

# Greenhills Centre Guest Risk Management Plan

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Updated: October 2025 | Next Review: October 2026

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## 1. Introduction and Purpose

This Risk Management Plan identifies, assesses, and controls potential risks associated with guest accommodation, activities, facilities, and operations at Greenhills Centre. It ensures the safety and wellbeing of guests, staff, and visitors while maintaining compliance with relevant legislation and standards.

## 2. Risk Management Framework

Greenhills Centre follows the principles of AS ISO 31000:2018 – Risk Management Guidelines. The framework includes the following key stages:

1. Establish the context – Define objectives, stakeholders, and risk criteria.
2. Identify risks – Determine potential sources of harm or loss.
3. Assess risks – Analyse likelihood and consequence to establish level of risk.
4. Treat risks – Implement effective control measures.
5. Monitor and review – Ensure ongoing effectiveness and continuous improvement.
6. Communicate and consult – Engage stakeholders throughout the process.

### 3. Roles and Responsibilities

| Role                        | Responsibility   |
|-----------------------------|--|
| Director/Board              | Oversight of all risk control measures, policy review, and WHS compliance.     |
| Operations Manager          | Ensure all procedures and safety systems are implemented across facilities.    |
| Group Leaders               | Supervise participants, enforce safety rules, and report hazards or incidents. |
| Staff                       | Follow operational procedures, attend training, and report risks promptly.     |
| Maintenance & Kitchen Teams | Inspect, maintain, and operate safely in accordance with WHS policies.         |

### 4. Risk Assessment Methodology

Risk assessment at Greenhills Centre uses a structured approach combining likelihood and consequence ratings to determine an overall risk level. The matrix below outlines the approach.

|            |                     | Consequence     |               |               |               |                   |
|------------|---------------------|-----------------|---------------|---------------|---------------|-------------------|
|            |                     | Negligible<br>1 | Minor<br>2    | Moderate<br>3 | Major<br>4    | Catastrophic<br>5 |
| Likelihood | 5<br>Almost certain | Moderate<br>5   | High<br>10    | Extreme<br>15 | Extreme<br>20 | Extreme<br>25     |
|            | 4<br>Likely         | Moderate<br>4   | High<br>8     | High<br>12    | Extreme<br>16 | Extreme<br>20     |
|            | 3<br>Possible       | Low<br>3        | Moderate<br>6 | High<br>9     | High<br>12    | Extreme<br>15     |
|            | 2<br>Unlikely       | Low<br>2        | Moderate<br>4 | Moderate<br>6 | High<br>8     | High<br>10        |
|            | 1<br>Rare           | Low<br>1        | Low<br>2      | Low<br>3      | Moderate<br>4 | Moderate<br>5     |

## 5. Risk Register



The following tables outline identified risks, control measures, and responsibilities across all operational areas. The Risk Ratings are the assessed mitigated risks ratings.

### TRAVEL

| Activity/Location           | Risks   | Risk Rating     | Action / Elimination / Control   | Who  | When                  |
|-----------------------------|---|-----------------|--|--|-----------------------|
| Transport to and from venue | Faulty vehicle;<br>Vehicle accident;<br>Struck by vehicle during boarding or disembarking | <b>MODERATE</b> | Tour companies responsible for qualified staff and maintained vehicles.<br>Drivers responsible for Groups and Equipment in their care.<br>Group Leaders responsible for adequate supervision during transport, boarding and disembarkation.<br>Greenhills Staff assist during disembarkation and boarding. | Tour Companies<br>Drivers<br>Group Leaders<br>Greenhills Staff | During transportation |

