



Catholic Schools Office
Diocese of Broken Bay

OVERSEAS EXCURSIONS POLICY FOR DIOCESAN SYSTEMIC SCHOOLS

OPERATIONAL POLICY

October 2014



PURPOSE

The Diocesan Schools System (DSS) recognises the additional responsibility and level of care that must be undertaken when students are taken overseas by their school. This policy is intended to clarify requirements for the planning of excursions of this nature to ensure that legal obligations are met and that our Catholic Church teachings are upheld in what is undertaken. It will also provide a formal procedure for obtaining the necessary approval for excursions of this kind.

POLICY FRAMEWORK

While recognising that excursions that involve travel overseas can have significant educational benefits, the DSS is aware that such activities can be disruptive to academic study, both for students undertaking the excursion and for those students whose teachers are participating and are therefore absent from school. It also places additional financial pressures on parents. In considering whether to proceed with an excursion of this type, the principal and the Director of Schools must weigh carefully the educational value of a proposed excursion, with the total needs and resources of the school and the financial burden for families of students. Approvals should be limited to excursions that will provide students with significant educational opportunities not available by other means.

Unless there is an educational reason for the excursion to travel at a specific time during term time, excursions should be planned in and around school holidays. It is recognised that an excursion may commence a few days before the end of a term or finish a few days after the commencement of a term due to scheduling needs, availability of lower airfares and similar reasons.

In planning excursions principals and staff need to be conscious of the legal and moral responsibility for student welfare that they accept. Arrangements for care and supervision must reflect the greater degree of risk to students that can exist when visiting overseas destinations.

POLICY CONTENT

It is essential that the requirements for organising an overseas excursion are followed strictly.

Basis for Offering Excursions

Overseas excursions must have an educative purpose. The educational worth of such an excursion must be carefully assessed, especially in relation to the context of other events on the school and diocesan calendar.

Principals need to ensure that all parents are aware that such excursions are approved school activities and that staff are acting as employees whilst on such excursions and will be required to exercise appropriate duty of care. Staff members **choose** to take part in such excursions. No obligation is to be placed on them to participate in or to organise such an excursion. No extra remuneration, other than reimbursement of genuine pre-approved expenses, is to be paid in respect of such excursions.

Unless exceptional circumstances prevail, the school will not support more than three major excursions per year. The financial drain of such excursions on parents should not be underestimated.

Preparation Time and Approval Procedure

Any such planned excursion must be submitted to the Catholic Schools Office (CSO) for approval. This is a two stage process.

The concept for the excursion together with a proposed itinerary, proposed budget and the required minimum number of participants must be submitted at least 12 months prior to the planned departure date. Principals should ensure that costs are maintained at a moderate level in order to make such excursions accessible to students. Excursions which would place financial pressure on a significant number of families should not be undertaken.

The concept proposal must first be presented to the principal for approval. If the principal approves the proposal, it must be sent to the secondary schools consultant. The consultant and Director of Schools (or his/her delegate) will consider the proposal and if satisfied that the application has educational merit, and that the school is ensuring that the contents of this policy are adhered to, will give it concept approval. The form to be used for the concept proposal is set out in [Attachment A](#).

If concept approval is given, the school can then proceed to advertise the excursion within its community and begin detailed costings, gathering the necessary student and family information, undertaking risk assessments and making general travel plans. If however, when planning is underway, the actual cost of the excursion is significantly higher than the proposed cost, or the number of participants varies markedly from the proposed number, the school principal should seek approval from the schools consultant to continue with arrangements.

Risk management is a process consisting of well-defined steps which, when taken in sequence, support better decision-making by contributing to a greater insight into risks and their impacts. Risk management processes are used to identify hazards and to assess and eliminate or control risks associated with activities. See [Attachment D](#), *Overseas Excursions Risk Management Tool* for detailed guidance on how to approach risk assessment for excursions of this nature.

At least four weeks prior to departure, when all risks have been assessed and managed, the *Overseas Excursion Risk Management Checklist* ([Attachment E](#)) must be completed and presented to the principal for sign-off and a copy of the signed checklist forwarded to the DSS Risk Manager. Principals should ensure that all risk management documentation is retained to assist with future planning of excursions and to assist in an enquiry should a serious incident occur.

The person planning the excursion must consider emergency response planning and should check relevant forecasts or safety warnings, immediately prior to the excursion. The Department of Foreign Affairs and Trade's website: www.dfat.gov.au should be consulted for travel advice generally and, in particular, for details about countries where travel is not recommended. This check should be done prior to submitting the proposal to the principal and again two weeks before the departure date. Notwithstanding the above, at any point the trip may be cancelled or varied in response to advice provided by the Department of Foreign Affairs.

Principals should ensure that individual health care plans for students with specific health care needs or disabilities include provision for the management of such conditions on the excursion. The implications for student management should be discussed before departure.

Supervision

The decision about the number of teachers to accompany the students is to be determined by the principal. This should take into account factors such as age and maturity of students, experience of staff, location of the excursion, specific needs of students, anticipated behaviour and the nature of activities to be undertaken. There must be sufficient numbers of appropriate teachers to ensure adequate supervision.

The minimum ratio of teachers to students should be 1:10. There must also be a minimum of two teachers travelling with any excursion group no matter how small the group. It is preferable for there to be three teachers travelling to ensure adequate supervision in the case of illness of either a student or a staff member. If only two teachers are travelling with a group, a third staff member must be on standby and able to travel to meet the group at short notice. A contingency for this eventuality needs to be included in the budget for the excursion. Should a replacement staff member need to travel the cost would be met by the school, rather than being passed on to parents.

The member of staff on stand-by should have received any necessary vaccinations to avoid delays in joining the group and have an up-to-date passport with any necessary visas.

Accommodation and bathroom arrangements are to be such that no staff member or other accompanying adult is placed in a position where there is potential for allegations of improper conduct to be made. For co-educational groups, male and female teachers are required.

Staff Fares

Proposals must show how the fares of staff and other accompanying adults are to be met. Students' participation costs are not to be increased to cover the costs of these staff and other accompanying adults without express written notification to the parents of the participating students.

Students with a Disability

The Disability Discrimination Act makes it unlawful for a school to subject a student to any detriment on the basis of his / her disability. This may be significant if for example an excursion is offered for all students taking a particular course, if one of those students suffers from a disability. All reasonable efforts must be made to enable disabled students to attend excursions with their classes, including thoughtful selection of excursion venues and activities in the first instance.

Financial Accountability

The school's financial officer should provide guidance about setting excursion budgets, and maintaining books of account and records. Schools accountants are able to provide advice as necessary.

Monies not paid directly to the travel agent must be kept within the school's accounting and banking system, as arranged with the financial officer.

A separate bank account must not be opened and under no circumstances should any funds be placed in or processed through a private bank account.

Any school related expenditure or cash withdrawals during the excursion must be made using a temporary CBA School Mastercard issued by the Catholic Development Fund (CDF) in the name of the tour leader. A back-up temporary CBA Mastercard should be carried by a second member of staff, issued in that person's name. Cash can be withdrawn from overseas ATMs using this card. Other travel cards in the member of staff's name are not to be used for school related expenditure or school related cash withdrawals.

The CDF will require at least six weeks' advance notice to issue the CBA Mastercards. Where practicable, every effort must be made to pay for accommodation, transport and tour activities pre-departure to avoid difficulties with payment on the day.

The tour leader must ensure receipts are kept for all transactions including cash withdrawals. These receipts will be required to support the accounting records for audit by the financial officer on return. The financial officer is to audit the accounts within 30 days of the completion of the excursion and report to the principal.

Travel Agents

When selecting a travel agent to arrange travel for the excursion, staff should obtain three quotes from licensed travel agents before selecting the successful travel agent. It is advisable to consult with the CSO before a firm selection is made.

Staff intending to organise travel for students must take note of the following legal advice from the Ministry of Fair Trading.

You are carrying on business as a travel agent if you:

- *sell tickets allowing another person to travel, or arrange approval for another person to travel*
- *sell, arrange or make available the right for another person to travel to a place and be accommodated at that place*
- *purchase for the purpose of reselling the right of passage on a conveyance*

Where a school intends to engage the services of a licensed travel agent it should engage the agent **before** taking any money from students and obtain the agent's agreement to the school receiving and holding that money as agent for the travel agent. Alternatively, all monies should be paid directly to the travel agent. Monies received from other sources, e.g. through general fundraising, are to be held in the school's normal bank account. Use ledger code 419027 Proceeds of Fundraising – Overseas Trip 1. Using dissection code 27 enables these transactions to be reported separately from the rest of the school's activities when required.

Insurance

Travel insurance is arranged by the CSO for both staff and students. Additionally, students are covered by their Catholic Church Insurances School Care Policy.

Passports and Visas

The principal and the staff member responsible for organising the excursion must check each participant's passport and visas (if required). Passports must be current and the expiry date must not be within six months of the date that the excursion will arrive back in Australia. Any necessary visas must be valid for the dates of the excursion. If more than one country is to be visited more than one visa may be required. Principals should be aware that for students travelling on non-Australian passports there may be different visa requirements, including the need for a visa to re-enter Australia.

Careful consideration must be given to ensuring the security of passports whilst the group is overseas. This might involve staff members collecting and holding student passports. The decision about who will hold passports will depend on the size of the group, the countries visited and the age of the students.

Each staff member is to have in their luggage a full set of copies of the passports of each member of the excursion group. This may be in the form of photocopies or on a USB Flash Drive. A full set must also be held at the school.

Student Expenditure on Tour

It is recommended that personal spending money is taken in the form of a prepaid travel card issued by financial institutions or available through Australia Post. It is expected that the travel card is used to cover expected expenditure that is unable to be covered prior to departure by school cheque or incidental personal expenditure. The student is fully

responsible for their own card and for following instructions on its use provided by the financial institution. Students may access automatic teller machines whilst on the excursion and therefore are responsible for complying with security measures required by the relevant financial institution. Backup cards are to be lodged with a designated staff member for safe-keeping.

Medical Forms

An updated school medical form must be obtained for each student and taken with staff on the excursion. Prior to departure the staff member organising the excursion must read each medical form so that he/she is aware of potential medical emergencies that may arise such as asthma attacks or serious allergies. An appropriate plan of action in such an event should be discussed with the principal prior to departure.

[Attachment B](#) contains a model medical and parent authority and consent form.

Medications – Overseas Destinations

The organiser of the excursion must ensure he/she has a medical certificate to cover any prescribed medication being taken on the excursion. The student/teacher/helper taking the medication is required to obtain this certificate from their medical practitioner. The medical practitioner will need to check that the particular medication is permitted to be brought into the country concerned. The prescription for the medication should also be carried either by the student or a member of staff for the duration of the excursion. Although Australian issued prescriptions cannot be used overseas, it will enable a doctor to write a new prescription in the event that the medication is lost.

Students should be responsible for their own medication.

Billeting

Schools conducting overseas excursions frequently seek to reduce the costs for students by billeting them with host families for a portion of the trip. Although there is no doubt that billeting can provide students with an excellent “immersion” experience of life in a different country, there are inherent child protection risks and a strong possibility that some will engage in inappropriate or dangerous behaviours in the absence of direct teacher supervision. For these reasons, schools are directed not to engage in billeting from the commencement of the 2014 school year. This also applies to the hosting of students from overseas schools.

A distinction needs to be made between billeting and homestay arrangements. Schools involved in student exchange programs for cultural and language purposes usually engage the services of a company which places students with overseas families for a significant period of time. The homestay families need to meet stringent criteria and are usually paid a nominal sum to cover meals for their visitor. For this reason, homestay arrangements made with a specialist company may continue for the present time.

First Aid

All staff members of the excursion group must have a current qualification in First Aid and CPR. At least one staff member must hold a current Senior First Aid Certificate.

Emergencies

There must be a plan of action and agreed notification procedure approved by the principal prior to departure, in case of illness, accident or other emergency. See [Attachment C](#) for the Emergency Contact Information form.

Every staff member must have a mobile phone that will operate in the countries visited – either an Australian SIM card with global roaming or a SIM card bought in the countries visited. Students are to be given these phone numbers. At least one staff phone number must be known prior to the group leaving Australia and provided to the school and to parents

prior to departure. This will be the emergency contact phone and must be left on 24 hours a day. Parents should also be given an emergency contact number for the school for the full period of the excursion.

Parents, Caregivers and Volunteers

Parents, caregivers and volunteers must be briefed on arrangements prior to the excursion and sign to say they are aware of the risk management plan, accommodation arrangements, supervision details and the itinerary.

On the rare occasion where it is proposed that a student or group of students will participate in an independent activity without the direct supervision of a staff member, it is imperative that the parent or caregiver is fully informed of, and consents to, the arrangements.

Final Plans

Details of the final itinerary, medical forms, emergency contact details (phone, email etc), a full list of all students, staff and volunteer names and addresses and any other related documents must be lodged with the principal and schools consultant at least six weeks prior to departure. Staff and volunteers accompanying the excursion must read the policy, procedures and risk management plan prior to departure. The documentation should be reviewed prior to departure and changes communicated.

Report

Upon completion of the excursion, a summary report must be submitted to the principal together with any photographic or film record which may be required for the school magazine or website.

