Management of Risk Policy

SECTION 1 - INTRODUCTION

"Whatever you do, work at it with all your heart, as working for the Lord and nor for men." Colossians 3:23 (NIV)

PURPOSE

The purpose of this Management of Risk Policy is to establish a framework for identifying, assessing, mitigating, and monitoring risk affecting St Alfred's Anglican Church (St Alfred's). St Alfred's understands that the management of risk is informed by the knowledge that the sovereign God deploys his witnesses in a risky world, until Jesus returns. We understand risk is inherent in everything we do.

SCOPE

This policy covers all events and managerial operations of St Alfred's, including all people involved and whether on or off-site.

GUIDING PRINCIPLES

The following principles shall guide the implementation of the Management of Risk Policy:

- **Proactive Approach**

St Alfred's shall adopt a proactive approach to identify, assess, and mitigate risks, aiming to prevent incidents and minimise their potential impact.

- **Integration**

Management of Risk shall be integrated into all aspects of St Alfred's operations, programs, and decision-making processes, ensuring that risks are considered and managed at every level.

- **Accountability**

All Staff, and Ministry Leaders shall have responsibility to identify and report risks. All attendees and volunteers are encouraged to identify and report risks.

- **Continuous Improvement**

St Alfred's shall regularly review and improve its Management of Risk processes, learning from incidents and near-misses, and adapting to the changing internal and external environment.

DEFINITIONS

Term	Definition
Attendees	An attendee is anyone who has attended a St Alfred's event, whose information is collected, including parents or guardians of minors.
Contingency Plan	A predetermined course of action to be taken in response to a specific risk event or scenario.

Members	Anyone who regularly attends services at St Alfred's.
Ministry Leader	The church worker or volunteer designated within the organisational structure of St Alfred's to have oversight of a ministry or activity.
Stakeholders	Individuals or groups who have an interest or involvement in St Alfred or its activities, including staff, volunteers, Members, and external partners.
Staff	A person employed by St Alfred's.
Volunteer	A person who is the holder of a voluntary role or office at St Alfred's as a Ministry Volunteer or a Service Volunteer.

ABBREVIATIONS

Word/Term	Definition
ADOM	Anglican Diocese of Melbourne
PC	Parish Council
St Alfred's	St Alfred's Anglican Church, Blackburn North

LEGISLATIVE CONTEXT

Name	Location
ISO 31000 series	ISO 31000:2018, Management of Risk - Guidelines
Parish Governance Act 2013	https://www.melbourneanglican.org.au/wp-content/uploads/2023/11/Parish-Governance-Act-2013-and-Parish-Governance-Regulations-231101.pdf

RELATED POLICIES

Name	Location
Workplace, Health and Safety Policy	https://stalfreds.elvanto.com.au/pages/governance/

SECTION 2 - POLICY

2	**Objectives**
	The objectives of the Management of Risk Policy are to:
2.1	**Identify Risks** Identify and document risks across all categories, including communication, compliance, emotional, financial, governance and leadership, legal, operational, physical and safety risks, reputation, spiritual risks.
2.2	**Assess Risks** Using the Risk Matrix (refer Appendix A Part 1) to assess the likelihood and potential impact of identified risks, categorise them based on their probability and potential impact, and apply appropriate guidelines and/or resources for risk mitigation.
2.3	**Mitigate Risks** 1. Develop and implement risk mitigation strategies and control measures to minimise the likelihood and impact of identified risks. We acknowledge that training in how to undertake activities is significant in risk mitigation. 2. Assign responsibilities and provide resources for effective risk mitigation. 3. List risk training as a component of Professional Development for Staff and Ministry Leaders in the yearly training calendar.
2.4	**Monitor and Review Risks** Annually and as necessary, monitor and review the identified risks, as well as the effectiveness of the implemented mitigation measures.
2.5	**Report** 1. Maintain open channels of communication for reporting and discussing risks, including the provision of regular updates on Management of Risk activities to relevant Stakeholders, ensuring transparency and timely reporting of incidents and near-misses. The Management of Risk Committee is primarily responsible for raising awareness of risk. 2. Report any incidents and issues to Parish Council, relevant Ministry Leaders and more widely if deemed appropriate. See section 3.5 below, the WHS Policy and https://www.worksafe.vic.gov.au/report-incident for more information.
2.6	**Education** Remind Staff, Ministry Leaders and Volunteers to be risk aware and equip them with the necessary knowledge and skills to identify and effectively manage risks.

