (Admin Manager)	Adequate Monitor	Review Jul 22
C5	Kitchen, dining area and equipment is cleaned to required standards	SVAC	GM, HC	Adequate Monitor	Review Jul 22
C6	Procedures are in place to prevent food contamination to required standards	SVAC	GM, HC	Adequate Monitor	Review Jul 22
C7	Procedures are in place to prevent allergic reactions to required standards	SVAC	GM, HC	Adequate Monitor	Review Jul 22
C8	Food service staff are qualified, trained and provided the right equipment to ensure their own health and safety	SVAC	GM, HC	Adequate Monitor	Review Jul 22

Mitigating Controls					
Ref	Description	Entity	Owner	Status	Due
M1	Public Liability insurance	PDT	DS, OM	Good Monitor	Review Oct 21
M2	First Aid capability	SVAC	GM, SVOM	Adequate Monitor	Review Jul 22
M3	Complaints management process	SVAC	GM, SME	Adequate Monitor	Review Jul 22
M4	Workers Compensation insurance	PDT	DS, OM	Good Monitor	Review Oct 21
M5					
M6					
M7					
M8					

Owner Legend	
DS	Diocesan Secretary
CFO	Chief Financial Officer
OM	Operations Manager
PSM	Property Services Manager
GM	General Manager - SVAC
SVOM	SV Operations Manager
HC	Head Chef
AM	Activities Manager
SME	Sales and Marketing Executive
GMS	Grounds and Maintenance Supervisor

Risk Details - Swan Valley Adventure Centre

Risk Number 5.5

Date 14/07/2021

Risk Theme
5. Operations

Risk Goal
Maintain operational (business) continuity of critical infrastructure and services

Inherent Risk Rating **High (16)**

Residual Risk Rating **Medium (9)**

Event / Threats to Goal / Root Cause		Preventative Control		
Ref	Description	Likelihood	Ref	Likelihood
E1	Critical (terrorism/natural disaster/pandemic/cyber security) incident	4	C1 - C4	3
E2	Critical systems, infrastructure and data are not identified and protected	3	C1, C2	2
E3	Reliance on key individuals	3	C3	2
E4	Redundancy and other back up plans are not developed or tested	3	C1, C5	2
E5				
E6				
E7				
E8				

R I S K
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Impact / Consequence		Mitigating Control	
Ref	Description	Ref	Impact
I1-I4	Standowns or job losses Loss of income	M1 M1, M2	3 3
I5			
I6			
I7			
I8			

Preventative Controls					Existing Control Rating Good	
Ref	Description	Entity	Owner	Status	Due	
C1	Pandemic (COVID19) plan	SVAC	GM, SVOM, SME	Adequate Monitor	Review Jul 22	
C2	IT systems reliable, backed up and protected	PDT	DS, CFO	Good Monitor	Review Jul 22	
C3	Staff back up plan	PDT / SVAC	DS, GM, CFO	Adequate Monitor	Review Jul 22	
C4	Working from home plan, for those that can	PDT / SVAC	DS, GM, SVOM	Good Monitor	Review Jul 22	
C5						
C6						
C7						
C8						

Mitigating Controls					
Ref	Description	Entity	Owner	Status	Due
M1	There are mitigation aspects in all the Preventative Controls	PDT / SVAC			
M2	Property, loss of income and cyber insurance	PDT	DS, OM	Good Monitor	Review Oct 21
M3					
M4					
M5					
M6					
M7					
M8					

Owner Legend	
DS	Diocesan Secretary
CFO	Chief Financial Officer
OM	Operations Manager
PSM	Property Services Manager
GM	General Manager - SVAC
SVOM	SV Operations Manager
HC	Head Chef
AM	Activities Manager
SME	Sales and Marketing Executive
GMS	Grounds and Maintenance Supervisor

Risk Details - Swan Valley Adventure Centre

Risk Number 5.6

Date 12/07/2021

Risk Theme
5. Operations

Risk Goal
guest expectations, responsibilities and satisfaction are well managed

Inherent Risk Rating **High (12)**

Residual Risk Rating **Low (4)**

Event / Threats to Goal / Root Cause			Preventative Control	
Ref	Description	Likelihood	Ref	Likelihood
E1	guest expectations are not established and they are not clear about their responsibilities, especially in relation to supervising children	4	C1	2
E2	Service delivery is below expectations	4	C1 - C4	2
E3				
E4				
E5				
E6				
E7				
E8				

R I S K
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Impact / Consequence			Mitigating Control		
Ref	Description	Type	Impact	Ref	Impact
I1	Temporary interruption to service delivery guest dissatisfaction	Operations Reputation	2 3	M1 M1	2 2
I2	Guest dissatisfaction	Reputation	3	M1	2
I3					
I4					
I5					
I6					
I7					
I8					