Excursion Records

The principal must ensure that all records of the excursion are retained. This includes a copy of any advice given to parents, costs, permission forms (Attachment B) and administrative and travel details. In the event of an injury to a student or property damage, records relating to the excursion must be retained until the injured party reaches the age of 25, or for seven years, whichever is the greater.

Alcohol

Students must not be served alcohol under any circumstances even if some students are 18 years of age. This is regardless of licensing laws in the country or countries being visited.

The students' welfare is to be considered at all times. Alcohol should not be consumed by staff or helpers whilst on the excursion and in control of students. If the student to teacher ratio is less than 10:1 and there is an opportunity for staff members to be given a break from supervision they must not drink to excess.

Appropriate Behaviour

Students should be instructed on appropriate behaviour, as they are ambassadors of the country, the Diocese and the school whilst they are away. Students participating in excursions to communities which are culturally different from our own should be briefed on cultural sensitivities (e.g. dress) and appropriate communication in cross cultural contexts.

Any grossly inappropriate student behaviour must be reported to the principal and to the Director of Schools via the consultant. Arrangements need to be in place to facilitate the return to their parents of any student who exhibits behaviour that seriously endangers themselves or others. Written confirmation from parents must be obtained prior to departure of the excursion to acknowledge agreement to the arrangements proposed.

Child Protection Requirements

Students should be briefed about their right to be safe and protected, and about positive strategies and avenues for support should concerns arise. Organising staff should take the time to work with students to consider unexpected situations and risks that might occur during the excursion and to discuss strategies for eliminating or controlling risks.

The legislative requirements relating to mandatory reporting of children and young people who may be at risk of harm under the Children and Young Persons (Care and Protection) Act 1998 and the requirements relating to Child Protection (Working with Children) Act 2012 will need to be considered and procedures set up to ensure compliance for both teachers and volunteer helpers (see also Recruitment and Selection of Teaching and Support Staff – Guidelines for Principals for the Working With Children Background Check forms).

Principals must ensure that volunteers accompanying the excursion including any parents and partners of staff members have completed a Working With Children Volunteer Check. <https://www.ccheck.cyp.nsw.gov.au/Applicants/Application#>

Fringe Benefit Tax Implications

If staff receive funding for such a trip they should be aware that Fringe Benefit Tax may apply to any portion of the trip that is not part of the group itinerary. A full travel diary, noting each work activity, the nature of that activity, the duration, where and when it took place and the date the entry was made, and all relevant receipts, will need to be kept to substantiate the non-payment of Fringe Benefit Tax.

An employee declaration must be obtained in all cases where appropriate receipts are not provided. It is expected that this would be the exception. A copy of the travel diary and employee declaration for each funded teacher is to be kept on the school file for audit purposes.

ORGANISATION FLOW CHART

See Attachment F.

RELATED LEGISLATION, POLICIES AND PROCEDURES

Children and Young Persons (Care and Protection) Act 1998

Child Protection (Working with Children) Act 2012

Child Protection (Working with Children) Regulations 2013

Addressing Allegations of Inappropriate Behaviour by Staff Policy

Managing Risk of Significant Harm and Wellbeing Concerns Policy

Working with Children Checks Policy

Child Protection Resource Manual for Diocesan Systemic Schools

Creating Safe and Supportive School Environments – Child Protection Resource Manual for Diocesan Systemic Schools

Pastoral Care Policy for Diocesan Systemic Schools, Diocese of Broken Bay

Professional Guidelines for School Staff in their Relationships with Students, Catholic Schools Office Diocese of Broken Bay

Work Health and Safety Policy for the Diocesan Schools System, Diocese of Broken Bay

POLICY REVIEW

This policy will be reviewed not less frequently than once every five years.

POLICY DATES

Date of completion of formation and adoption:	November 2003
Date of current version:	October 2014
Date of next review:	October 2019

Authorised by

Peter Hamill
Director of Schools

Attachment A

CONCEPT PROPOSAL FOR AN OVERSEAS EXCURSION			
Name of school:			
Destination(s):			
Excursion leader:		Position on staff:	
Departure date:		Return date:	
No. of days:		No. of nights:	
Description of excursion including any outdoor activities: <i>(attach draft itinerary including proposed travel arrangements)</i>			
Purpose of excursion: <i>(including curriculum context, educational value)</i>			
Details Of Participants			
Proposed number of students:	Boys:		Girls:
Proposed number of staff:			
Proposed number of non-staff adults:			
Year groups:			
Dress code (school uniform/mufti):			

Proposed Budget				
Practical Details	Proposed numbers paying:	Students:		
		Paying (non-staff) adults:		
	Method/s of travel (incl. air, land and sea):			
	Types of accommodation (eg. hostel, hotel, caravan, cabins):			
Cost Details	Breakdown of Costs		Per Student	Per Paying (Non-staff) Adult
	Fares			
	Accommodation			
	Meals not provided by accommodation			
	Entries			
	Other (eg, equipment hire, tour guides)			
	Recommended spending money			
	Surcharge to cover staff (if applicable)			
	Total			
	Proposed final charges (excluding spending money)			
Approval	School Financial Officer	(Name)	(Signature)	(Date)

Concept Proposal Approved by:		Date
Principal		
Secondary Schools Consultant		
Director of Schools		

Attachment B**OVERSEAS TRAVEL
PARENT AUTHORITY and CONSENT and MEDICAL DETAILS FORM**

I parent/guardian/carer of
hereby:

1. Give permission forto attend the
.....excursion on (date/s) From: To:.....
2. Consent to my child travelling on or in any form of public or private transport where such transport is deemed by the school to be necessary or desirable.
3. Consent to my child participating in all activities, outings, excursions and functions arranged.
4. a) Consent to the school by its servants or agents seeking such medical or dental advice on behalf of my child as seen fit in the event of accident or illness and if in the opinion of an attending medical or dental practitioner or medical officer my child requires medical or dental attention or treatment including but not limited to the administration of anaesthetic, blood transfusion or the performance of any surgical operation, to such medical or dental practitioner or medical officer giving such attention or treatment, provided that reasonable efforts are made to inform me of any serious injury or illness.
b) Certify that the consent which I have given in paragraph (a) is valid at all times while my child is in the custody of the school attending or participating in an outing, excursion or function.
5. Certify that I understand that the school will take reasonable care in the event of my child suffering accident or illness but that it will not be responsible for the costs of any medical or dental attention or treatment administered to my child in such event nor will it be responsible directly for any act or omission of any medical or dental practitioner or medical officer attending or treating my child.
6. Certify that if my child should exhibit behaviour that seriously endangers themselves or others, I will bear the cost of the return trip home.
7. Agree to and provide permission for the photographic, video, audio or any other form of electronic recording of my child taken during this excursion for and on behalf of the Diocese of Broken Bay.

Medical Details Form

Health	Student Name:		DOB:	
	Medicare no.		Position on card	
	Private health fund name		Membership no.	

Medical Information	Is your child in good health?			<input type="checkbox"/> Yes <input type="checkbox"/> No
	Does your child suffer any chronic illness?			<input type="checkbox"/> Yes <input type="checkbox"/> No
	Details _____			
	Does your child suffer any disability?			<input type="checkbox"/> Yes <input type="checkbox"/> No
	Details _____			
	Does your child suffer any allergy?			<input type="checkbox"/> Yes <input type="checkbox"/> No
	Details _____			
	Has your child suffered any acute illness in the past four months?			<input type="checkbox"/> Yes <input type="checkbox"/> No
	Details _____			
	Has your child been treated by a doctor in the past four weeks?			<input type="checkbox"/> Yes <input type="checkbox"/> No
If you know of any reason why your child cannot fully engage in the activities of this excursion due to a medical condition, please provide a Medical Certificate outlining treatment and a Statement of Fitness from your Medical Practitioner.				
Has your child had any major surgery?			<input type="checkbox"/> Yes <input type="checkbox"/> No	
Details _____				
Does your child need to take any form of medication on the trip?			<input type="checkbox"/> Yes <input type="checkbox"/> No	
Medication	Dosage	Frequency	Medical purpose	
This medication is to be kept on the excursion by:			<input type="checkbox"/> my child (secondary student) <input type="checkbox"/> nominated staff member (primary student)	
Has your child had a Diphtheria Tetanus Toxoid booster injection?			<input type="checkbox"/> Yes <input type="checkbox"/> No	
Year of booster injection _____				

Diet	Does your child have any special dietary requirements? <input type="checkbox"/> Yes <input type="checkbox"/> No
	Details:

Emergency Contacts	Contact details in case of accident or illness or other emergency: (Please provide 2 contacts)			
	Contact 1: Name:		Contact 2: Name:	
	Relationship to student:		Relationship to student:	
	Mobile		Mobile	
	Phone (Home)		Phone (Home)	
	Phone (Work)		Phone (Work)	

Authority	I understand that the information I provide on this form will be handled in accordance with the Diocesan Privacy Policy and the <i>Privacy Act 1998</i> .	
	Signature _____ (Parent / Guardian / Carer)	Date _____

Attachment C

EMERGENCY CONTACT INFORMATION

- Provide a copy of the completed form and attachments to the Principal, Assistant Principal, School Office and each staff member travelling with the overseas excursion
- Attach copy of final itinerary

Contact details in case of accident or illness or other emergency:			
Group	School name:		
	Name of excursion leader:		Name of second in charge:
	Mobile <small>(please include country code if necessary)</small>		Mobile <small>(please include country code if necessary)</small>
	Phone (Home)		Phone (Home)
	Phone (Work)		Phone (Work)
	Email		Email
	Travel destination(s):		
	Departure date:		Return date:

School	Principal (Name):		Other (Name):	
	Mobile		Mobile	
	Phone (Home)		Phone (Home)	
	Email		Email	

Travel Company	Travel company name:		Phone	
	Company address		Fax	
				Email
	Primary contact:	(Name)		
	Mobile		Email	
	Secondary contact:	(Name)		
Mobile		Email		

Participant Lists

- Attach **Staff List** showing name, position, gender, CPR/First Aid training details, emergency contact name/number/email
- Attach **Student List** showing name, year group, gender, emergency name/number/email

Include country code dialing prefixes:

Accommodation Details	Venue # 1 name and address:		Phone	
			Fax	
			Email	
	Venue # 2 name and address:		Phone	
			Fax	
			Email	
	Venue # 3 name and address:		Phone	
			Fax	
			Email	
	Venue # 4 name and address:		Phone	
			Fax	
			Email	
	Venue # 5 name and address:		Phone	
			Fax	
			Email	

Flight Details	Departure date	Departure country/city	Departure airline & flight no.	Destination country/city	Arrival date	

Insurance	Name of student insurer:		Phone	
			Mobile	
	Name of staff insurer:		Phone	
			Mobile	

Other	Other emergency numbers:			
	Name	Phone	Mobile	Emergency role
				CSO Risk Manager

Attachment D

Overseas Excursions Risk Management Tool

HOW TO USE THE RISK MANAGEMENT TOOL

This document captures many of the risks encountered when running an overseas excursion. These risks have been arranged into categories. There will however, be additional risks which are specific to your trip and care must be taken to identify them. A blank template is provided for this purpose. Some of the risks identified in this document may not be relevant, in which case mark the risk “N/A” Not Applicable.

The possible causes (hazards) and the potential impacts (consequences) of each risk have been identified and a number of recommended controls are listed for each risk. Some controls are more effective than others and will have the effect of reducing the level of other risks at the same time. These are called **Key Controls**. Application of the Key Controls should be regarded as the minimum measure for managing a risk.

Hierarchy of Control Measures

The following hierarchy of risk control measures is sequenced with the most effective measure at the top of the hierarchy. Effectiveness diminishes as the hierarchy descends. Where appropriate, higher level measures are preferred and recommended.

Eliminate

Eliminate the item or activity, for example by:

- not undertaking particular high risk activities (eg. Boat trip in rough seas)
- not using high risk equipment

If elimination *is not* reasonably practicable, control (reduce) the risk as reasonably possible using controls lower in the hierarchy. Select the highest possible control and/or use a combination of controls to minimise the risk.

Substitute

Replace the activity, material, or equipment with a less hazardous choice such as.

- choosing an easier bushwalk;
- using an alternative nutritious food instead of food known to cause severe allergic reactions (eg. peanut butter or tree nuts)

Isolate	<p>Isolate the hazard from the person at risk, for example by:</p> <ul style="list-style-type: none"> • using distance and selecting a lunch location well away from the water • ensuring a coastal walk has adequate safety fencing.
Engineer	<p>Use equipment with built-in protective mechanisms to counteract hazards, for example by:</p> <ul style="list-style-type: none"> • hiring coaches with seatbelts and ensuring these are worn during travel • ensuring equipment to be used has safety guards
Administer	<p>Establish and use safe procedures and practices such as:</p> <ul style="list-style-type: none"> • supervising students • giving clear rules, instruction and training (including by qualified instructors) for all people participating in activities involving risk • for students known to be severely allergic: <ul style="list-style-type: none"> • reviewing and updating Health Care Plans for the excursion • consulting with parents or carers and venue caterers about safe foods • ensuring a trained person with immediate access to an EpiPen is always with or near them
Protect (PPE)	<p>Use appropriately designed and properly fitted Personal Protective Equipment (PPE) such as</p> <ul style="list-style-type: none"> • protective footwear • activity-appropriate clothing including hats and sunscreen • (for relevant activities) safety goggles, helmets or protective pads in conjunction with other control measures identified from above.