### VENUE

| Activity/Location | Risks   | Risk Rating | Action / Elimination / Control   | Who                   | When    |
|-------------------|---|-------------|--|-----------------------|---------|
| General           | Buildings unusable.<br>Venue uninsured.<br>Injury due to WHS issue. | <b>LOW</b>  | Greenhills holds all licenses required to operate.<br>Greenhills maintains Public Liability Insurance – certificate of currency available on website.<br>Construction meets relevant building codes at the time of construction.<br>Construction is undertaken by licensed insured builders.<br>Greenhills committed to good WHS practice. | Greenhills Management | Ongoing |

|   |   |   |  |  |                        |
|---|---|---|--|--|------------------------|
| Emergencies                                 | <p>Fire/Flood/Gas leak<br/>Personal injury<br/>Loss of property<br/>Missing person<br/>Bomb threat</p>                        |    | <p>Greenhills has emergency procedures in place.<br/>Standard operating hours are 9am to 5pm, 24 hour on call emergency assistance is available when guests on site.<br/>Emergency procedures explained at group induction talks.<br/>Contact details available for local facilities (e.g. doctors, chemist).<br/>All staff to carry two-way radios.</p>   | <p>Management<br/>Greenhills Staff<br/>Group Leaders</p> | <p>Ongoing</p>         |
| Transportation of participant by Greenhills | <p>Child protection related incident<br/>Vehicle faulty<br/>Vehicle accidents</p>   |    | <p>Only to occur as a last resort.<br/>Permission obtained from parent, caregiver or group leader.<br/>Vehicle is insured &amp; registered.<br/>Greenhills Staff have vehicle licenses.<br/>Greenhills Staff have WWVP registration.</p>   | <p>Greenhills Staff and Management</p>                   | <p>Throughout stay</p> |
| Maintenance                                 | <p>Injury due to unsupervised access.<br/>Trip hazards<br/>Faulty equipment or structures<br/>Hazardous material incident</p> |  | <p>Maintenance sheds are locked when not in use. Tools are stored in maintenance sheds or in locked vehicles.<br/>During major construction, areas are fenced.<br/>During maintenance, areas are identified with barriers, safety cones, or safety tape.<br/>Greenhills promotes a safe working environment.<br/>Greenhills has designated chemical stores.<br/>Safety Data Sheets are maintained.</p> | <p>Management<br/>Maintenance staff</p>                  | <p>Ongoing</p>         |



|                               |  |                 |  |   |                 |
|-------------------------------|--|-----------------|--|---|-----------------|
| Personal protective equipment | Failure of equipment<br>Unsafe practices<br>Inadequate equipment             | <b>LOW</b>      | 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.  | Management Staff                            | Ongoing         |
| Pedestrian movement           | Struck by vehicle<br>Tripping / falling<br>Struck by falling tree / material | <b>MODERATE</b> | 20 kmph speed signs erected<br>Speed humps installed.<br>Designated car parking areas.<br>Use of appropriate footwear.<br>Trip hazards regularly assessed and identified.<br>Pathways appropriately lit at night.  | Management Staff<br>Group Leaders<br>Guests | Ongoing         |
| Meeting rooms                 | Struck by falling equipment<br>Hot water burns<br>Trips and falls            | <b>LOW</b>      | Chairs to be stacked no higher than 8 high. Tables to be stacked against walls.<br>Zip heaters secured to wall and signposted<br>Trip hazards regularly assessed and identified  | Staff<br>Group Leaders                      | Ongoing         |
| Free play                     | Fall off equipment<br>Faulty equipment causing injury                        | <b>LOW</b>      | Fixed equipment meets building codes and government approval. Sports equipment is kept in good repair and inspected monthly. Activities equipment inspected by third party.<br>Free play supervised by Group Leaders.<br>Program activities clearly labelled not for use unless supervised by trained staff. | Management Staff<br>Group Leaders           | Throughout stay |

|                                  |                            |                 |   |  |         |
|----------------------------------|----------------------------|-----------------|---|--|---------|
| Camp fire                        | Burn<br>Fire spread        | <b>MODERATE</b> | <p>Camp fire only to be used on permissible days.</p> <p>Permit designated fire pit to be used.</p> <p>4-metre clearance of all flammable material.</p> <p>Adult supervision required.</p> <p>Only materials supplied to be used.</p> <p>Hose connected to tap.</p> <p>Completely extinguish fire.</p>                        | <p>Management Staff</p> <p>Group Leaders</p> | Ongoing |
| Infectious Outbreak/<br>Sickness | Symptoms<br>Confirmed case | <b>MODERATE</b> | <p>Signs regarding symptoms, handwashing and capacity in each room.</p> <p>Staff trained in infection control.</p> <p>Suitable cleaning procedures and chemicals instituted.</p> <p>Handsfree sink installed for kitchen staff.</p> <p>Sanitiser bottles and stands installed.</p> <p>Segregate groups wherever possible.</p> | <p>Management Staff</p>                      | Ongoing |