Existing Control Rating **Good**

Preventative Controls					
Ref	Description	Entity	Owner	Status	Due
C1	High quality website, booking information, terms and conditions, and arrival briefing set expectations and responsibilities	SVAC	GM, SME	Good Monitor	Review Jul 22
C2	All other risks related to activities, accommodation, housekeeping and food service are well managed	SVAC	GM	Adequate Monitor	Review Jul 22
C3	Procedures are in place for guests to report defects and concerns, and have them rectified in a timely fashion	SVAC	GM, SVOM	Adequate Monitor	Review Jul 22
C4	Procedures are in place to ensure effective and timely complaints management	SVAC	GM, SME	Adequate Monitor	Review Jul 22
C5	Procedures are in place to ensure privacy requirements are met, including the use of guest photos	SVAC	GM, SME	Adequate Monitor	Review Jul 22
C6					
C7					
C8					

Mitigating Controls					
Ref	Description	Entity	Owner	Status	Due
M1	Procedures are in place to ensure effective and timely complaints management	SVAC	GM, SME	Adequate Monitor	Review Jul 22
M2					
M3					
M4					
M5					
M6					
M7					
M8					

Owner Legend	
DS	Diocesan Secretary
CFO	Chief Financial Officer
OM	Operations Manager
PSM	Property Services Manager
GM	General Manager - SVAC
SVOM	SV Operations Manager
HC	Head Chef
AM	Activities Manager
SME	Sales and Marketing Executive
GMS	Grounds and Maintenance Supervisor

Risk Details - Swan Valley Adventure Centre

Risk Number 5.7

Date 14/07/2021

Risk Theme
5. Operations

Risk Goal
Business Development and Marketing delivers growth

Inherent Risk Rating **High (12)**

Residual Risk Rating **Medium (6)**

Event / Threats to Goal / Root Cause			Preventative Control	
Ref	Description	Likelihood	Ref	Likelihood
E1	The type and quality of the product/offering is not identified	4	C1	2
E2	The target guests are not identified	4	C1, C3	2
E3	The promotion/marketing channels are not identified or used	4	C1, C2	2
E4	guest feedback and internal reviews are not used to generate continuous improvement and efficiencies	4	C1	2
E5				
E6				
E7				
E8				

R I S K E V E N T O C C U R S

Impact / Consequence				Mitigating Control	
Ref	Description	Type	Impact	Ref	Impact
11-14	Business becomes unsustainable Prolonged interruption to core services Declining guest satisfaction Regulator (WorkSafe and DoH) sanctions	Financial Operations Reputation Legal	3 3 3 3	M1	3 3 3 3
I5					
I6					
I7					
I8					

Existing Control Rating **Adequate**

Preventative Controls					
Ref	Description	Entity	Owner	Status	Due
C1	Business Development Plan	SVAC	GM, SME	Adequate Review	Complete Dec 21
C2	Website and social media	SVAC	GM, SME	Adequate Review	Complete Aug 21
C3	Procedures are in place to refuse access to SVAC to entities whos values don't align with the Anglican Church	SVAC	GM, SME	Adequate Monitor	Review Jul 22
C4					
C5					
C6					
C7					
C8					

Mitigating Controls					
Ref	Description	Entity	Owner	Status	Due
M1	Procedures are in place to ensure effective and timely complaints management	SVAC	GM, SME	Adequate Monitor	Review Jul 22
M2					
M3					
M4					
M5					
M6					
M7					
M8					

Owner Legend	
DS	Diocesan Secretary
CFO	Chief Financial Officer
OM	Operations Manager
PSM	Property Services Manager
GM	General Manager - SVAC
SVOM	SV Operations Manager
HC	Head Chef
AM	Activities Manager
SME	Sales and Marketing Executive
GMS	Grounds and Maintenance Supervisor

Risk Details - Swan Valley Adventure Centre

Risk Number 6.1

Date 14/07/2021

Risk Theme

6. Maintenance Operations

Risk Goal

Maintenance is conducted in a manner to maintain the health and safety of staff and guests

Inherent Risk Rating **Extreme (20)**

Residual Risk Rating **Medium (9)**

Event / Threats to Goal / Root Cause		Preventative Control		
Ref	Description	Likelihood	Ref	Likelihood
E1	Maintenance is not planned	4	C1	2
E2	Insufficient funds are available for maintenance	4	C2	3
E3	Procedures are not in place to protect the health and safety of SV Site staff and their guests	4	C3 - C5	2
E4	Relationship between SVAC and SV Site is inefficient or ineffective	4	C6 - C8	3
E5				
E6				
E7				
E8				