The level of risk is determined by assessing the potential **impact** of the risk should it occur and **likelihood** of the risk occurring. The combination of impact and likelihood constitutes the **Level of Risk** which is rated as; **Extreme, High, Moderate or Low**.

Numerical values are assigned to the levels of impact and likelihood as follows:

Impact: Catastrophic = 9, Major = 7, Moderate = 5, Minor = 3, Insignificant = 1

Likelihood: Almost Certain = 5, Likely = 4, Possible = 3, Unlikely = 2, Rare = 1

By multiplying the impact value by the likelihood value (Impact x Likelihood) a numerical value for the **Level of Risk** is obtained.

27 to 45 = Extreme Risk, 18 to 25 = High Risk, 7 to 15 = Moderate Risk, 1 to 6 = Low Risk

A detailed guide to assessing the Impact, Likelihood and Level of Risks is provided in the Diocesan Schools Risk Management Framework which is available on CuriaNet. The Framework provides a comprehensive guide to what would constitute a Catastrophic Impact, a Major Impact and so on. It also provides descriptors for likelihood.

Risk Assessment Matrix¹

		Likelihood					What to Do
		Rare (1)	Unlikely (2)	Possible (3)	Likely (4)	Almost Certain (5)	
Consequence	Catastrophic (9)	9	18	27	36 (Extreme)	45	Each risk is assessed three times as follows: 1. The level of risk that would exist if no controls are applied. This is the Inherent Risk . <u>This has already been done.</u> 2. The level of risk that would exist if all of the key controls are applied. This is the Target Baseline Risk . <u>This has already been done</u> 3. The level of risk that actually exists if some of the key controls are not applied. This is the Residual Risk . <u>This needs to be done by you</u> (N.B. If all of the key controls are in place, there is no need to carry out step 3) When the Residual Risk for every applicable risk has been assessed, the excursion coordinator should Initial and Date the Residual Risk and complete the Checklist/Sign-Off Sheet. The completed Risk Assessment Tool and Checklist/Sign-Off Sheet are then presented to the Principal who should sign the Checklist/Sign-Off Sheet to indicate whether or not they accept the levels of risk for the excursion. If the levels of risk are considered to be unacceptable, the Principal should make recommendations on how to proceed
	Major (7)	7	14	21 (High)	28	35	
	Moderate (5)	5	10 (Moderate)	15	20	25	
	Minor (3)	3 (Low)	6	9	12	15	
	Insignificant (1)	1	2	3	4	5	

Communication (CM)

Risk Description		Impact	Likelihood	Rating	Initial and Date
CM1	There is a risk of inability or failure to communicate effectively during the tour.	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Moderate (5)	Possible (3)	Moderate (15)
		Inherent Risk: (No Controls in Place)	Major (7)	Almost Certain (5)	Extreme (35)
Risk Category	Communication				
Possible Impacts	Increased stress / Damage to morale / Legal proceedings against school / School-Parent relationship damaged / Reputation damage / CP issue not averted / Medical emergency not managed / Student(s) lost / Disruption to Tour				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Lack of Crisis Management/Communication Plan - Parents are unable to contact Tour Leader in an emergency - Tour Leader is unable to contact parents in an emergency - Tour Leader is unable to contact school Principal - School Principal is unable to contact Tour leader - Tour staff are unable to contact each other - Tour staff are unable to contact students - Students are unable to contact Tour staff - Language difficulties present serious problems - There is a general lack of communication between tour party and school - Student and host family are unable to contact each other - Travel Agent is non-contactable - Failure to communicate time differences - Failure to establish tour email address 		Key Controls (Please indicate: Y, N or N/A)			
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.			
		➤ All tour members have mobile with local SIM card (NB adapters) to message name to Tour Leader (staff members)			
		➤ Tour Leader has mobile with International Roaming			
		➤ School office and Principal and AP and Counsellor provided with Tour leader's mobile number			
		➤ All mobile numbers provided to all tour members in writing on first day of tour			
		➤ School staff, Parents and Tour Members familiarised with international time			
		➤ Tour Leader carries Principal's and AP's mobile and home and office direct line numbers and Travel Agent's contact details			
		➤ All staff carry student information pack with family contact details			
		➤ Crisis Management/Communication Plan developed and rehearsed with school office staff (including the Key Contact and alternate contact that is accessible at all times). NB School Holiday situation			
		➤ Tour Leader provides parents with mobile number and tour email address in information pack. NB International time differences included			
		➤ Tour Leader or delegate rings school on a daily basis (preferably at designated time)			
		➤ Tour email / Blog (update) sent to all parents and Principal regularly			
		➤ Host school provides Tour Leader with contact numbers for every host family			
				Other Controls (Please indicate: Y, N or N/A)	
		➤ CSO Preferred Supplier list used to select Travel Agent (TA) - Due Diligence undertaken by CSO.			
		➤ Satellite phone if no mobile coverage			
		➤ Tour Leader has 240 volt adapter for mobile charger			
		➤ Emergency access to local language/English speaker is pre-arranged			

Risk Description		Impact	Likelihood	Rating	Initial and Date	
CM2	There is a risk that inappropriate/damaging communication occurs between parties.	Residual Risk: (Actual Controls in Place)				
		Target Baseline Risk: (All Key Controls in Place)	Moderate (5)	Possible (3)	Moderate (15)	
		Inherent Risk: (No Controls in Place)	Moderate (5)	Likely (4)	High (20)	
Risk Category	Communication					
Possible Impacts	Increased stress / Damage to morale / School-Parent relationship damaged / Reputation damage / Damaging media attention / Disruption to excursion					
Cause(s)		Controls				
<ul style="list-style-type: none"> - Failure to provide staff, parents and students with guidelines re communication - Parents contact tour staff too frequently/unnecessarily - Unauthorised use of SMS in an emergency situation - Students send inappropriate/damaging messages to home/school/friends etc - Facebook and other social media used by tour members for other than educational reasons 		Key Controls (Please indicate: Y, N or N/A)				
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.				
		➤ All tour members and parents provided with written guidelines/expectations around communication. Education about dangers of unauthorised/inappropriate calls/SMS/emails etc				
		➤ Personal use of Facebook/Youtube etc strongly discouraged on tour				
		➤ All mobile phones declared to Tour Members at start of tour				
		➤ No mobile phones to be used during an emergency unless authorised by Tour Leader				
		Other Controls (Please indicate: Y, N or N/A)				

Personnel Management / Welfare

1. Child Protection (CP)
2. Pastoral Care (PC)
3. Behaviour Management (BM)

	Risk Description	Impact	Likelihood	Rating	Initial and Date
CP1	There is a risk that students are molested/harassed/injured.	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Major (7)	Unlikely (2)	Moderate (14)
		Inherent Risk: (No Controls in Place)	Major (7)	Possible (3)	High (21)
Risk Category	Child Protection				
Possible Impacts	Significant physical or psychological harm to student / School-Parent relationship damaged / Legal proceedings against school / Increased stress / Damage to morale / Reputation damaged / Disruption to excursion / Requirement to get student home / Local police investigation / Excursion abandoned				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Failure to develop/provide Code of Conduct - Lack of adequate supervision of students - Students ignore warnings - Staff unaware of dangers – Not adequately briefed - Students not adequately briefed on dangers. - Students exposed to avoidable situations eg Locations - Students consume alcohol/illegal substances - Travel Agent fails to understand needs of school groups (ie not experienced with school groups) - Billeting - Students billeted singly - Parent (host) billets allow too much freedom - Students visit nightclubs – drinks spiked 		Key Controls (Please indicate: Y, N or N/A)			
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.			
		➤ Do not Billet students with other (host) families			
		➤ If Billeting/Homestay <i>is</i> Undertaken:			
		- Every student is able to contact Tour Leader (or delegate) if being billeted/homestay			
		- Parents understand and agree in writing to their child being billeted/homestay (MOU)			
		- At least one staff member has a specific pastoral role with the age group at school (eg Year Coordinator) and knows students well.			
		- Tour leader provides each host family on introduction, with a 1 page information sheet in their language, outlining expectations, contacts, special requirements			
		- Tour staff determine which students are billeted together and which students are billeted singly, not the host school.			
		- Tour Leader requests as strongly as possible that students are billeted in pairs – this is done well in advance of arrival			
- Billeting arrangements are finalised well in advance of arrival					
		Other Controls (Please indicate: Y, N or N/A)			
		➤ Tour Leader is familiar with host country's legal CP requirements with respect to billeting			

Risk Description		Impact	Likelihood	Rating	Initial and Date
CP2	There is a risk that students are exposed to embarrassing or (age) inappropriate situations.	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Moderate (5)	Unlikely (2)	Moderate (10)
		Inherent Risk: (No Controls in Place)	Moderate (5)	Possible (3)	Moderate (15)
Risk Category	Child Protection				
Possible Impacts	Significant psychological harm to student(s) / School-Parent relationship damaged / Legal proceedings against school / Increased stress / Damage to morale / Reputation damaged / Disruption to excursion / Requirement to get student (s) home				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Staff/Parents intoxicated - Billeting - Students lie about their age to host billets - Host billets not provided with/ignore guidelines/expectations - Staff/Parents on tour behave inappropriately - Unfamiliarity with local (cultural) customs. Eg Toilets /Bathing /Nudity - Personal sanitation issues - Young student billeted with significantly older host student 		Key Controls (Please indicate: Y, N or N/A)			
		➤ Principal appoints skilful, appropriate and experienced Tour Leader who ensures that principal's expectations are implemented			
		➤ Principal communicates expectations re student and staff behaviour verbally and in writing			
		➤ Students and staff are adequately prepared by tour staff and TA for cultural differences, sanitation differences etc, including how to respond.			
		➤ No Billeting			
		➤ If Billeting: Tour leader provides each host family with an introductory letter with guidelines and expectations			
		➤ If Billeting: Tour Leader liaises with host school staff to ensure that host students' and billeted students' ages match			
		Other Controls (Please indicate: Y, N or N/A)			
		➤ Tour staff determine (as far as possible) which students are billeted together and which students are billeted singly, not the host school.			

	Risk Description	Impact	Likelihood	Rating	Initial and Date
CP3	There is a risk that adults involved in the tour are a CP risk to students.	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Major (7)	Rare (1)	Moderate (7)
		Inherent Risk: (No Controls in Place)	Major (7)	Possible (3)	High (21)
Risk Category	Child Protection				
Possible Impacts	Significant physical or psychological harm to student / School-Parent relationship damaged / Legal proceedings against school / Increased stress / Damage to morale / Reputation damaged / Requirement to get student(s) home / Disruption to excursion / Serious disharmony amongst touring group				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Non-Staff Adults given a supervisory role with students. - Failure to conduct CP check on participating (non-staff) adults - Staff fail to be watchful over Adult and Student behaviour. - Travel Agent unable to ensure bus drivers etc have undergone CP checks (or similar). - Staff/Other Adults consume alcohol in company of students - Inexperienced staff run the tour 		Key Controls (Please indicate: Y, N or N/A)			
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.			
		➤ Every participating adult tour member has undergone CP screening			
		➤ Non-staff not given any supervisory responsibility other than for their own child			
		➤ Strict avoidance of 1:1 student and adult association			
		➤ Tour Leader enforces strict guidelines re alcohol consumption and leads by example			
		Other Controls (Please indicate: Y, N or N/A)			
		➤ CSO Preferred Supplier list used to select Travel Agent (TA) - Due Diligence undertaken by CSO			
		➤ Tour Leader obtains evidence, where possible, from TA of Bus Driver's CP clearance or similar (and any relief driver)			

Risk Description		Impact	Likelihood	Rating	Initial and Date
CP4	There is a risk that staff or other adults involved in the excursion are placed in a compromising situation with students.	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Minor (3)	Unlikely (2)	Low (6)
		Inherent Risk: (No Controls in Place)	Moderate (5)	Possible (3)	Moderate (15)
Risk Category	Child Protection				
Possible Impacts	Increased stress / Damage to morale / Legal proceedings against school / Union action against school / School-Parent relationship damaged /				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Failure to adequately research accommodation - Inadequate Teacher : Student ratio - Failure to provide accommodation providers with requirements of excursion group - Local customs eg Public Toilets - Students consume alcohol - Accommodation very limited eg shared bathrooms - Travel Agent fails to understand needs of school groups (ie not experienced with school groups) - Male-Female (Staff-Student) mix is inadequate - Medical or other emergency 		Key Controls (Please indicate: Y, N or N/A)			
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.			
		➤ Larger groups have max 10 students :1 teacher ratio with appropriate gender balance			
		➤ Travel Agent personally checks (budget) accommodation in advance or has an overseas arm/representative for this purpose or has used same accommodation before.			
		➤ Overseas excursion policy requirements re alcohol are adhered to.			
		➤ Tour Leader enforces strict guidelines re possible compromising situations			
		➤ Small groups – minimum 2 staff; one male and one female if co-ed; same gender if single sex plus 1 member of staff on stand-by to join tour in event of emergency.			
		➤ Arrangements made for dedicated staff/parent bathrooms			
		Other Controls (Please indicate: Y, N or N/A)			
		➤ CSO Preferred Supplier list used to select Travel Agent – Due Diligence undertaken by CSO.			