SECTION 3 - PROCEDURE

3.1	**Management of Risk Committee**
	St Alfred's shall establish a Management of Risk Committee (MRC).
	1. The MRC shall comprise a minimum of three people, at least one being a member of Parish Council and at least one being a member of staff.
	2. The Parish Council appointment to the MRC shall be made at the first Parish Council meeting following the AGM each year.
	3. The Senior Minister of St Alfred's shall ensure that at least one member of staff is appointed to the MRC each year.
	4. Members of St Alfred's may also be co-opted as members of the MRC, which may include persons with specialist knowledge.
	5. The members of the MRC shall appoint their own Chair and keep records of their meetings. The Parish Council representative shall report back to Parish Council at each meeting of Parish Council.
3.2	**Role of the MRC**
	The MRC shall be responsible for:
	1. Circulating to, collecting and evaluating Management of Risk forms from Ministry Leaders for all ongoing ministries at St Alfred's.
	2. Collecting and evaluating Management of Risk forms from event organisers of one-off events.
	3. Providing Parish Council with monthly updates of the status of Management of Risk forms for all regular St Alfred's activities.
	4. Recommending to Parish Council any training, building or maintenance works or other undertaking that that they consider desirable to minimise risk to St Alfred's.
	5. Creating a risk plan, to be reviewed annually, setting out material risks and the actions to be undertaken to mitigate against those risks.[1]
3.3	**Management of Risk Forms (Appendix A)**
	1. A Management of Risk form shall be approved by Parish Council.
	2. The Management of Risk form shall be completed annually by all Ministry Leaders in relation to their ongoing ministry activities and submitted to the MRC no later than January 31 each year. Where a Ministry Leader is

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[1] See PGA 2013 S25.3

		responsible for more than one distinct ministry, they shall complete a separate form for each ministry.
		3. For irregular ministries, such as one off or short duration events or activities, the organiser of the event or activity shall complete a Management of Risk form and submit it to the MRC <u>at least two weeks</u> <u>before they wish to start advertising the event</u>. Where events are organised on short notice with the approval of the Senior Minister, the organiser or Senior Minister shall complete the form as soon as possible and submit it for expedited processing.

3.4		**Processing Management of Risk Forms**
		
		 1. For each Management of Risk form submitted, the MRC will consider the risks identified and the steps outlined by the Ministry Leader or event organiser with respect to how comprehensive the assessment of risk is and the adequacy of the mitigation or minimisation steps outlined.
		
		 2. Where the contents of the form are judged by the MRC to represent an acceptable level of risk to St Alfred's, the MRC will approve the form.
		
		 3. Where the contents of the form are judged by the MRC to have not adequately considered the causes or quantum of risk of the ministry or activity, they shall send it back to the Ministry Leader or event organiser for further consideration. The MRC may assist the Ministry Leader or event organiser by suggesting areas for attention or steps to minimise or mitigate the risk. The amended form shall then be resubmitted to the MRC.
		
		 4. Where the contents of the form are judged by the MRC to be adequate in detail but the ministry or event to be too high risk, the MRC shall notify the Ministry Leader or event organiser that it has not been approved. Where a ministry or event is not approved it shall not be conducted.
		
		 5. Where the MRC is uncertain how to proceed, they may call upon such expertise as they consider desirable. If still uncertain, the Management of Risk form may be referred to the Parish Council for discussion and decision.
		
		 6. Where a ministry or event has been denied approval, the Ministry Leader or event organiser may appeal the decision to the Parish Council.
		      1. The appeal shall be heard at the next Parish Council meeting.
		      2. The Ministry Leader or event organiser shall be invited to be present or may present written reasons why they feel that the Management of Risk form should be approved.
		      3. Parish Council shall hear the argument of the Ministry Leader or event organiser and may ask such questions as they feel necessary to determine the matter.

