

Scouts Australia Health and Safety Standard

Formerly the Work Health and Safety Policy and Framework

Chair National Executive Committee in conjunction with National Risk Management

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Scouts
AUSTRALIA



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1 Purpose

This Health & Safety standard describes the outcomes that Scouts Australia and its Branches must achieve, and the systems and processes that need to be in place to meet the requirement of the Scouts Australia Health and Safety Policy to deliver a safe and healthy environment for everyone associated with Scouting. Scouts Australia and its Branches should have procedures, practices, guidelines, systems, etc that define how they achieve the required outcomes of this Standard.

Like the Scouts Australia Health and Safety Policy, this Health & Safety standard applies to all those involved in Scouting and does not restrict the scope to legislation (e.g., the Work Health and Safety Act and Regulations). It describes Scouts Australia's expectations for managing health and safety risks in Scouting, irrespective as to whether there are specific legislation requirements.

2 Overview

Scouts Australia undertakes a broad variety of activities related to delivering and supporting Scouting. These activities all fall within the scope of this Standard and include:

- Delivery of the Youth Program;
- Conduct of Adult Training & Development curricula
- Running major events and international activities;
- Commercial and community activities such as fundraising, hire of facilities, recycling collection;
- Operation, maintenance and upkeep of Scout Halls, campsites and other property; etc.

Scouts Australia uses a Plan>Do>Review> model to manage activities, and the elements of this standard are also structured in the Plan>Do>Review> format.



Plan>

3 Health and Safety Commitment

Scouts Australia and Branch senior leaders are expected to demonstrate leadership and commitment with respect to health and safety by:

- taking overall responsibility and accountability for the prevention of injury and ill health, as well as the provision of safe and healthy Scouting facilities and activities;
- developing, leading and promoting a culture in the organisation that supports the intended outcomes of health and safety systems and processes;
- implementing processes for consultation and participation of those involved in Scouting.
- communicating the importance of effective health and safety management and of conforming to the health and safety system and process requirements;
- applying a just culture when addressing incidents, hazards, risks and opportunities;
- providing the resources needed to implement, maintain and continually improve health and safety systems and processes.

3.1 Legislative Obligations

Scouts Australia and its Branches shall establish processes to:

identify and have access to legislation and other requirements applicable to the management of health and safety

take legislation and other requirements into account when establishing, implementing, maintaining and continually improving systems and processes.

3.2 Health & Safety objectives

Scouts Australia and its Branches shall establish health and safety objectives to maintain and continually improve systems, processes and health and safety performance.

Health and safety objectives shall be:

- consistent with the Scouts Australia Health and Safety policy;
- measurable (if practicable) or able to be evaluated;
- monitored;
- communicated;
- updated as appropriate.

3.3 Health and Safety awareness

Those involved in Scouting shall be made aware of:

- Scouts Australia and Branch health and safety policies, procedures and guidelines;
- their responsibilities for the health and safety of themselves, and others, based on what they do or do not do;
- the risks that are relevant to them, and how those risks should be controlled;
- the need and authority to remove themselves and others from situations that present a danger to life or health;
- the implications and potential consequences of not conforming to health and safety requirements;
- incidents and the outcomes of investigations that are relevant to them.

4 Organisational Structure

Scouts Australia and its Branches shall define their respective organisational structures to support the effective management of health and safety.

4.1 Roles, responsibilities and accountabilities

Roles, responsibilities and accountabilities within the organisational structure shall be defined, published and communicated to the respective parties.

4.2 Capability

Scouts Australia and its Branches shall:

- determine the necessary capability of those involved in Scouting that affects or can affect its health and safety performance;
- make sure that those involved in Scouting are capable (including the ability to identify hazards] based on appropriate education, training and/or experience;
- monitor the ongoing performance of those involved in Scouting to ensure health and safety capability requirements are being achieved;
- undertake continual training and upskilling

4.3 Resourcing

Scouts Australia and its Branches shall determine and provide the resources needed for the establishment, implementation, maintenance and continual improvement of health and safety systems and processes.

4.4 Outsourcing (External Parties)

Scouts Australia and its Branches shall ensure that its outsourcing arrangements are consistent with legal and other requirements, and with achieving the intended outcomes of its health and safety systems and processes. The type and degree of control to be applied to these outsourced functions and processes shall be defined within health and safety systems and processes.

Where selecting external parties to provide services, Scouts Australia and its Branches must make sure that the external parties have the required capabilities to deliver the services in a safe way and that the risks to health and safety from the provision of these services are considered and appropriately managed. In doing this, the following will be considered:

- activities and operations of the external party that may impact Scouting;
- Scouting activities that may impact the operation of the external party;
- activities and operations of the external party that may impact other interested parties.

The responsibility for managing identified risks to health and safety and their associated controls must be defined/allocated between Scouts Australia or its Branches and the external party(s).

5 Risk Management

Scouts Australia and its Branches must identify and document the risks that could impact the ongoing health and safety of all aspects of Scouting. In doing this, processes must be developed as necessary to enable the values of Scouting to be achieved while minimising exposure to identified risks.