Risk Description		Impact	Likelihood	Rating	Initial and Date
PC1	There is a risk that the needs of Students With Disability (SWD) are not adequately met.	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Moderate (5)	Unlikely (2)	Moderate (10)
		Inherent Risk: (No Controls in Place)	Moderate (5)	Likely (4)	High (20)
Risk Category	Pastoral Care				
Possible Impacts	School-Parent relationship damaged / Reputation damage / Legal proceedings against school / Increased stress / Damage to morale / Disruption to excursion / Reduced supervision of entire student group /				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Lack of awareness around Disability Discrimination - Costs associated with extra support are unaffordable - Special needs not adequately declared (vital info withheld) - Specialist care unavailable - Parents not prepared to meet costs of extra support - Homestay cannot be found - Parents of child with disability refuse/unable to accept limitations 		Key Controls (Please indicate: Y, N or N/A)			
		➤ Ensure that Parents of child with disability fully understand and appreciate implications of touring for their child and for others			
		➤ Learning Support staff at school thoroughly brief Tour Leader re characteristics/circumstances of any Student with Disability on tour			
		➤ Parents of SWD familiarised with tour itinerary before committing to tour.			
		➤ Member of school's Learning Support staff travels with SWDs – Additional to 10:1 ratio			
		➤ Parent(s) of SWD travel with him/her.			
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.			
				Other Controls (Please indicate: Y, N or N/A)	

Risk Description		Impact	Likelihood	Rating	Initial and Date	
PC2	Individuals require more attention than can be reasonably provided e.g. Students become homesick.	Residual Risk: (Actual Controls in Place)				
		Target Baseline Risk: (All Key Controls in Place)	Minor (3)	Unlikely (2)	Low (6)	
		Inherent Risk: (No Controls in Place)	Minor (3)	Possible (3)	Moderate (9)	
Risk Category	Pastoral Care					
Possible Impacts	School-Parent relationship damaged / Reputation damage / Legal proceedings against school / Increased stress / Damage to morale / Disruption to tour / Reduced supervision of student group /					
Cause(s)		Controls				
<ul style="list-style-type: none"> - Failure to identify potential problematic students ahead of tour - Parents fail to disclose issues prior to tour. - Staff lack expertise/experience/attitude to identify problems/nip them in the bud - Student receives bad/upsetting news whilst on tour - Student witnesses/experiences upsetting incident on tour - Male-Female (Staff-Student) mix is inadequate 		Key Controls (Please indicate: Y, N or N/A)				
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.				
		➤ Staff selected to participate in tour are appropriate to the group of students				
		➤ Need for full disclosure of student's needs is emphasised to parents				
		➤ Parents of potentially problematic students are counselled re expectations				
		Other Controls (Please indicate: Y, N or N/A)				

Risk Description		Impact	Likelihood	Rating	Initial and Date	
PC3	There is a risk that there is inadequate staffing to manage pastoral care/discipline issues.	Residual Risk: (Actual Controls in Place)				
		Target Baseline Risk: (All Key Controls in Place)	Moderate (5)	Rare (1)	Low (5)	
		Inherent Risk: (No Controls in Place)	Moderate (5)	Likely (4)	High (20)	
Risk Category	Pastoral Care					
Possible Impacts	School-Parent relationship damaged / Reputation damage / Legal proceedings against school / Increased stress / Damage to morale / Disruption to tour / Curtailment of activities / Tour abandoned					
Cause(s)		Controls				
<ul style="list-style-type: none"> - Tour staff members falls ill or has to return home immediately - Too few staff rostered on tour. 10:1 ratio not achieved - Male-Female (Staff-Student) mix is inadequate - Unavailability of replacement staff at short notice - Failure to plan for replacement (Stand-by) contingency - Inexperienced staff 		Key Controls (Please indicate: Y, N or N/A)				
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.				
		➤ Max 10 students : 1 Teacher ratio and appropriate gender balance				
		➤ Principal involved (Consulted) in selection of tour staff				
		➤ Staff member(s) on stand-by to join tour at short notice (1 male and 1 female if necessary) where only two staff are on tour.				
		Other Controls (Please indicate: Y, N or N/A)				

	Risk Description	Impact	Likelihood	Rating	Initial and Date	
PC4	There is a risk that individuals refuse to eat food.	Residual Risk: (Actual Controls in Place)				
		Target Baseline Risk: (All Key Controls in Place)	Minor (3)	Unlikely (2)	Low (6)	
		Inherent Risk: (No Controls in Place)	Minor (3)	Possible (3)	Moderate (9)	
Risk Category	Pastoral Care					
Possible Impacts	Increased stress / Damage to morale / School-Parent relationship damaged / Tour member becomes ill / Legal proceedings against school – failure to perform Duty of Care					
Cause(s)		Controls				
<ul style="list-style-type: none"> - Failure to check students' dietary requirements - Students not prepared for local dietary culture - Students with eating disorder (undisclosed/unknown) - Standard of food prepared is very poor 		Key Controls (Please indicate: Y, N or N/A)				
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.				
		➤ Students with known dietary/nutritional issues closely monitored				
		➤ Pre-Tour briefing for students and parents on dietary customs etc (What to expect)				
		➤ Parents required to disclose any special dietary requirements				
		➤ Staff see students everyday				
		Other Controls (Please indicate: Y, N or N/A)				
		➤ At least one staff member has a specific pastoral role with the age group at school eg Year Coordinator.				
		➤ Daily forum at which tour staff voice concerns				

Risk Description		Impact	Likelihood	Rating	Initial and Date
PC5	There is a risk that cultural differences lead to inappropriate behaviour or psychological harm.	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Minor (3)	Unlikely (2)	Low (6)
		Inherent Risk: (No Controls in Place)	Minor (3)	Possible (3)	Moderate (9)
Risk Category	Pastoral Care				
Possible Impacts	Increased stress / Damage to morale / School-Parent relationship damaged / Disruption to tour /				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Inexperienced Tour Leader - Students are inadequately prepared for specific cultural differences. - Hosts are offended/embarrassed by tour member(s) behaviour/dress - Tour members are offended/embarrassed by the host country's culture (eg Japanese baths) - Travel Agent fails to understand needs of school groups (ie not experienced with school groups) - Tour leaders are inadequately prepared for specific cultural differences. - Students are too young to cope with particular cultural exposure (Age-inappropriate) 		Key Controls (Please indicate: Y, N or N/A)			
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.			
		➤ Students, parents and staff briefed on cultural differences in destination countries – Acceptable and unacceptable behaviour etc			
		➤ Tour leader provides each homestay family on introduction, with a 1 page information sheet in their language, outlining expectations, contacts, special requirements etc (eg Japanese baths – nudity)			
		➤ Ensure that all activities are age-appropriate if ages in tour group are diverse.			
		➤ Sports teams – avoid club fixtures. i.e. use school fixtures where possible			
		Other Controls (Please indicate: Y, N or N/A)			
➤ CSO Preferred Supplier list used to select Travel Agent (TA) – Due Diligence undertaken by CSO.					

Risk Description		Impact	Likelihood	Rating	Initial and Date
BM1	There is a risk that a staff member(s) behaves in a manner that is upsetting/disturbing to students.	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Moderate (5)	Rare (1)	Low (5)
		Inherent Risk: (No Controls in Place)	Moderate (5)	Possible (3)	Moderate (15)
Risk Category	Behaviour Management				
Possible Impacts	School-Parent relationship damaged / Reputation damage / Legal proceedings against school / Increased stress / Damage to morale / Disruption to excursion / Need for staff member to return home / Requirement for replacement staff member				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Inappropriate selection of staff - Staff member becomes intoxicated in front of students - Friction between staff members - Staff member engages in inappropriate liaisons with hosts – other member of staff 		Key Controls (Please indicate: Y, N or N/A)			
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.			
		➤ Principal involved in selection of tour staff			
		➤ Staff Code of Behaviour for the Tour – signed off and agreed to			
		Other Control (Please indicate: Y, N or N/A)			

Risk Description		Impact	Likelihood	Rating	Initial and Date
BM2	There is a risk that students and/or staff engage in inappropriate behaviour.	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Moderate (5)	Possible (3)	Moderate (15)
		Inherent Risk: (No Controls in Place)	Major (7)	Likely (4)	Extreme (28)
Risk Category	Behaviour Management				
Possible Impacts	Increased stress / Damage to morale / School-Parent relationship damaged / Reputation damage / Damaging media attention / Legal proceedings against school / CP issues arise / Disruption to tour / Need for tour member to return home				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Students with very poor behaviour record allowed to participate - Student/Staff absconds/breaks curfew - Staff consume alcohol whilst in charge of students/on duty/on call - Staff consume alcohol with students - Student/Staff makes inappropriate contact with locals - Students use illicit drugs - Students/Staff engage in bullying and/or dangerous behaviour towards other students/staff - Student smokes cigarettes - Students consume alcohol - Inappropriate selection of staff for the excursion - Students/Staff refuse to follow instructions 		Key Controls (Please indicate: Y, N or N/A)			
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.			
		➤ Australian under-age drinking laws are “imposed” on students where country visited has a lower drinking age (refer to Policy)			
		➤ Principal involved in selection of tour staff			
		➤ Tour Leader ensures that all conduct codes and guidelines are adhered to, including Overseas Excursion Policy			
		➤ Expectations (Behaviour Code) re student behaviour explained to parents and students in a tour information evening			
		➤ Students with record of seriously poor behaviour are excluded from participating in the excursion			
		➤ Student Code of Behaviour, signed by parent and student			
		➤ Staff Code of Behaviour for the Tour – Presented and agreed to			
				Other Controls (Please indicate: Y, N or N/A)	

Risk Description		Impact	Likelihood	Rating	Initial and Date
BM3	There is a risk that students and or staff engage in illegal behaviour.	Residual Risk: (Actual Controls in Place)			
Risk Category	Behaviour Management	Target Baseline Risk: (All Key Controls in Place)	Moderate (5)	Possible (3)	Moderate (15)
		Inherent Risk: (No Controls in Place)	Major (7)	Almost Certain (5)	Extreme (35)
Possible Impacts	Increased stress / Damage to morale / School-Parent relationship damaged / Reputation damage / Damaging media attention / Legal proceedings against school / Disruption to our / Abandonment of tour / Tour member imprisoned				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Inappropriate selection of staff - Students consume alcohol - Students/Staff engage in bullying and/or dangerous behaviour towards other students/staff - Student smokes cigarettes - Student takes/buys/acquires illicit drugs - Students engage in "petty" crime such as shoplifting, trespass, vandalism - Students/Staff unaware of local laws/regulations - Insufficient supervision of students - Host (billets) encourage/condone/ignore illegal behaviours 		Key Controls (Please indicate: Y, N or N/A)			
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.			
		➤ Principal communicates verbally and in writing, expectations of staff re alcohol consumption and general behaviour on tour.			
		➤ Staff Code of Behaviour for the Tour – signed off and agreed to			
		➤ Student Code of Behaviour for the Tour, signed by parent and student			
		➤ Tour leader provides each host family on introduction, with a 1 page information sheet in their language, outlining expectations, acceptable/unacceptable conduct, contact numbers etc.			
		➤ Parents consent (a condition of participation) to their child being sent home in the event of illegal behaviour – Arrangements in place for this eventuality.			
		Other Controls (Please indicate: Y, N or N/A)			
		➤ All tour members familiarised with attitudes of destination countries to "minor" and more serious criminal offences and with laws/regulations peculiar to specific destinations.			
		➤ Tour Leader ensures that principal's expectations are met			

Travel Arrangements

1. Travel / Transport (TT)
2. Accommodation (AC)
3. Tour Activities (TA)

Risk Description		Impact	Likelihood	Rating	Initial and Date
TT1	There is a risk that travel arrangements are unsatisfactory/unsuitable/unreliable/unsafe/unavailable.	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Moderate (5)	Unlikely (2)	Moderate (10)
		Inherent Risk: (No Controls in Place)	Moderate (5)	Possible (3)	Moderate (15)
Risk Category	Travel/Transport				
Possible Impacts	Serious disruption to tour / Road accident / Significant financial loss / School has to cover loss / Students and staff are unsafe / Increased stress / Damage to morale / School-Parent relationship damaged / Legal proceedings / Tour abandoned / Deaths or serious injuries				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Inexperienced Tour Leader - Land based transport (eg Coach) does not turn up. - Flight/Bus/Train/Ferry connections are missed or seriously delayed - Not enough or too many bookings for number of tourists are made - The standard of driver(s) is unsatisfactory/unsafe - There is no alternative means of transport when public transport is unavailable or too difficult - Land based transport is involved in breakdown - Serious delays are experienced at book-in/check-out - Availability of public transport is not checked eg bank holidays etc - Travel Agent does not make adequate arrangements - Travel Agent does not understand needs of school parties - Travel Agent does not have requisite overseas connections 		Key Controls (Please indicate: Y, N or N/A)			
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.			
		➤ CSO Preferred Supplier list used to select Travel Agent (TA) - Due Diligence undertaken by CSO.			
		➤ Desired itinerary communicated to TA well in advance			
		➤ Regular, minuted meetings between Tour Leader and TA			
		➤ Contingency sum (Emergency Fund) available and accessible, including credit card to be given to two Tour Staff (sufficient limit available)			
		➤ All hotel/hostel rooming arrangements sorted out before departure			
		➤ All tour staff carry a copy of list of students and staff/parents and full itinerary			
		➤ Tour leader obtains and carries contact details for all land transport providers (ie Coach company) and TA			
				Other Controls (Please indicate: Y, N or N/A)	
➤ Where possible recommendations from Broken Bay schools that have run similar tours are sought and passed onto TA					
➤ Thorough check of local transport timetables, costs, public holidays etc					