		4. Parish Council may approve the Management of Risk form, require further work on the Management of Risk form or deny approval of the form. If the form is denied, there is no further appeal and the ministry or event shall not take place.
3.5	**Incident Register**	
	1. An Incident Register in both hard copy and digital formats will be maintained by the St Alfred's Office staff, and details reported to the Parish Council, monthly.	
	2. Minor incidents and accidents such as bruises, scraped knees, and headaches (those that will not trigger a WorkSafe or Public Liability Insurance claim) need to be recorded in the parish's Incident Register and signed by the attending First Aid Officer.	
	3. Any significant injury or incident (see Appendix C) involving a volunteer[2] or member of the public must be reported on the most recent ADOM approved Incident Report Form, modified for parish use (see Appendix B). A copy needs to be sent promptly to the People and Culture team in the Diocese (peopleandculture@melbourneanglican.org.au).	
	4. All injuries to an employee must be reported promptly to ADOM (peopleandculture@melbourneanglican.org.au), using the approved ADOM form. All serious injuries (see https://www.worksafe.vic.gov.au/report-incident-criteria-notifiable-incidents) must be reported immediately to WorkSafe (on 132360) and a completed the online WorkSafe Incident Report Form (https://www.worksafe.vic.gov.au/report-incident) needs to be uploaded within 48 hours of the incident.	
3.6	**Continuous Improvement**	
	The MRC shall:	
	1. Review the outcomes of incidents and near-misses to identify areas for improvement and implement necessary changes.	
	2. Encourage feedback and suggestions from Staff, Volunteers, and Members to enhance Management of Risk practices.	
	3. Organisers of regular events shall complete a Management of Risk Feedback Form by the AGM of the relevant year, and within 2 weeks of the event for one-off events (see Appendix A Part 2).	

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[2] Volunteers in a church setting are not included in the WorkSafe scheme.
See https://www.worksafe.vic.gov.au/volunteers

SECTION 4 – GOVERNANCE RESPONSIBILITY

Policy Owner	Parish Council
Policy Oversight	Senior Minister
Record Keeping	Finance and Business Manager

VERSION CONTROL AND CHANGE HISTORY

Version Number	Approval Date	Approved by	Review Date	Amendment
1.0	November 2023	Parish Council	October 2025	
2.0	October 2025	Parish Council	October 2027	Addition of Bible verse, change of policy template, additional text, including in relation to ADOM reporting threshold, inclusion of Management of Risk Form, Feedback Form and Diocesan Incident Report Form as appendices. Updated post November PC meeting re PGA S25.3.

POLICY & PROCEDURE DIRECTORY REQUIREMENTS

CATEGORY
Management of Risk, Governance and Leadership
KEYWORDS
Management of Risk Policy; church management of risk; risk assessment procedures; governance and leadership risks; risk mitigation strategies; risk monitoring and review; communication and reporting of risks; training and education on risk management; continuous improvement in risk management.

PUBLICATION

For Group	Location
All Staff and Volunteers	https://stalfreds.elvanto.com.au/pages/governance/ https://www.stalfreds.org/about/parish-council/

Disclaimer: A printed or stored version of this document may be obsolete.
The latest version is available in the church's document management system.

MANAGEMENT OF RISK FORM   APPENDIX A PART 1

1. Background Information			
Activity/Program *(Please give date if it is a once off event)*			**Date of event:**
Site		**Name of person conducting assessment**	
Submitted to the Management of Risk Committee		Signed Dated	
Approved by Management of Risk Committee		**Signed** **Dated**	

Points to consider when filling out this form.
- Regular ministries will submit a Management of Risk Form annually. *This will be submitted to the Management of Risk Committee by January 31 unless advised otherwise.*
- Short term ministries, which for example include special events, camps, picnics and bush dances, will require the Management of Risk form for each event*. **For these events the form must be submitted 2 weeks prior to the advertising of the event.***
- Please read through the Risk Matrix. Record the level of risk as either Extreme, High, Medium or Low. This is obtained where the Consequence and Likelihood intersect as per the table headed '3. Risk Matrix'. **Risk level/rating** = *Likelihood rating X Consequence rating (e.g. Likely (4) X Moderate (3) = High (12)*
- Read the St Alfred's Management of Risk Policy, especially section 3.4. This policy is attached and available in Elvanto.
- Give a brief description of the event below.