## ACCOMMODATION

| Activity/Location | Risks                                   | Risk Rating | Action / Elimination / Control   | Who                              | When            |
|-------------------|---|-------------|--|----------------------------------|-----------------|
| Security          | Intruder<br>Loss of property<br>Assault | <b>LOW</b>  | <p>Group Leader given key to each bedroom &amp; meeting room.</p> <p>Guests can lock rooms but not get locked out.</p> <p>Group to keep facilities locked at night &amp; when not onsite.</p> <p>All staff easily identified by uniform shirts with logo.</p> <p>Staff &amp; other groups asked to stay in their designated areas.</p> | <p>Staff</p> <p>Group Leader</p> | Throughout stay |

|                      |  |                   |   |  |   |
|----------------------|--|-------------------|---|--|---|
| <p>Accommodation</p> | <p>Injury due to inappropriate actions.<br/>Scalding.<br/>Inadequate supervision<br/>Unserviceable fittings.<br/>Unforeseen emergency.</p>   | <p><b>LOW</b></p> | <p>Ensure adequate sleeping accommodation for each participant.<br/>Separate accommodation for males &amp; females if needed.<br/>Group Leader accommodation is within easy access for participants if required.<br/>Procedures detailed in information provided to Group Leader.<br/>Groups briefed on appropriate behaviour, rules &amp; out of bounds areas.<br/>Group to advise any maintenance required during stay.<br/>Evacuation procedures signage in each room.<br/>Fly screens are installed in rooms.</p> | <p>Management Staff<br/>Group Leader</p> | <p>Prior to stay<br/>Upon arrival<br/>Throughout stay</p> |
| <p>Housekeeping</p>  | <p>Slip in wet area<br/>Child protection related incident<br/>Trip hazard<br/>Ingestion of or burn from or reaction to cleaning chemical</p> | <p><b>LOW</b></p> | <p>Chemicals are stored appropriately for their use.<br/>All cleaning materials (e.g. buckets, mops) stored securely when not in use.<br/>All electrical cords stored appropriately when not in use.<br/>“Cleaning in Progress” signs utilised.<br/>Bathroom floors are mopped after group has vacated.<br/>Where appropriate, doors are locked after cleaning.<br/>Staff are not to be alone with a participant, e.g. cleaning staff</p>   | <p>Staff</p>                             | <p>Ongoing</p>  |

|               |   |   |  |                                       |  |
|---------------|---|---|--|---------------------------------------|--|
|               |   |   | <p>only enter if room is vacant.<br/>Mattresses &amp; bedding are checked after every camp and have appropriate water resistant bed bug covers fitted.</p>   |                                       |  |
| Kitchen       | <p>Food poisoning.<br/>Injury due to unsupervised access.</p>   |    | <p>Proactively manage all aspects of food safety &amp; hygiene.<br/>Cooks have relevant knowledge regarding food safety and food handling practices.<br/>Staff are trained on both the knowledge &amp; skills required for their area of responsibility.<br/>Dietary requirements are taken into account (see further information below).<br/>Guests are not permitted to access the kitchen unless supervised by Staff.</p> | <p>Management<br/>Kitchen Staff</p>   | <p>Ongoing</p>   |
| Special diets | <p>Religious or ethical.<br/>Anaphylaxis.<br/>Allergic reactions.<br/>Reaction due to medical requirement</p> |  | <p>Dietary information obtained through booking process.<br/>Centre advises defined dietary categories.<br/>Centre advises where participant will need to supply own food.<br/>Summary of dietary requirements supplied to Group Leader for verification.<br/>Participants with dietary requirements served meals first to limit cross contamination.</p>  | <p>Office Staff<br/>Kitchen Staff</p> | <p>Prior to stay<br/>Prior to first meal<br/>Throughout stay</p> |