R I S K E V E N T O C C U R S

Impact / Consequence		Mitigating Control	
Ref	Description	Ref	Impact
I1-I4	Notifiable Incident (Likelihood Rare)	M1	5
	Inefficient maintenance		2
	Interruption to SVAC service deliverables		3
	SVAC guest dissatisfaction	M2	2
	Regulator (WorkSafe and DoH) sanctions		3
I5			
I6			
I7			
I8			

Preventative Controls					
Ref	Description	Entity	Owner	Status	Due
C1	SV Site Maintenance Plan	SITE	PSM, GMS	Inadequate Review	Complete Dec 21
C2	Risk 5.7 Controls (Business Development)	PDT / SVAC	DS, CFO, GM, SME	Adequate Monitor	Review Oct 21
C3	SV Site Maintenance Operations Manual/SOPs	SITE	PSM, GMS	Adequate Review	Complete Dec 21
C4	Access to SV Site facilities and equipment is restricted	SITE	PSM, GMS	Adequate Monitor	Review Oct 21
C5	SV Site staff are properly trained and equipped for tasks, including PPE	SITE	PSM, GMS	Adequate Monitor	Review Oct 21
C6	Responsibilities and budgets are constructed to reflect a Tennant (SVAC) / Landlord (SV Site) relationship	PDT / SVAC / SITE	DS, CFO, GM, PSM	Adequate Monitor	Review Oct 21
C7	An effective maintenance request process exists between SVAC and SV Site	SVAC / SITE	GM, PSM, GMS	Adequate Monitor	Review Oct 21
C8	Effective liaison occurs between SVAC and SV Site to ensure maintenance activities do not significantly disrupt SVAC operations	SVAC / SITE	GM, PSM, GMS	Adequate Monitor	Review Oct 21

Existing Control Rating **Adequate**

Mitigating Controls					
Ref	Description	Entity	Owner	Status	Due
M1	Workers Compensation insurance	PDT	DS, OM	Good Monitor	Review Oct 21
M2	Procedures are in place to ensure effective and timely complaints management	SVAC	GM, SME	Adequate Monitor	Review Oct 21
M3					
M4					
M5					
M6					
M7					
M8					

Owner Legend	
DS	Diocesan Secretary
CFO	Chief Financial Officer
OM	Operations Manager
PSM	Property Services Manager
GM	General Manager - SVAC
SVOM	SV Operations Manager
HC	Head Chef
AM	Activities Manager
SME	Sales and Marketing Executive
GMS	Grounds and Maintenance Supervisor

Risk Details - Swan Valley Adventure Centre

Risk Number 6.2

Date 14/07/2021

Risk Theme

6. Maintenance Operations

Risk Goal

The safety of contractors is well managed

Inherent Risk Rating Extreme (20)

Residual Risk Rating Medium (6)

Event / Threats to Goal / Root Cause			Preventative Control	
Ref	Description	Likelihood	Ref	Likelihood
E1	There is a lack of understanding that the PDT are responsible for the safety of contractors while they are on our sites	4	C1 - C3	2
E2				
E3				
E4				
E5				
E6				
E7				
E8				

R I S K
E V E N T
O C C U R R S

Impact / Consequence			Mitigating Control		
Ref	Description	Type	Impact	Ref	Impact
I1	Notifiable Incident (Likelihood Rare) Increased insurance premiums and uninsured penalties Regulator (WorkSafe) Sanctions	People Financial Legal	5 3 3	M1	5 3 3
I2					
I3					
I4					
I5					
I6					
I7					
I8					

Existing Control Rating Good

Preventative Controls					
Ref	Description	PDT / DC / SITE	Owner	Status	Due
C1	Policy 6.5 details the requirement to only use Diocesan approve contractors	DC / SVAC / SITE	DS, PSM, GMS	Adequate Monitor	Review Oct 22
C2	Policy 2 details the requirements to meet contractors and manage the risks associated with their work	PDT / DC / SITE	DS, PSM, GMS	Adequate Monitor	Review Oct 22
C3	Procedures are in place to ensure the requirement of Policy 6.5 and 2 are met	SVAC / SITE	PSM, GM, GMS	Adequate Monitor	Review Oct 22
C4	Asbestos and Hazardous Materials Register available to contractors	SITE	PSM	Good Monitor	Review Oct 22
C5					
C6					
C7					
C8					

Mitigating Controls					
Ref	Description	PDT / DC	Owner	Status	Due
M1	Workers Compensation and Public Liability insurance	PDT	DS, OM	Good Monitor	Review Oct 22
M2					
M3					
M4					
M5					
M6					
M7					
M8					

Owner Legend	
DS	Diocesan Secretary
CFO	Chief Financial Officer
OM	Operations Manager
PSM	Property Services Manager
GM	General Manager - SVAC
SVOM	SV Operations Manager
HC	Head Chef
AM	Activities Manager
SME	Sales and Marketing Executive
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