Brief description of event:

2. Risk Assessment

Identify and List Hazards Health, Physical, Fire, Electrical, Chemical, Human, Transport, Reputation, Spiritual	List Current Risk Controls	Risk Rating (refer Risk Matrix, 3. Risk Level Matrix)	List Additional Controls *(if any - where current controls are not adequately managing the level of risk)*
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			

2. Risk Assessment

Identify and List Hazards Health, Physical, Fire, Electrical, Chemical, Human, Transport, Reputation, Spiritual	List Current Risk Controls	Risk Rating (refer Risk Matrix, 3. Risk Level Matrix)	List Additional Controls *(if any - where current controls are not adequately managing the level of risk)*
12			
13			
14			
15			
16			
17			
18			

3. Emergency Contacts (Relevant to location)

Emergency	000	
Doctor		
Hospital		

3. Emergency Contacts (Relevant to location)	
Police	

Staffing (including volunteers)	
Name	Qualifications (e.g. Working with Children, First Aid etc.)
1	
2	
3	
4	
5	
6	

Staffing (including volunteers)		
7		
8		
9		
10		
11		
12		
13		
14		
15		
16		
17		
18		

Staffing (including volunteers)	
19	
20	

RISK MATRIX

1. **Consequence** - Evaluate the consequences of a risk occurring according to the descriptors in the columns below.

Descriptor	Level	Health & Safety	Finance	Reputation	Spiritual
Insignificant	1	No injury	Unrecoverable costs and/or expenses less than $1,000	Minimal	Causing division on theological or spiritual grounds that may result in interpersonal conflict between members of St Alfred's
Minor	2	Injury/ill health requiring first aid	Unrecoverable costs and/or expenses greater than $1,000	Short term local impact on reputation	Causing division on theological or spiritual grounds that may result in one or a few people leaving St Alfred's
Moderate	3	Injury/ill health requiring medical attention	Unrecoverable costs and/or expenses greater than $5,000	Long term degradation of reputation	Causing division on theological or spiritual grounds that may result in a significant number of people leaving St Alfred's
Major	4	Injury/ill health requiring hospital admission	Unrecoverable costs and/or expenses greater than $10,000	Serious long-term loss of reputation	Causing division on theological or spiritual grounds that may result in one or a few people abandoning the Christian faith
Severe	5	Fatality	Unrecoverable costs and/or expenses greater than $20,000	Total unrecoverable loss of reputation	Causing division on theological or spiritual grounds that may result in a significant number of people abandoning the Christian faith.

2. Likelihood - Evaluate the likelihood of an incident occurring according to the ratings in the left-hand column

Descriptor	Level	Definition
Rare	1	May occur somewhere, sometime ("once in a life time / once in a hundred years")
Unlikely	2	May occur during a similar Church event over an extended period of time
Possible	3	May occur several times across the Parish or Diocese over a period of time
Likely	4	May be anticipated multiple times over a period of time May occur once every few repetitions of the activity or event
Almost Certain	5	Prone to occur regularly It is anticipated for each repetition of the activity of event

3. Risk Level Matrix – Using the matrix calculate the level of risk by finding the intersection between the likelihood and the consequences

Likelihood	Consequence				
	Insignificant 1	Minor 2	Moderate 3	Major 4	Severe 5
Almost Certain 5	Medium 5	High 10	Extreme 15	Extreme 20	Extreme 25
Likely 4	Medium 4	Medium 8	High 12	Extreme 16	Extreme 20
Possible 3	Low 3	Medium 6	Medium 9	High 12	Extreme 15
Unlikely 2	Low 2	Low 4	Medium 6	Medium 8	High 10
Rare 1	Low 1	Low 2	Low 3	Medium 4	Medium 5

4. Risk Level/Rating and Actions

Descriptor	Definition
Extreme:	Do not proceed with this event. Approval will not be given.
High:	Corrective actions with additional controls need to be in place before approval is given.
Medium:	Consider modifications to further minimise risks. The RMC may ask for this to happen before giving approval, or approve the event provided certain modifications are put in place.
Low	Consider modifications to further minimise risks. The RMC may ask for this to happen before giving approval, or approve the event provided certain modifications are put in place.