Risk Description		Impact	Likelihood	Rating	Initial and Date	
TT2	There is a risk that the tour group gets split up or individuals get separated.	Residual Risk: (Actual Controls in Place)				
Risk Category	Travel/Transport	Target Baseline Risk: (All Key Controls in Place)	Minor (3)	Possible (3)	Moderate (9)	
		Inherent Risk: (No Controls in Place)	Moderate (5)	Likely (4)	High (20)	
Possible Impacts	Student(s) placed at risk of harm / Disruption to tour / Transport connections missed / Increased stress / Damage to morale / School-Parent relationship damaged / Legal proceedings / Tour members lost or abducted					
Cause(s)		Controls				
<ul style="list-style-type: none"> - Serious delays are experienced at book-in/check-out - Public transport unable to carry whole group - Travel arrangements are unsatisfactory/unsuitable/unreliable/ unsafe/unavailable - Individuals fail to keep up with group - Individuals or pairs/threes get lost during free time - Individuals or pairs/threes late for rendezvous - Individual(s) abscond - Crowded events/places eg Football Stadium, Tourist Attraction - Teacher in charge of a group gets lost - Inadequate instructions given to tour staff and or students - Tour members receive conflicting instructions from different staff - Confusion over correct local time/failure to adjust watches - Environmental disaster eg Flood, Earthquake etc 		Key Controls (Please indicate: Y, N or N/A)				
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.				
		➤ CSO Preferred Supplier list used to select Travel Agent (TA) - Due Diligence undertaken by CSO.				
		➤ Each student has a "Tour Number". Students "Number Off" before and after every event (events involving movement)				
		➤ Meeting points and times identified and clearly communicated before splitting up. (NB Synchronise watches)				
		➤ Students do not move around in groups of less than 3 and carry mobile				
		➤ Tour leader separates trouble-makers/bad combinations				
		➤ Tour staff briefed beginning of each day				
		➤ All tour members adjust watches/phones to local time immediately on landing				
		➤ All tour members carry detailed daily itinerary				
		Other Controls (Please indicate: Y, N or N/A)				
		➤ Avoid public transport in peak hour				

Risk Description		Impact	Likelihood	Rating	Initial and Date
TT3	There is a risk that Customs/Border issues arise.	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Moderate (5)	Unlikely (2)	Moderate (10)
		Inherent Risk: (No Controls in Place)	Moderate (5)	Likely (4)	High (20)
Risk Category	Travel/Transport				
Possible Impacts	Serious delays / Connecting Flights missed / Increased stress / Tour abandoned / Reputation damage / School-Parent relationship damaged / Level of supervision is diminished / Additional financial costs (eg accommodation) / Tour member arrested /				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Travel Agent fails to pay attention to details - Student/Staff Member/Whole Group is unable to depart Australia - Passports are lost/ stolen / seized - Tour member(s) behaviour prevents passage through customs - Student/Staff Member/Whole Group is unable to enter destination / in-transit country - Tour member(s) behaviour on plane/in-transit is poor. - Tour member(s) fail to abide by customs regulations eg food, mud, duty-free, flick-knives etc - Tour member(s) is singled out/detained for a search by customs - Individual has inadequate or incorrect visa - Entire Group lacks necessary visa - Individual's Passport has expired or expiring within 6 months - Plane tickets are inaccurate - Plane tickets are lost/forgotten 		Key Controls (Please indicate: Y, N or N/A)			
		➤ Principal appoints skilful, appropriate and experienced Tour Leader			
		➤ Tour Leader holds all tickets/eTicket information (copy with other staff member), including a backup electronic copy			
		➤ Non-Australian PPs thoroughly checked for re-entry visa 3 months before departure			
		➤ All students and staff present passports for inspection 3 months before departure and All PPs presented 2 weeks prior to departure for copying. Students' PPs then retained			
		➤ 2 colour photocopies of every staff and student PP carried on tour by 2 staff (1 each). Student PPs carried by 3 rd staff member throughout the tour unless tour activities demand students to carry their own passports. Backup electronic copy held at school.			
		➤ Students and staff briefed and monitored re customs regulations (NB Weapons and Mud on football boots)			
		➤ One Tour Staff Member does not enter Australia or destination until entire group is cleared through customs			
		➤ TA provides details of necessary visas. Tour Leader verifies			
		➤ Flight staff are advised not to serve alcohol to students			
		➤ CSO Preferred Supplier list used to select Travel Agent (TA) - Due Diligence undertaken by CSO.			
		➤ TA provides tickets well in advance. eTickets checked			
		➤ Any student without current PP instructed to apply for new PP 3 months ahead of departure. Check regularly that they have done so			
		➤ PPs locked in hotel/hostel safes			
		➤ Students and Parents briefed verbally and in writing re unacceptable behaviour re Air travel security			
		➤ Maintain high staff presence amongst students throughout tour			
				Other Controls (Please indicate: Y, N or N/A)	
		➤ TA or his/her delegate meets group at airport if possible			

Risk Description		Impact	Likelihood	Rating	Initial and Date
TT4	There is a risk that a tour member's luggage is lost/stolen/ misplaced.	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Minor (3)	Unlikely (2)	Low (6)
		Inherent Risk: (No Controls in Place)	Minor (3)	Likely (4)	Moderate (12)
Risk Category	Travel/Transport				
Possible Impacts	Significant delays / Connecting flights missed / Increased stress / Expenditure required for replacement /				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Assembly for boarding transport is disorganised/hurried - Individuals do not watch bags carefully. - Arrangements for watching each others' bags not made or ignored - Bags left unattended - Staff not alert to standards in other countries - Hostel dormitories not locked - Luggage not labelled appropriately - Individuals unable to recognise/detect their own luggage. - Individuals left alone with luggage - 	Key Controls (Please indicate: Y, N or N/A)				
	➤ Principal appoints skilful, appropriate and experienced Tour Leader.				
	➤ All tour members briefed about luggage security.				
	➤ All bags easily identifiable - for group and individual.				
	➤ 2 Members of staff appointed to watch over bags at assembly and boarding points				
	➤ Bags always gathered together at assembly and boarding points				
	➤ If bags are identical (ie Tour Bag) each tour member uses an identifying ribbon.				
	➤ All bags have easily recognisable tour ID tag.				
	➤ Tour members provided with luggage labels on day of departure. Complete and attach under supervision				
	➤ Tour Leader reports any unlockable door to management and makes arrangement for bags to be transferred to lockable room.				
	Other Controls (Please indicate: Y, N or N/A)				
	➤ Staff member checks (where possible) dorms/rooms are locked on departure if returning to accommodation				
	➤ Have "Buddy System" for watching each other's bags.				
➤ Tour Leader availability/reliability of left-luggage depts prior to trip					

Risk Description		Impact	Likelihood	Rating	Initial and Date
TT5	There is a risk that the airline charges individuals for excess baggage.	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Minor (3)	Unlikely (2)	Low (6)
		Inherent Risk: (No Controls in Place)	Minor (3)	Possible (3)	Moderate (9)
Risk Category	Travel/Transport				
Possible Impacts	Delays / Increased stress / Additional financial costs / Individuals left short of money / School required to pay up front / Flights missed				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Cabin baggage is excessive - Tour members unaware of baggage restrictions - Tour members ignore baggage restrictions - Travel Agent provides incorrect information - Tour members bring back much more than they departed with - School fails to check individuals' bags departure and return - Different airlines may have different restrictions NB Internal flights 		Key Controls (Please indicate: Y, N or N/A)			
		➤ Principal appoints skilful, appropriate and experienced Tour Leader			
		➤ Parents and students provided with list of what to (and what not to) pack			
		➤ Tour Leader provides accurate information re baggage allowance for every leg of journey. NB Cabin baggage too			
		➤ Tour Leader communicates baggage allowances to Parents and Students in writing. Students reminded prior to return journey			
		Other Controls (Please indicate: Y, N or N/A)			
➤ All bags weighed at assembly points prior to departure and return. Cabin Baggage also checked.					

	Risk Description		Impact	Likelihood	Rating	Initial and Date	
TT6	There is a risk that the airline or coach service refuses to carry excess baggage or cannot carry all (non-excess) baggage.		Residual Risk: (Actual Controls in Place)				
Risk Category	Travel/Transport		Target Baseline Risk: (All Key Controls in Place)	Minor (3)	Unlikely (2)	Low (6)	
			Inherent Risk: (No Controls in Place)	Minor (3)	Possible (3)	Moderate (9)	
Possible Impacts	Delays / Increased stress / Additional financial costs / Individuals left short of money / School required to pay up front / Flights and other transport connections missed / Damage to morale / School-Parent relationships damaged						
Cause(s)			Controls				
<ul style="list-style-type: none"> - Travel Agent provides insufficient or incorrect information - Tour members unaware of baggage restrictions - Tour members ignore baggage restrictions - Travel Agent fails to liaise with bus company and school re baggage - Tour members bring back much more than they departed with - School fails to check individuals' bags pre departure and return - Different airlines may have different restrictions NB Internal flights - Arrangements not made for tour kit/equipment 			Key Controls (Please indicate: Y, N or N/A)				
			➤ Principal appoints skilful, appropriate and experienced Tour Leader				
			➤ TA provides accurate information re baggage allowance for every leg of journey. NB Cabin baggage too.				
			➤ TA clarifies luggage capacity of bus/coach.				
			➤ Tour Leader communicates baggage allowances to Parents and Students in writing. Students reminded prior to return journey.				
			Other Controls (Please indicate: Y, N or N/A)				
			➤ All bags weighed at assembly points prior to departure and return. Cabin Baggage also checked.				

Risk Description		Impact	Likelihood	Rating	Initial and Date
TT7	There is a risk that tour members, bags are not fit for the purpose or are unsuitable /damaged.	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Minor (3)	Rare (1)	Low (3)
		Inherent Risk: (No Controls in Place)	Minor (3)	Unlikely (2)	Low (6)
Risk Category	Travel/Transport				
Possible Impacts	Individuals left short of money / Delays / Increased stress / Additional financial costs / Individuals left short of money / School required to pay up front for new bags / Flights and other transport connections missed / Damage to morale / School-Parent relationships damaged				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Students fail to report damage to luggage during tour - Instructions to tour members re suitable luggage not provided or not timely. - Luggage not checked well in advance of departure and return. 		Key Controls (Please indicate: Y, N or N/A)			
		➤ Students provided with clear and non-negotiable guidelines re suitable and non-suitable bags 1 month prior to departure.			
		➤ Bags checked periodically throughout tour.			
		Other Controls (Please indicate: Y, N or N/A)			
		➤ Standard tour bags purchased through fundraising.			

Risk Description		Impact	Likelihood	Rating	Initial and Date
TT8	There is a risk that the bags too heavy for some students.	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Insignificant (1)	Unlikely (2)	Low (2)
		Inherent Risk: (No Controls in Place)	Insignificant (1)	Possible (3)	Low (3)
Risk Category	Travel/Transport				
Possible Impacts	Injury to student / School-Parent relationship damaged / Legal proceedings against school / Delays / Damage to morale / Increased stress				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Bags do not have wheels - Failure of school to provide advice/instruction re suitable bags and amount of luggage - Failure of staff to monitor prior to departure - Poor parental involvement 		Key Controls (Please indicate: Y, N or N/A)			
		➤ Strong recommendation/requirement that bags have wheels.			
		➤ Students and parents provided with clear and non-negotiable minimum standards re suitable and non-suitable bags 1 month prior to departure			
		Other Controls (Please indicate: Y, N or N/A)			
		➤ Standard tour bags purchased through fundraising.			

	Risk Description	Impact	Likelihood	Rating	Initial and Date
AC1	There is a risk that accommodation is unsuitable/unavailable/unacceptable (eg dirty, unhygienic, and overcrowded, in dangerous location).	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Moderate (5)	Unlikely (2)	Moderate (10)
		Inherent Risk: (No Controls in Place)	Major (7)	Possible (3)	High (21)
Risk Category	Accommodation				
Possible Impacts	Serious disruption to tour / Significant financial loss / School has to cover loss / Students and staff are unsafe / Increased stress / Damage to morale / School-Parent relationship damaged / Refunds demanded / Theft of belongings/ Legal Proceedings against school				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Travel Agent fails to check accommodation in advance - Accommodation arrangements are changed without notification - The location of accommodation is dangerous or generally unsuitable (eg Red Light district, too far from transport) - Room share expectations are unacceptable eg Double Beds, mixed sex - Travel Agent fails to understand needs of school groups (ie not experienced with school groups) - Required rooming arrangements are not passed onto accommodation providers - Inadequate controls over keys - Poor communication between school and Travel Agent, Travel Agent and Accommodation - Travel Agent is very small operator without necessary overseas contacts 		Key Controls (Please indicate: Y, N or N/A)			
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.			
		➤ TA personally checks (budget) accommodation in advance or has an overseas arm/representative for this purpose or has used same accommodation before.			
		➤ Tour Leader ensures that TA's overseas rep/arm is contactable and available to Tour Leader.			
		➤ CSO Preferred Supplier list used to select Travel Agent (TA) - Due Diligence undertaken by CSO.			
		➤ Tour Leader clarifies all rooming arrangements (numbers, sex, ages, single beds, etc) with TA before departure and seeks confirmation of requirements met from TA.			
		Other Controls (Please indicate: Y, N or N/A)			
		➤ TA copies (cc) Tour Leader into communications with accommodation providers.			
		➤ Tour Leader checks with schools that have used same accommodation before.			