|                                |   |   |  |  |  |
|--------------------------------|---|---|--|--|--|
| <p>Servery and dining room</p> | <p>Incident due to incorrect food handling &amp; storage.<br/>         Burning/scalding.<br/>         Slip on wet floor.<br/>         Injury due to unsupervised access.<br/>         Cuts.<br/>         Trip or fall</p> | <p style="text-align: center;"><b>LOW</b></p> | <p>Procedures detailed in information provided to group leader.<br/>         Groups briefed on appropriate behaviour &amp; expectations.<br/>         Food service operates for 60mins after which food is removed to meet food safety laws.<br/>         Gloves worn when serving.<br/>         Footwear worn in the dining area.<br/>         Warning signs used where necessary.<br/>         Broken crockery cleared immediately,<br/>         guests alerted, signs put up as required.<br/>         Power cords to hot servery to fixed floor outlet.<br/>         Fluid spills immediately cleaned.</p> | <p>Staff<br/>         Group Leader</p> | <p>Prior to stay<br/>         Prior to first meal<br/>         Throughout stay</p> |
|--------------------------------|---|---|--|--|--|

**PEOPLE**

| Activity/Location       | Risks   | Risk Rating                                   | Action / Elimination / Control   | Who  | When           |
|-------------------------|---|---|--|--|----------------|
| <p>Child protection</p> | <p>Child protection related incident<br/>         Identification of child at risk</p> | <p style="text-align: center;"><b>LOW</b></p> | <p>Child Protection Policy in place &amp; a Child Protection Officer appointed.<br/>         Staff have current WWVP registrations.<br/>         Procedure in place for management of allegation.<br/>         Staff easily identified by logo on shirts and jackets.<br/>         Internet password is only given to leaders to distribute as needed.</p> | <p>Management<br/>         Staff<br/>         Group Leader</p> | <p>Ongoing</p> |

|                        |  |            |   |  |   |
|------------------------|--|------------|---|--|---|
| Privacy of information | Unauthorised disclosure of information<br>Inadequate process   | <b>LOW</b> | Information obtained is used only for express purpose.<br>Access & storage of information meets Privacy Act requirements.   | Management Staff<br>Group Leader                   | Prior to stay<br>Throughout stay<br>Ongoing |
| Medical                | Aggravation of existing medical condition or injury<br>No access to First Aid staff & equipment<br>Inappropriate medical attention   | <b>LOW</b> | Group Leaders have information re allergies, special needs & other health issues.<br>First aid kits are available.<br>Greenhills offers First Aid training to all Staff.<br>Instructors carry a First Aid kit onsite to all activities.                                     | Management Staff<br>Activity staff<br>Group Leader | Prior to stay<br>Throughout stay<br>Ongoing |
| Special needs          | Incident due to inadequate special needs considerations  | <b>LOW</b> | Special needs are accommodated as much as possible where known.<br>Two accessible accommodation bathrooms provided.<br>Accessible toilets provided in public buildings.<br>Participation in specific activities decided after discussion with Group Leader and participant. | Staff<br>Group Leaders                             | Ongoing<br>Prior to stay                    |
| Client behaviour       | Injury due to another participant<br>Injury to self through inappropriate actions<br>Ingestion of non-prescription drugs or alcohol. | <b>LOW</b> | Greenhills promotes a smoke free environment.<br>Smoking is not permitted in any building or designated work area.<br>Greenhills has a drug & alcohol policy. Information is detailed in the Leaders Handbook.<br>Actions listed for infringements of these policies.       | Management Staff<br>Group Leader                   | Upon arrival<br>Throughout stay             |