Risk level/rating = Likelihood rating X Consequence rating (e.g. Likely (4) X Moderate (3) = High (12)

ASPECTS TO CONSIDER WHEN CONDUCTING THE RISK ASSESSMENT

Health

- Medical emergency
    - Heart
    - Epilepsy
    - Asthma
    - Burn
    - Anaphylaxis
- Illness
- Food poisoning
- Pandemic controls

Physical

- Steps
- Ladders
- Playground equipment and surrounds
- Access for all
- Carpark safety
- Games (consider age, injury risk)
- Manual handling (heavy and/or bulky objects)

Fire

- Building
- Kitchen
- Barbecue including the gas bottle
- Electrical
- Bonfire

Electrical

- Cabling
- Appliances/cables etc., inspected according to regulations
- Technical equipment

Chemical

- Safe storage of cleaning products
- List of hazardous chemicals on site and where stored – do they need to be kept on site

Human

- Intruder
- Safety of children /other vulnerable people
- Harassment
- Mental health

ACTIVITIES THAT ARE AUTOMATICALLY EXCLUDED UNDER ST ALFRED'S INSURANCE POLICY

Motor races, motor rallies, motor speed tests, motocross, trial bikes, dune buggies, quad bikes, go karts, mountain biking, horse/pony riding, canyoning, caving, rifle/firearms, paintball, skirmish, and other form of shooting, hang gliding, parachuting, para gliding, hot air ballooning, aerial activities, white water canoeing/kayaking/rafting, (above class 2 rapids), water sports with power boards or water skiing, scuba diving, vertical and horizontal bungee jumping, gladiator games, abseiling, rock climbing, high ropes courses, trapeze, zip-lines, rock walls, martial arts, boxing, amusement arcades, parks or rides, commercial fairgrounds, bouncy/jumping castles and/or use of any other inflatable device, trampolining, fireworks or fire walking.

APPENDIX A PART 2: MANAGEMENT OF RISK (MOR) FEEDBACK FORM

After your event, complete this feedback form and send to office@stalfreds.org

Name of event/program	
Date of Program (one-off events) Year (regular programs)	
Name of Ministry Leader	
Name of responsible Staff Member	
Name one way in which completing the MoR Form helped the smooth running of your program/ activity	
Were there any risks that you identified as you ran the program/activity that were not listed on the MoR Form?	If yes, what will you do next time?
Were there any accidents / incidents / near misses during your activity?	If yes, complete the Incident Report Form (Appendix B of the Management of Risk Policy) included with your paperwork for this activity/ program.

Signed:

Date:

_____

Office use only:

Date received:

Anglican Diocese of Melbourne
Melbourne Anglican Diocesan Corporation Ltd

APPENDIX B

☐ **Accident/Injury**   ☐ **Incident**   ☐ **Hazard**   ☐ **Near Miss**

PART A – INCIDENT DETAILS	
Injured Person's Name:	Parish:
Date of Birth:	Job Title:
Date of Incident: / / Time: a.m./ p.m.	Date reported: / / Time a.m./ p.m.
Task/activity being performed:	
Location where accident occurred *(e.g. warehouse, office):*	
What happened? Please include what work was being done, any tools or equipment involved: *(e.g. slipped on wet floor whilst cleaning)*:	
Witnesses *(if any)*: -	
Person completing the register (if not injured person):	

Part B - INJURY DETAILS		
Nature of injury *(e.g. cut, bruising, sprain)*		
Body location of injury *(e.g. shoulder, back)*		
Injury Treatment	☐ No treatment	
	☐ First Aid	*Treatment Provided By:*
	☐ Doctor	*Details:* -
	☐ Hospital	*Details:* -
Is this a lost time injury?		
Is a Workers Compensation Claim being made?		