Risk Description		Impact	Likelihood	Rating	Initial and Date	
AC2	There is a risk that food prepared and served for the group/individuals is unsuitable/unacceptable	Residual Risk: (Actual Controls in Place)				
Risk Category	Accommodation	Target Baseline Risk: (All Key Controls in Place)	Minor (3)	Unlikely (2)	Low (6)	
		Inherent Risk: (No Controls in Place)	Moderate (5)	Possible (3)	Moderate (15)	
Possible Impacts	Food poisoning/ Increased stress / Damage to morale / School-Parent relationship damaged/Hosts offended / Legal action / Tour member(s) hospitalised					
Cause(s)		Controls				
<ul style="list-style-type: none"> - Special dietary requirements are not catered for. - Insufficient food is provided - Poor communication between school and Travel Agent, Travel Agent and Accommodation - Tour members ignorant of cultural differences, traditions re food preparation and consumption - Travel Agent fails to check accommodation in advance - Travel Agent fails to understand needs of school groups (ie not experienced with school groups) - Host billets unaware of their obligations/responsibility to provide - Host billets are negligent - Food served is inedible, - Food served is unhygienically prepared - 		Key Controls (Please indicate: Y, N or N/A)				
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.				
		➤ TA personally checks (budget) accommodation in advance or has an overseas arm/representative for this purpose or has used same accommodation before.				
		➤ Tour Leader communicates all special dietary requirements to TA and to Airlines and to host families if billeting/homestay				
		➤ CSO Preferred Supplier list used to select Travel Agent (TA) - Due Diligence				
		➤ Tour leader provides each host family on introduction, with a 1 page information sheet in their language, outlining expectations, contacts, special requirements etc				
		➤ Sufficient money is available to cover meals for entire party should food served be unsuitable				
		➤ Tour leader provides (emails) host schools with “handbook” outlining expectations and requirements of host families				
		Other Controls (Please indicate: Y, N or N/A)				
		➤ Tour Leader checks with schools that have used same accommodation before				
➤ Students are adequately prepared for the billeting/homestay experience						

Risk Description		Impact	Likelihood	Rating	Initial and Date
TA1	There is a risk that planned activities do not take place or are not carried out as planned.	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Moderate (5)	Unlikely (2)	Moderate (10)
		Inherent Risk: (No Controls in Place)	Moderate (5)	Possible (3)	Moderate (15)
Risk Category	Tour Activities				
Possible Impacts	Significant financial losses / Unplanned activities occur / Increased stress / Damage to morale / School-Parent relationship damaged / Legal proceedings against school / Legal proceedings against TA / Refunds demanded-expected				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Timeframe for Planned Activities is unrealistic - Bookings were not made or were inadequate/incomplete - Students/Staff are unable/unwilling to participate in certain activities - Weather or other environmental factor does not permit planned activities - Cost of activity is prohibitive - Party arrives late for scheduled activity - Facilities are judged on arrival to be sub-standard 		Key Controls (Please indicate: Y, N or N/A)			
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.			
		➤ Tour Leader develops alternative activities (Plan B Back-up) to cover cancellations etc and includes in tour itinerary			
		➤ Tour Leader ensures that bus driver is familiar with itinerary and timing of events at commencement of tour			
		➤ CSO Preferred Supplier list used to select Travel Agent (TA) - Due Diligence undertaken by CSO.			
		➤ Checks made before departure to ensure that venue(s) still operating			
		➤ Tour Leader obtains proof of payments/bookings for activities from TA before departure (unless much cheaper to book and pay in-country??)			
		Other Controls (Please indicate: Y, N or N/A)			
		➤ Tour Leader checks with schools that have undertaken same activity at same venue before			

	Risk Description	Impact	Likelihood	Rating	Initial and Date	
TA2	There is a risk that planned activities are unsuitable/inappropriate/unsafe/legal but dangerous. .	Residual Risk: (Actual Controls in Place)				
Risk Category		Tour Activities	Target Baseline Risk: (All Key Controls in Place)	Major (7)	Unlikely (2)	Moderate (14)
			Inherent Risk: (No Controls in Place)	Major (7)	Possible (3)	High (21)
Possible Impacts	Tour member(s) killed or injured / Significant financial losses / Unplanned activities caused to occur / Increased stress / Damage to morale / School-Parent relationship damaged / Legal proceedings against school / Legal proceedings against TA /Disruption to tour					
Cause(s)		Controls				
<ul style="list-style-type: none"> - Tour leader lacks necessary experience and expertise - Travel Agent fails to understand needs of school groups (ie not experienced with school groups) - Travel Agent/School books venue "site-unseen" – Fails to check - Facilities do not match advertised standard (eg on Website) 		Key Controls (Please indicate: Y, N or N/A)				
		➤ CSO Preferred Supplier list used to select Travel Agent (TA) - Due Diligence undertaken by CSO.				
		➤ Tour Leader remains in regular communication with TA and ensures that all details of requires				
		➤ Tour Leader develops alternative activities (Plan B Back-up) to cover cancellations, unsuitable venues etc and includes in tour itinerary				
		➤ TA ensures that all venues/providers are vetted before bookings are made (i.e. no "blind, site-unseen" arrangements).				
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.				
		Other Controls (Please indicate: Y, N or N/A)				
		➤ Tour Leader checks with schools that have undertaken same activity at same venue before.				

Risk Description		Impact	Likelihood	Rating	Initial and Date
TA3	There is a risk that unplanned (not on itinerary) activities occur	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Moderate (5)	Unlikely (2)	Moderate (10)
		Inherent Risk: (No Controls in Place)	Moderate (5)	Possible (3)	Moderate (15)
Risk Category	Tour Activities				
Possible Impacts	School-Parent relationship damaged / Legal proceedings against school / Itinerary disrupted / Increased stress / Damage to morale / Travel insurance voided / Financial loss				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Travel Agent fails to communicate effectively - Planned activities fall-through - Lack of adequate planning - Travel Agent fails to make necessary bookings - Major disruption to tour - Lack of "Plan B" - Inexperienced tour leadership - Lazy or weak tour leadership - Pressure from within tour party to change arrangements - Additional opportunities arise during tour 		Key Controls (Please indicate: Y, N or N/A)			
		➤ CSO Preferred Supplier list used to select Travel Agent (TA) - Due Diligence undertaken			
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.			
		➤ Full itinerary with confirmations is presented to Principal well in advance (1 month) of departure			
		➤ Alternatives are planned and budgeted for and attached to itinerary given to parents and principal i.e. contingency plans in case of plans falling through			
		Other Controls (Please indicate: Y, N or N/A)			

Risk Description		Impact	Likelihood	Rating	Initial and Date
TA4	There is a risk of Injury to tour members.	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Moderate (5)	Possible (3)	Moderate (15)
		Inherent Risk: (No Controls in Place)	Major (7)	Possible (3)	High (21)
Risk Category	Tour Activities				
Possible Impacts	Death/Serious Injury / Minor injury / Increased stress / Damage to morale / School-Parent relationship damaged / Legal proceedings / Reputation damaged / Tour abandoned / Long-term effects on Leadership / Disruption to tour				
Cause(s)		Controls			

	Key Controls		(Please indicate: Y, N or N/A)	
<ul style="list-style-type: none"> - Tour leader lacks necessary experience and or expertise - The standard of driver(s) is unsatisfactory/unsafe - Travel arrangements are unsatisfactory/unsuitable/unreliable/ unsafe - Tour group/individuals may be knocked down crossing road - Contact sports - Dangerous activities eg Skiing, WW Rafting, Horse riding, - Inappropriate age differences between competing teams - Billet hosts allowing dangerous activities eg Motorbikes, Guns - Reckless behaviour of students - Lack of adequate supervision - Student with Disability eg Autism 	➤ Principal appoints skilful, appropriate and experienced Tour Leader.			
	➤ CSO Preferred Supplier list used to select Travel Agent (TA) - Due Diligence undertaken by CSO.			
	➤ Principal approves and signs off on all activities within tour itinerary			
	➤ Host billet parents provided with document outlining school's expectations			
	➤ All staff trained and currently accredited in First Aid and CPR			
	➤ Learning Support staff (additional) accompanies SWD			
	➤ CSO policy that all tour members have travel insurance organised by CSO			
	➤ If activities outsourced, TA verifies that provider is accredited			
	➤ Students and staff are prepared for differences such as Traffic on the Right, Driver on the left etc, attitudes to Pedestrian Crossings etc			
	➤ Appropriate Teacher-Student ratio for all activities			
	➤ Sport Tour leader/Coach forwards ages/weights of players to host coach before fixture is confirmed – avoid dangerous mismatch			
	➤ Tour leader obtains and carries contact details for all land transport providers (ie Coach company) – able to contact to request changes			
	➤ Parents informed of and approve all planned activities (and possible similar ones?)			
	➤ Capability of every student is assessed and known before tour			
➤ Maintain high staff presence amongst students throughout tour				
➤ If tour involves water sport, at least one member of staff with Bronze Medallion NB Distinguish between surfing and hotel pool.				
	Other Controls		(Please indicate: Y, N or N/A)	

Risk Description		Impact	Likelihood	Rating	Initial and Date
TA5	There is a risk that a tour staff member/student/other is killed (eg Drowning).	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Major (7)	Unlikely (2)	Moderate (14)
		Inherent Risk: (No Controls in Place)	Major (7)	Possible (3)	High (21)
Risk Category	Tour Activities				
Possible Impacts	Additional staff required to join tour / Increased stress / Panic within school community / Damage to morale / School-Parent relationship damaged / Reputation damage / Legal proceedings against school / Disruption to tour / Abandonment of tour / Unrecoverable medical expenses / Adverse media scrutiny				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Tour leader lacks necessary experience or expertise - Reckless behaviour - Inadequate supervision - Lack of First Aid Equipment - Staff not trained/qualified in 1st Aid and CPR - Student consumes alcohol/drugs - Students not screened for swimming ability - Car/transport accidents - Dangerous activities - Staff do not have rescue skills/ability (eg Supervising staff – non-swimmer) - Unskilled/Unqualified instructors - Assault 		Key Controls (Please indicate: Y, N or N/A)			
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.			
		➤ All tour staff have current qualifications in Emergency First Aid and CPR.			
		➤ At least one member of staff holds appropriate activity qualification eg Bronze medallion for any water activities			
		➤ Students must be able to demonstrate competency before participating in activities eg Water Survival “certificate”, Skiing			
		➤ Staff carry full first-aid kit at all times during physical activities			
		➤ Regular headcounts (number-off) during all activities			
		➤ All activity service providers are verified as accredited by TA			
		➤ Students not given free-time after dark			
		➤ All tour members familiar with local emergency telephone numbers and protocols.			
		➤ Students do not participate in any activity unsupervised.			
		Other Controls (Please indicate: Y, N or N/A)			
		➤ Host families for billets/homestay provided with written guidelines/expectations re dangerous activities eg Shooting, Quad bikes etc.			