## ENVIRONMENT

| Activity/Location          | Risks   | Risk Rating   | Action / Elimination / Control  | Who   | When   |
|----------------------------|---|---|---|---|--|
| Extreme weather conditions | Change in weather conditions<br>Exposure<br>Sunburn<br>Lightning<br>Dehydration<br>Strong winds |    | <p>Information provided to Group Leader outlining clothing requirements.</p> <p>Bureau of Meteorology site checked before activities.</p> <p>Participants briefed to wear hats, apply sunscreen and carry water.</p> <p>All Activities Staff to have two-way radios.</p> <p>Monitor group throughout activity and administer First Aid as required.</p> <p>Activity stopped if conditions considered unsafe.</p> <p>Alternate activities arranged after discussion with Group Leader.</p>   | Management<br>Activity Staff<br>Group Leader    | Prior to stay<br>Upon arrival<br>Throughout stay |
| Fire (including bush fire) | Personal injury<br>Participant separated from group<br>Loss of property                         |  | <p>Greenhills maintains and regularly inspects safety equipment including illuminated exit signs, fire extinguishers, blankets, and hoses.</p> <p>Fire equipment inspected by licensed provider.</p> <p>Smoke alarms are installed in every room and batteries changed as required.</p> <p>Fire blankets available in every kitchen with cooking facilities.</p> <p>Signs identify assembly areas &amp; fire extinguishers.</p> <p>Staff complete annual fire training.</p> <p>Emergency procedures &amp; fire alarms explained to Group Leader and provided in information to Group.</p> <p>Groups briefed on evacuation procedures.</p> | Management<br>Maintenance staff<br>Group Leader | Prior to stay<br>Upon arrival<br>Throughout stay |

|                      |   |                 |  |  |  |
|----------------------|---|-----------------|--|--|--|
|                      |   |                 | Groups to move to evacuation points if required.<br>Group Leaders to check participant list.   |  |  |
| Native flora / fauna | Injury due to bite, sting or kick<br>Reaction due to natural environment.<br>Trips or falls | <b>MODERATE</b> | Ensure medical info obtained from Group Leader & distributed as required.<br>Advise instructor of any potential allergic risks, triggers & severity (see under Medical).<br>Participant to carry any required personal medication.<br>Participants to wear closed shoes for all activities where appropriate.<br>First Aid kit carried at all times.<br>Staff to carry two-way radios at all times outdoors. | Management<br>Activity Staff<br>Group Leader | Prior to stay<br>Upon arrival<br>Throughout stay |

## ACTIVITIES

| Activity/Location       | Risks  | Risk Rating     | Action / Elimination / Control   | Who  | When    |
|-------------------------|--|-----------------|--|--|---------|
| Structures and hardware | Failure of structure or equipment<br>Injury due to unsupervised access | <b>MODERATE</b> | Construction inspected annually by qualified third party.<br>Equipment is used, stored and retired in accordance with manufacturer guidelines.<br>Logs are maintained to track equipment usage.<br>Activities are de-rigged when not required.<br>Access to activities is restricted between scheduled activity sessions (ladders locked, harnesses stored securely or under supervision). | Management<br>Activity Staff<br>Group Leader | Ongoing |

|                          |  |   |   |   |   |
|--------------------------|--|---|---|---|---|
| <p>Activity specific</p> | <p>Unsafe practices<br/>Injured whilst on activity<br/>Injured by another participant<br/>Inadequate supervision</p> |  | <p>Greenhills has developed Standard Operating Procedures to manage risks and ensure safe operation of activities.<br/>Staff to participant ratios set by SOPs.<br/>Staff undertake work that is in line with their level of training or experience on each activity.<br/>Activity areas are inspected to identify hazards.<br/>Groups given instructions on boundaries &amp; behaviour.<br/>Supervision of group during activity session.<br/>Participants must attend briefing to undertake activity.<br/>Incident Reports completed for any incidents.</p> | <p>Management<br/>Activity Staff<br/>Group Leader</p> | <p>Upon arrival<br/>Throughout the stay</p> |
| <p>Activities Staff</p>  | <p>Unsafe practices<br/>Insufficient knowledge and skills</p>  |  | <p>Instructors have appropriate skills and qualifications in outdoor education and have been trained on individual activities.<br/>Instructors have current First Aid qualifications. Instructors required to follow Standard Operating Procedures.</p>   | <p>Management<br/>Activities Staff</p>                | <p>Ongoing<br/>Throughout the stay</p>      |

## **6. Monitoring and Review**

The Risk Management Plan is reviewed annually by the Executive Director and Operations Manager. It is also updated following any incident, near miss, or significant change to operations.

## **7. Continuous Improvement**

Greenhills Centre is committed to continuous improvement in safety and risk management through staff training, incident analysis, guest feedback, and regular system reviews.