Part C – ACKNOWLEDGMENT OF INJURY / DATE OF ENTRY		
Responsible adult	Signature	Date
Employer/Warden	Signature	Date

Part D – ACCIDENT / INCIDENT INVESTIGATION (to be completed for all reported incidents)

Contributing Factors to Consider

Person	Y	N	NA	Environment	Y	N	NA
Aware of the hazard				Adequate temperature conditions			
Suitable for the task				Adequate lighting			
Experienced at the task				Adequate working space			
Familiar with the work area				Clear floor and walkways			
Inducted to the site / task				Adequate housekeeping			
Using appropriate PPE				Safe noise level			
Job/Task	**Y**	**N**	**NA**	**Equipment**	**Y**	**N**	**NA**
Was training provided				Correct equipment used			
Supervision provided				Equipment in correct location			
Job Analysis performed				Equipment guarded			
Work procedures available				Preventative maintenance complete			
Task not modified / changed				Equipment working properly			
PPE provided				Equipment had not been modified			

Other contributing factors?

Part E – RECOMMENDATIONS

Please suggest possible changes to prevent a recurrence:

Can the risk be eliminated? (circle Y or N)	Y	N
Why or How:		
Can equipment or materials be substituted? (circle Y or N)	Y	N
Why or How:		

PART F - ACTION PLAN

Recommended Actions	Implementation Date	Responsibility

Part G – COMPLETION / SIGNATURES

Responsible adult	Signature	Date
Employer/Warden	Signature	Date

APPENDIX C: ADOM REPONSE REGARDING REPORTING OF INJURIES

On Wed, 22 Oct 2025, 4:58 pm Keith Wilks-Gordon, <kwilks@melbourneanglican.org.au> wrote:

Hi xxxxx

Thanks for your pertinent query regarding the ADoM injury/incident/hazard reporting form and request for guidance on what Injuries/incidents to report to ADoM/MADC. Please be aware the current version of the form on the P & C page of the Parish Portal does state that the completed form is to be sent to the P & C team for recording keeping and stats identification etc. Promptness of injury/incident reporting is essential.

Received injury reports are entered in the ADoM Incident Management System (IMS) and a related incident investigation is commenced onsite with local management and the ADoM Work, Health and Safety (WHS) Specialist, to prevent a reoccurrence of the injury/incident and to obtain optimal WHS/OHS and related learning outcomes.

The incident form can be modified and used for employees, volunteers, parishioners, contractors, members of the public etc. All employee workplace injuries/incidents must be reported to P & C/ADoM. The completed incident form is used to make an entry into the IMS and is the first pillar of any subsequent WorkCover (W/C) claim for compensation being lodged with our W/C team.

Serious injuries such as fractures, electrocution, amputation, crush injuries, severe lacerations etc. require immediate notification to the state's workplace safety regulator, WorkSafe Victoria, followed by the completion of an online incident report within forty-eight (48) hours. WorkSafe Inspectors often come to the workplace to investigate these serious incidents and may issue legal Improvement Notices to the workplace if they feel OHS legislative breaches have been observed etc.

P & C/ ADoM should also be notified when an ambulance has been called for a seriously injured person to transport them to hospital or in-patient care etc.

 Volunteer injuries are to be reported also to P & C,/ADoM have a Third-Party Insurance policy (managed by the Insurance team within P & R) with an employer excess to cover serious injuries sustained while volunteering for their parish. The same with members of the public that injury themselves on our properties and their injuries are of a serious nature that a public liability insurance claim may be made against the parish/ADoM straightaway or down the track once legal opinion has been sought.

Minor injuries emanating from parishes such as abrasions, cuts, band aids being applied, headaches, children falling/tripping while playing chasey in the playground etc, do not need to be reported to P & C/ADoM. A related injury/incident entry should be made in the local parish register of injuries/first aid spreadsheet etc and should be signed by the first aider who treated the casualty.

Cases of occupational violence and aggression (OVA), perceived bullying, and physical abuse etc, must also be reported to P&C and possibly Kooyoora (Tel: 18001 135 246). Child safe has its own state legislative reporting mechanism to protect minors. Police (Tel: 131 444) or Child Protection (Tel: 13 12 78) are also appropriate urgent contacts for child safety concerns.

Best regards

Keith

Keith Wilks-Gordon | Work, Health and Safety Specialist

Anglican Diocese of Melbourne | 209 Flinders Lane Melbourne VIC 3000

+61 3 9653 4297

Mob: 0476 676 856
kwilks@melbourneanglican.org.au | www.melbourneanglican.org.au