Emergency Situations

1. Medical (ME)
2. Political / Environment (PE)

Risk Description		Impact	Likelihood	Rating	Initial and Date
ME1	There is a risk that tour members will require medical attention.	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Minor (3)	Likely (4)	Moderate (12)
		Inherent Risk: (No Controls in Place)	Moderate (5)	Likely (4)	High (20)
Risk Category	Medical				
Possible Impacts	Additional staff required to join tour / Increased stress / Damage to morale / School-Parent relationship damaged / Reputation damage / Legal proceedings against school / Disruption to tour / Up-front costs to tour				
Cause(s)		Controls			
<ul style="list-style-type: none"> - A tour member suffers a minor Injury (eg broken limb, stitches) - Tour member forgets/loses prescription drugs - Pre-existing disease presents itself on tour (eg Epilepsy, Diabetes) - Tour member suffers Allergies from local conditions (eg Feathers in Pillows) - Parents fail to disclose relevant medical information prior to the tour. - Tour members suffer Sunburn, Hypothermia, and Heat Stress/Dehydration - Tour member not fit enough to participate in activity eg Obesity and walking long distance - Students consume alcohol/drugs - Tour Leadership fails to read and/or disseminate medical information 	Key Controls		(Please indicate: Y, N or N/A)		
	➤ Principal appoints skilful, appropriate and experienced Tour Leader.				
	➤ All tour staff have current qualifications in Emergency First Aid and CPR				
	➤ Parent fills in and signs <i>Tour</i> Medical Details Form. Particular attention paid to allergies - No Form = No Tour				
	➤ Tour Medical Details Form cross-checked against Office copy				
	➤ Designated Tour "Medical Officer" (DTMO)				
	➤ DTMO carries copies of all students' prescriptions and medical forms				
	➤ DTMO checks with/reminds students re daily medication				
	➤ DTMO familiar with treatment/management of specific tour members' conditions				
	➤ Any (contact) sports fixtures are with comparative age-groups				
	➤ Tour Leader and DTMO have a good understanding of local medical systems				
	➤ Parents' permission for staff to administer non prescription drugs as appropriate				
	➤ All activities with required levels of fitness clearly explained (in writing) to students and parents before they commit to tour				
Other Controls		(Please indicate: Y, N or N/A)			
➤ Expected Climate/Terrain/Local Conditions clearly explained to participants before commitment to tour					

Risk Description		Impact	Likelihood	Rating	Initial and Date	
ME2	There is a risk that a medical emergency will arise.	Residual Risk: (Actual Controls in Place)				
		Target Baseline Risk: (All Key Controls in Place)	Major (7)	Unlikely (2)	Moderate (14)	
		Inherent Risk: (No Controls in Place)	Major (7)	Possible (3)	High (21)	
Risk Category	Medical					
Possible Impacts	Multiple or Single deaths-serious injuries or illness / Additional staff required to join tour / Increased stress / Damage to morale / School-Parent relationship damaged / Reputation damage / Legal proceedings against school / Disruption to tour / Abandonment of tour / Extensive hospital stay / Unrecoverable medical expenses					
Cause(s)		Controls				
<ul style="list-style-type: none"> - Tour member incapable of undertaking physical components of tour - Tour member suffers an Anaphylactic Response - Individual suffers from food poisoning/dysentery - Group suffers from food poisoning/dysentery - Tour member forgets/loses prescription drugs - A tour member suffers a serious Injury - Tour members suffer Sunburn, Hypothermia, and Heat Stress/Dehydration - Hotel/Hostel fire - Student takes drugs/is drugged - Tour bus accident - Pre-existing disease presents itself on tour (eg Epilepsy, Diabetes) - Tour Leadership fails to read and/or disseminate medical information 		Key Controls (Please indicate: Y, N or N/A)				
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.				
		➤ All tour staff have current qualifications in Emergency First Aid and CPR				
		➤ Parent fills in and signs Tour Medical Details Form. Particular attention paid to allergies and asthma. No Form = No Tour				
		➤ All activities with required levels of fitness clearly explained (in writing) to students and parents before they commit to tour				
		➤ Tour Medical Details Form cross-checked against Office copy				
		➤ Designated Tour “Medical Officer” (DTMO) who is familiar with treatment/management of specific tour members’ conditions				
		➤ DTMO carries copies of all students’ prescriptions and medical forms				
		➤ Tour Leader and DTMO have a good understanding of local medical systems				
		➤ All (contact) sports fixtures are with comparative age-groups				
		➤ Climate/Terrain/Local Conditions/Activities in general clearly spelt out before participants commit to tour				
		➤ Tour members briefed and closely monitored re 3 rd World sanitation eg drinking water				
		➤ CSO Preferred Supplier list used to select Travel Agent (TA) - Due Diligence				
➤ All individuals’ dietary requirements forwarded to accommodation and host billets and followed up by DTMO on arrival						
		Other Controls (Please indicate: Y, N or N/A)				

Risk Description		Impact	Likelihood	Rating	Initial and Date	
ME3	There is a risk that members of the tour group are exposed to Endemic Parasitic and other diseases (eg Malaria, Schistosoma, etc) without adequate protection.	Residual Risk: (Actual Controls in Place)				
		Target Baseline Risk: (All Key Controls in Place)	Major (7)	Unlikely (2)	Moderate (14)	
		Inherent Risk: (No Controls in Place)	Major(7)	Likely (4)	Extreme (28)	
Risk Category	Medical					
Possible Impacts	School-Parent relationship damaged / Reputation damage / Legal proceedings against school / Unrecoverable medical expenses / Long term illness / Serious illness / Death					
Cause(s)		Controls				
<ul style="list-style-type: none"> - Tour Leader lacks necessary experience and/or expertise - Visit to Developing (“3rd World”) Country - Tour Leaders fail to check Govt health warnings - Travel Agent provides no information or inaccurate/missing information - Tour Leaders ignore health warnings/fail to warn tour party - Individuals ignore advice - “3rd World” Conditions 		Key Controls (Please indicate: Y, N or N/A)				
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.				
		➤ Check made with Govt DFAT smartraveller.gov.au site re endemic medical issues before departure				
		➤ All participants must provide evidence of vaccination and or necessary prescribed drugs as a precondition of participation. NB Including member of staff on stand-by				
		➤ All Tour Members carry personal preventative (non prescription) medicine. E.g. a supply of medicines to treat stomach upset and insect repellent etc				
		➤ Activities which increase chances of infection are avoided eg swimming in rivers/lakes where parasites are endemic				
		➤ CSO Preferred Supplier list used to select Travel Agent (TA) - Due Diligence undertaken				
		Other Controls (Please indicate: Y, N or N/A)				

Risk Description		Impact	Likelihood	Rating	Initial and Date
CM1	Tour members/Parents did not disclose medical information.	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Moderate (5)	Unlikely (2)	Moderate (10)
		Inherent Risk: (No Controls in Place)	Moderate (5)	Possible (3)	Moderate (15)
Risk Category	Medical				
Possible Impacts	Death of a student / Serious medical emergency / Minor medical issue / School-Parent relationship damaged / Reputation damage / Legal proceedings against school / Disruption to tour / Abandonment of tour / Unrecoverable medical expenses /				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Reliance on old/outdated information - Failure by school to request information - Parents/Student too embarrassed to disclose information - Parent/Student fears they will be excluded from tour - Medical form is not clear in requesting information 		Key Controls (Please indicate: Y, N or N/A)			
		➤ Formal request in writing to parents asking for medical information (Form) - No Form = No Tour			
		➤ Tour Medical Details Form cross-checked against Office copy and taken on tour			
		Other Controls (Please indicate: Y, N or N/A)			
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.			

Risk Description		Impact	Likelihood	Rating	Initial and Date
ME5	Inaccessibility to appropriate medical care – particularly in Developing Countries.	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Moderate (5)	Possible (3)	Moderate (15)
		Inherent Risk: (No Controls in Place)	Major (7)	Possible (3)	High (21)
Risk Category	Medical				
Possible Impacts	Death of a tour member / Minor medical issue escalates into serious medical emergency / School-Parent relationship damaged / Reputation damage / Legal proceedings against school / Disruption to tour / Abandonment of tour / Unrecoverable medical expenses				
Cause(s)		Controls			
<ul style="list-style-type: none"> - “3rd World” conditions - Failure to acquainted with local emergency phone numbers and procedures - Failure to make prior arrangements re insurance cover, reciprocal arrangements etc. - Failure to check for available facilities prior to departure - Lack of transport - Inability to communicate - language - Inability to communicate – phone problems 		Key Controls (Please indicate: Y, N or N/A)			
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.			
		➤ All tour members provided with local emergency telephone numbers and protocols			
		➤ Medical facilities and arrangements checked with DFAT before bookings made			
		➤ All parents, students and staff fully aware of medical facilities available			
		➤ In 3 rd World situation: Interpreter is part of tour party			
		Other Controls (Please indicate: Y, N or N/A)			
		➤ Do not visit remote/inaccessible areas in 3 rd World countries			
		➤ Tour leader carries satellite phone and GPS in 3 rd World non urban areas			

Risk Description		Impact	Likelihood	Rating	Initial and Date
ME6	A tour member is harmed as a result of exposure to local climatic conditions	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Minor (3)	Possible (3)	Moderate (9)
		Inherent Risk: (No Controls in Place)	Moderate (5)	Likely (4)	High (20)
Risk Category	Medical				
Possible Impacts	Sunburn / Hypothermia / Heatstroke / Dehydration / Injuries / School-Parent relationship damaged / Legal proceedings against school / Disruption to tour /				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Failure of staff to closely monitor each student and each other - Failure of tour organisers to carry spare equipment - Failure to investigate climatic conditions ahead of tour - Tour Member fails to bring or wear adequate protective clothing - Failure to provide information to families well in advance of tour - Failure by Travel Agent to provide advice - Activity providers have insufficient equipment 		Key Controls (Please indicate: Y, N or N/A)			
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.			
		➤ Tour Leader repeatedly conducts thorough checks of prevailing conditions in destination countries in weeks leading up to departure			
		➤ All staff, students and parents provided with comprehensive list of "What to Pack" 1 month before departure (with reasons why)			
		➤ Staff carry spare sun-cream, hats, jumper, water, First Aid kits and carry items to prevent or manage exposure. Eg Space Blankets			
		➤ All tour staff have current qualifications in Emergency First Aid and CPR			
		Other Controls (Please indicate: Y, N or N/A)			
		➤ CSO Preferred Supplier list used to select Travel Agent (TA) - Due Diligence undertaken by CSO			

	Risk Description	Impact	Likelihood	Rating	Initial and Date
PE1	There is a risk that the tour group is caught up in an environmental disaster such as Earthquake, Flood, Bushfire.	Residual Risk: (Actual Controls in Place)			
Risk Category	Political/Environmental	Target Baseline Risk: (All Key Controls in Place)	Major (7)	Rare (1)	Moderate (7)
		Inherent Risk: (No Controls in Place)	Catastrophic (9)	Rare (1)	Moderate (9)
Possible Impacts	Multiple fatalities and or injuries/Long term psychological damage/School-Parent relationship damaged / Reputation damage / Legal proceedings against school / Increased stress / Disruption to tour / Curtailment of activities / Tour abandoned				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Failure to monitor Govt DFAT smartraveller.gov.au website - Failure to check local seasonal climatic conditions - Failure to assess likelihood of catastrophic environmental event - Lack of an emergency evacuation plan - Decision to travel regardless of event having occurred 		Key Controls (Please indicate: Y, N or N/A)			
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.			
		➤ CSO Preferred Supplier list used to select Travel Agent (TA) - Due Diligence undertaken by CSO			
		➤ Tour Leader repeatedly conducts thorough checks of prevailing conditions in destination countries in weeks leading up to departure			
		➤ Tour Leader regularly checks Govt DFAT smartraveller.gov.au website			
		➤ A comprehensive Critical Incident Plan with evacuation strategy			
		➤ Avoidance of destinations in Monsoon seasons			
		➤ Avoidance of destinations currently experiencing heightened seismic activity			
		Other Controls (Please indicate: Y, N or N/A)			

Risk Description		Impact	Likelihood	Rating	Initial and Date
PE2	Political/Terrorism issues arise.	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Major (7)	Rare (1)	Moderate (7)
		Inherent Risk: (No Controls in Place)	Catastrophic (9)	Unlikely (2)	High (18)
Risk Category	Political/ Environmental				
Possible Impacts	Tour members killed / Tour members injured / Tour members kidnapped / Increased stress / Damage to morale / School-Parent relationship damaged / Reputation damage / Legal proceedings / Workers Compensation claims / Major Financial Loss /				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Civil unrest breaks out during excursion - Civil unrest breaks out in country visited before excursion - DFAT warnings are ignored - Organisers are unaware of DFAT warnings - Accommodation is close to site of terrorist/civil unrest activity - Travel Agent provides misleading/inaccurate information re safety 		Key Controls (Please indicate: Y, N or N/A)			
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.			
		➤ CSO Preferred Supplier list used to select Travel Agent (TA) - Due Diligence undertaken by CSO.			
		➤ Tour Leader checks Govt DFAT smartraveller.gov.au website for all destination and in-transit countries weekly for 6 months leading up to tour and reports to Principal			
		➤ Tour Crisis/Critical Incident Management Plan developed and rehearsed			
		➤ Cancel/Change destination if planned destinations are listed in DFAT lists: "Advise Against Travel" or "Reconsider Need to Travel"			
		➤ Contact details of all relevant Embassies/Govt Dept carried by Tour leader and 1 other member of staff. Contact details also left with school and parents			
		Other Controls (Please indicate: Y, N or N/A)			
		➤ Check DFAT during tour for any changes to listings			

Risk Description		Impact	Likelihood	Rating	Initial and Date
PE3	Tour members are kidnapped/injured/killed – hostage situation.	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Major (7)	Rare (1)	Moderate (7)
		Inherent Risk: (No Controls in Place)	Catastrophic (9)	Unlikely (2)	High (18)
Risk Category	Political/ Environmental				
Possible Impacts	Tour members killed / Tour members injured / Increased stress / Damage to morale / School-Parent relationship damaged / Reputation damage / Legal proceedings / Workers Compensation claims / Major financial loss / Lasting effects of trauma PTS				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Organisers are unaware of DFAT warnings - DFAT warnings are ignored - Individual or small groups of tour members visit unsafe areas - Country visited is recognised as having potential for kidnap/hostage - Hotel accommodation is attacked - Travel Agent provides misleading/inaccurate information re safety 		Key Controls (Please indicate: Y, N or N/A)			
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.			
		➤ CSO Preferred Supplier list used to select Travel Agent (TA) - Due Diligence undertaken by CSO			
		➤ Tour Leader checks Govt DFAT smartraveller.gov.au site for all destination and in-transit countries weekly for 6 months leading up to tour and reports to Principal			
		➤ Contact details of all relevant Embassies/Govt Dept carried by Tour leader and 1 other member of staff. Contact details also left with school			
		➤ Students and staff travel in groups			
		➤ Tour Crisis/Critical Incident Management Plan developed and rehearsed			
		Other Controls (Please indicate: Y, N or N/A)			
		➤ Cancel/Change destination if planned destinations are listed in DFAT lists: "Advise Against Travel" or "Reconsider Need to Travel"			
		➤ Check DFAT during tour for any changes to listings			

Financial (FN)

Risk Description		Impact	Likelihood	Rating	Initial and Date
FN1	Excursion runs at a financial loss.	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Moderate (5)	Rare (1)	Low (5)
		Inherent Risk: (No Controls in Place)	Moderate (5)	Likely (4)	High (20)
Risk Category	Financial Risks				
Possible Impacts	School has to cover loss / Students required to pay extra / Morale damaged / Reputation damage / School-Parent relationship damaged / Legal proceedings against school / Legal proceedings against T. Agent / Trip cancelled /				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Planned budget is insufficient to meet costs - Final cost of excursion exceeds expectations - Students are allowed to pay after the excursion and then fail to pay in full - A student may fail to pay for the excursion in full before departure but after the deadline for withdrawing from the excursion - A student may withdraw from the excursion for valid reasons and expect a full refund - Land-based tour arrangements fail and emergency expenditure is required - The travel agent engages in fraudulent practices - A student is withdrawn from the excursion for disciplinary reasons after booking deadlines and demands a refund in full - Forced cancellation/ abandonment resulting in money not being able to be refunded and additional cost is incurred - Unforeseen/unbudgeted costs arise (eg due to fluctuation in currency values) - Large numbers of students decide to withdraw after booking deadlines - Fund raising does not achieve required level of funding. - Travel Agent does not have resources to cover any breakdown in arrangements 		Key Controls		(Please indicate: Y, N or N/A)	
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.			
		➤ Budget for Excursion drawn up prior to payments and presented to Principal for approval			
		➤ CSO Preferred Supplier list used to select Travel Agent (TA) - Due Diligence undertaken by CSO.			
		➤ School adheres to Policy relating to excursions and School Finances (S10 Principals Handbook and S21A). Principal sign-off to ensure:			
		➤ All tour members hold travel insurance.			
		➤ Parents sign an Agreement/Memorandum of Understanding(MOU) re payments and refunds etc			
		➤ Clear guidelines in writing for parents re <i>Forfeiture of Payments if you Withdraw or are Withdrawn</i>			
		➤ Students make a non-refundable deposit before inclusion in the tour based on percentage required for bookings			
		➤ Establish a staggered payment schedule. Follow up outstanding payments regularly in writing			
		➤ Make final payment at least 1 month before final payment required to TA			
		➤ Written agreement between Schools and TA (MOU)			
		➤ Obtain clear statement in writing from travel insurer re what is refundable and acceptable/unacceptable reasons etc. Communicate to parents			
		➤ Parents have accepted MOU			
		➤ Ensure TA holds appropriate insurances			
➤ Obtain clear guidelines in writing from TA re refundable amounts					
➤ Overseas Excursion Policy is applied					
➤ A firm itinerary and quote obtained from the TA at least 6 months ahead					
➤ School Bursar only makes excursion payments from collected monies (held in trust and accounted for separately)					
Other Controls		(Please indicate: Y, N or N/A)			

Risk Description		Impact	Likelihood	Rating	Initial and Date
FN2	The travel agent engages in fraudulent practices.	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Moderate (5)	Rare (1)	Low (5)
		Inherent Risk: (No Controls in Place)	Moderate (5)	Unlikely (2)	Moderate (10)
Risk Category	Financial Risks				
Possible Impacts	Major financial loss / School-Parent relationship damaged / Reputation damage / Cancellation of trip / Legal proceedings / Cost of trip raised / Staff stress, poor morale				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Agent adds unreasonable/fictitious mark-up on costs - Travel agent is not licensed to operate - Agent accepts money from school but fails to use it for intended purposes (eg school pays for airfares but agent fails to pay immediately without notifying school and uses money for a different client's fares. - Agent fails to pass on payments as directed eg Travel Insurance - Agent is not adequately insured - Proxy Tour Operator fails to operate under a Licensed Travel Agent - Proxy Tour Operator fails to make all payments through Travel Agent - Agent withholds discounts etc. Fails to inform school of entitlements eg number of FOCs. - Failure to conduct "Due Diligence" checks on Travel Agent before engagement. 		Key Controls (Please indicate: Y, N or N/A)			
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.			
		➤ CSO Preferred Supplier list used to select Travel Agent (TA) / Proxy Tour Operator - Due Diligence undertaken by CSO.			
		➤ Ensure TA holds appropriate insurances			
		➤ Tour Leader secures proof of payment (receipt/confirmation of booking) for each TA transaction eg proof that airline tickets have been booked and paid, proof that land based accommodation and transport are booked and paid.			
		Other Controls (Please indicate: Y, N or N/A)			
		➤ School compares (indicative) costing with other schools' similar tours and signs off on the application to the Principal.			

Risk Description		Impact	Likelihood	Rating	Initial and Date
FN3	Tour Funds are used inappropriately	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Minor (3)	Unlikely (2)	Low (6)
		Inherent Risk: (No Controls in Place)	Moderate (5)	Possible (3)	Moderate (15)
Risk Category	Financial Risks				
Possible Impacts	School-Parent relationship damaged / Reputation damage / CSO embarrassed / Elevated costs for students				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Actual amount raised for the Tour Fund is not disclosed - Students' payments unreasonably subsidise staff activities - Tour Money managed by staff is not used for the purposes for which it was intended - Tour bank accounts other than those authorised by CSO Finance are used - Some students benefit from fundraising more than others - Lack of accountability of staff when away from usual school environment. - Lack of experienced leadership. - Some students benefit from fundraising without making an effort towards it. 		Key Controls		(Please indicate: Y, N or N/A)	
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.			
		➤ School Bursar is the only staff member to receive, receipt and allocate funds raised. (Parents do not manage funds).			
		➤ Daily expenditure log maintained with receipts on tour and reconciled to cash held through internal audit on return.			
		➤ School's CDF bank account must be used.			
		➤ All tour spending receipts kept and maintained and reconciliation performed by School Bursar.			
		➤ Student participation in fundraising is closely monitored and followed up.			
		➤ School Bursar to provide full disclosure to CSO of monies raised for tours.			
		Other Controls		(Please indicate: Y, N or N/A)	
		➤ Redistribution of left-over money where appropriate.			

Risk Description		Impact	Likelihood	Rating	Initial and Date
FN4	Money is lost/stolen/insufficient/unavailable.	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Minor (3)	Unlikely (2)	Low (6)
		Inherent Risk: (No Controls in Place)	Moderate (5)	Almost Certain (5)	High (25)
Risk Category	Financial Risks				
Possible Impacts	School has to cover loss / Increased stress / Damage to morale / School-Parent relationship damaged / Legal proceedings / Activities curtailed /				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Individuals on the excursion do not bring sufficient money - Unforeseen/unbudgeted costs arise (eg due to fluctuation in currency values) - Large amounts of cash carried by staff member are lost/stolen while on excursion - Cash/credit cards used by staff member for excursion purposes fail to work or transactions are declined - Students unable to budget their money - Individuals on the excursion are unable to access cash - Wallets/Purses/Valuables are lost/stolen (pickpockets) - Students give money away , buy others gifts etc - All cash/cards are held by only one person - TA does not provide sufficient information or provides incorrect information re currency, banks, ATMs, cash cards, etc 		Key Controls (Please indicate: Y, N or N/A)			
		➤ Avoid carrying large amounts of money. If unavoidable, spread between staff			
		➤ Check viability of cards and availability of ATMs in destination country(s) 1 month before departure			
		➤ Educate students and parents about managing students' money			
		➤ Use cash/credit cards/ Travelex cards (tour staff to have CDF (CBA) MasterCard or Travelex EFTPOS Card)			
		Other Controls (Please indicate: Y, N or N/A)			
		➤ Provide staff and students with clear written explanation of currencies and exchange rates, and forgery issues.			
		➤ More than 1 cash card per student (spare card with Tour Leader)			
		➤ Regular monitoring of every student's spending			
		➤ Provide parents and students with clear breakdown of spending money requirements			
➤ Provide a student "banking facility" during tour (eg. Money in CSO account and teacher draws on request of students and keeps record/receipts)					
➤ Repeatedly warn students about pick-pockets, carrying money safely etc					

Risk Description		Impact	Likelihood	Rating	Initial and Date
FN5	Issues of perceived injustice or inequity around access to excursion arise.	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)	Minor (3)	Unlikely (2)	Low (6)
		Inherent Risk: (No Controls in Place)	Minor (3)	Possible (3)	Moderate (9)
Risk Category	Financial Risks				
Possible Impacts	School-Parent relationship damaged / Reputation damaged / Morale damaged / Possible breach of S21A				
Cause(s)		Controls			
<ul style="list-style-type: none"> - Fundraising activities are inappropriate - Cost of excursion is prohibitive for too many families - Students with outstanding school fees participate in the excursion - Money raised through fundraising is not used equitably - Parents/students engage in non-sanctioned fundraising activities - Particularly talented sportsmen/women are subsidised (or musicians etc) 		Key Controls (Please indicate: Y, N or N/A)			
		➤ Principal approves and signs off on full per person costing of tour before tour is given go-ahead			
		➤ Principal must approve every fund raising proposal beforehand			
		➤ Principal must approve each student's application to participate in tour			
		➤ Principal appoints skilful, appropriate and experienced Tour Leader.			
		➤ Tour Leader is a member of fund raising committee			
		➤ Expectations of \$\$ amounts to be raised are realistic			
		➤ Internal audit by CSO Finance on return.			
		Other Controls (Please indicate: Y, N or N/A)			
		➤ Undertake comparison with O/S Excursions in like schools			
		➤ Compare costs			
		➤ Compare activities			

Risk Description		Impact	Likelihood	Rating	Initial and Date
Risk Category	Additional School-Specific Risks	Residual Risk: (Actual Controls in Place)			
		Target Baseline Risk: (All Key Controls in Place)			
		Inherent Risk: (No Controls in Place)			
Possible Impacts					
Cause(s)		Controls			
-	Key Controls		(Please indicate: Y, N or N/A)		
	➤				
	➤				
	➤				
	Other Controls		(Please indicate: Y, N or N/A)		
	➤				
	➤				
	➤				
	➤				
	➤				
	➤				
	➤				

Attachment E

OVERSEAS EXCURSION RISK MANAGEMENT CHECKLIST

School name:	
Destination(s):	
Nature of Excursion:	<input type="checkbox"/> Sporting <input type="checkbox"/> Cultural <input type="checkbox"/> Social Justice <input type="checkbox"/> Other (specify):

Key Controls

NB: A tick in the Yes column indicates that the key controls for the risks referred to in the Risk Management document have been implemented.

	Yes	No	N/A
Tour leader has previously participated as a member of staff in a similar overseas school excursion and sufficiently experienced to lead tour			
Travel agent selected from CSO preferred supplier list			
Critical Incident Communication Plan is in place (Refer to Risks: CM1, CM2)			
Arrangements in place for communication between staff, students and parents (CM1, CM2, CP1)			
MOU between parents and school re itinerary and tour activities and signed by parents (CP1, TA4)			
Staff Code of Behaviour and Student Code of Behaviour distributed and verbally explained (CP1, CP2, CP3, CP4, BM1, BM2, BM3)			
Documents prepared outlining expectations of host families/host schools. Steps undertaken to ensure suitable billeting arrangements (CP1, PC5, AC2)			
CP Screening undertaken for parents/other (non-staff) adults on tour (CP3)			
Staff : student ratio max 1 : 10 with recommended gender mix (CP4, PC3)			
Arrangements are in place for students with special needs (PC1)			
Full Tour Itinerary published and distributed to principal, staff, students and parents (TT2, TA3, TA4)			
Principal has approved all planned tour activities and possible alternatives (TA1, TA2, TA3, TA4)			
Steps undertaken to confirm that all transport is suitable and available (TT1)			
Checks have been made to ensure suitability of hotel/hostel accommodation and rooming arrangements (AC1)			
All Passports checked for validity/currency/visas and copies made (TT3)			
All staff currently accredited in Emergency 1 st Aid and CPR (TA4, TA5, ME1, ME2, ME6)			
Medical details form for every student – completed and signed by parent specifically for this excursion (ME1, ME2, ME4)			
Regular checks made with DFAT re suitability/safety of destinations (PE1, PE2, PE3, ME3, ME5, ME6)			
MOU in place with parents re payments and refunds (FN1)			
Financial management of tour complies with requirements of CSO finance document: “Internal Financial Controls in Schools” (FN2, FN3, FN4, FN5)			
Sign off	<p>Excursion/Tour Leader Key Controls are in place as indicated above:</p> <p>Name of Tour Leader: _____ Signature: _____ Date: _____</p> <p>Principal I am satisfied that sufficient* controls are in place for managing the identified risks to an acceptable level:</p> <p>Name: _____ Signature: _____ Date: _____</p> <p>* If the Principal considers that insufficient controls are in place, he/she should ensure that the necessary additional controls are implemented before sign-off.</p>		

A copy of this completed form should be provided to the CSO Risk Manager at least 4 weeks prior to departure

Attachment F

OVERSEAS EXCURSIONS ORGANISATION FLOWCHART