Processes to manage risks should:

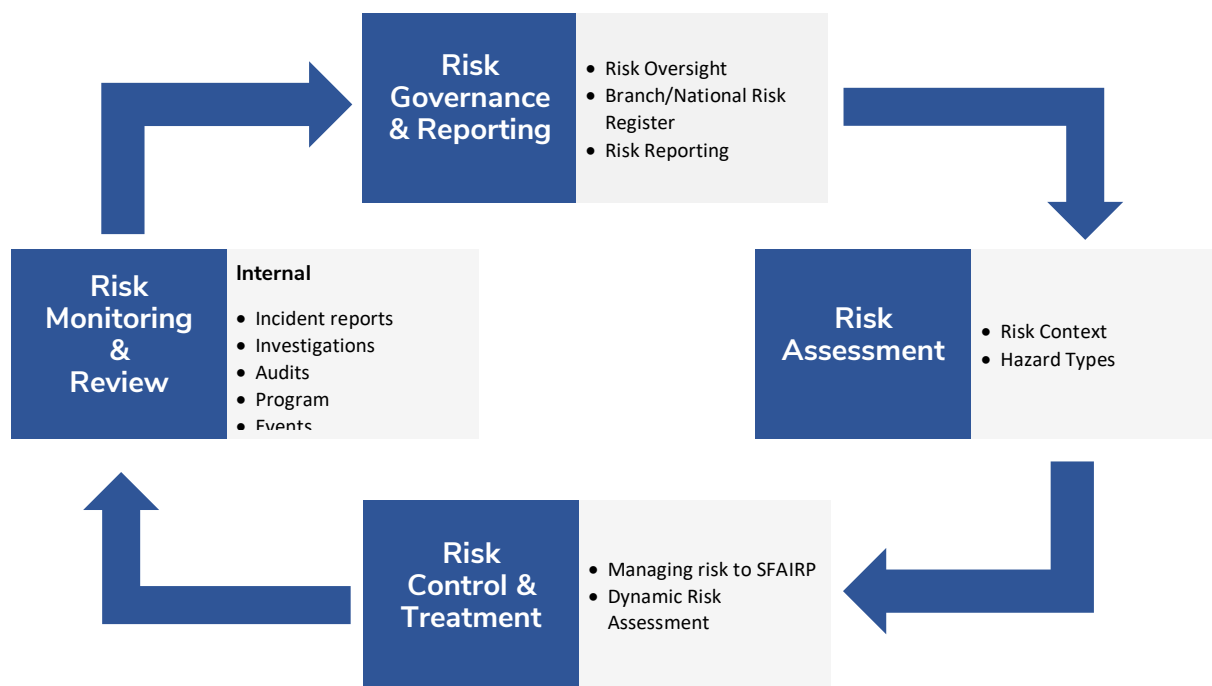
- give assurance that health and safety systems and processes can achieve their intended outcomes;
- prevent, or reduce, undesired effects;
- implement secure and confidential channels for reporting health and safety hazards, ensuring individual privacy is maintained;
- achieve continual improvement.

The Scouts Australia Risk Management Policy (and Framework) defines the approach taken for the management of risk and should be read and applied in conjunction with this standard.

Risks to health and safety must be eliminated, and if it is not reasonably practicable to eliminate the risks, to minimise those risks “So Far As Is Reasonably Practicable” (SFAIRP).

For guidance regarding risk management as per this standard refer to Appendix A.

Risk Management in relation to Health and Safety



The Framework

5.1 Risk Governance and Reporting

Scouts Australia and its Branches must put in place processes for the reporting and escalation of health and safety risks to senior leaders, where the significance of the risk may require additional resources to reduce the risk SFAIRP, or where the nature of the risk would benefit from being made known to the broader Scouting community.

Scouts Australia and its Branches must develop and maintain risk registers for the health and safety risks to which they are exposed. Health and Safety risks must be ranked in accordance with the requirements of the Scouts Australia Risk Management Policy (and Framework) risk rating criteria.

5.2 Risk Assessment

Risk assessments must be undertaken:

- When a new activity is undertaken, or a previously assessed activity is changed/modified
- When a change to a system, or process has been proposed
- When assets, infrastructure, and equipment are procured, maintained, used, and disposed
- For all major events (Tiers 1,2 and 3)
- When a new risk is identified
- When, upon review, a risk is no longer being managed SFAIRP

For guidance in undertaking Risk Assessments refer to Appendix A.

For a list of hazards that commonly occur in Scouting refer to Appendix B

5.3 Risk Control & Treatment

Risk assessments must demonstrate that the risks to Health and Safety are being managed SFAIRP. To do this requires that:

1. The nature, scope and exposure to the risk is understood.
2. Controls to reduce exposure to the risk are identified and implemented.
3. Options for further risk reduction have been identified, evaluated and implemented, where reasonably practicable.

5.4 Risk Monitoring & Review

Risks must be monitored to make sure that control measures are in place and working as intended.

Indicators to support risk monitoring include

- Concerns raised by youth and adult members, supporters, employees, contractors and members of the public
- Resourcing shortfalls
- Equipment issues/failures.
- Incident reports and investigation findings
- Audit findings (observations and non-conformances)

Identified shortfalls must be rectified to reduce exposure SFAIRP.

In addition, risks should be periodically reviewed to ascertain whether the risk is still being managed SFAIRP.

6 Change Management

Scouts Australia and its Branches shall have processes for the implementation and control of changes that impact health and safety risks.

Change management applies to the temporary or permanent introduction of new systems, processes, equipment and infrastructure, and the modification or removal thereof. In the Scouting context this includes:

- The Youth Program
- The Adult Training and Development Curricula
- legal requirements and other requirements;
- services, systems, technology and/or processes;
- organisational arrangements;
- locations and surroundings;
- infrastructure;
- equipment (purchased, rented or gifted);
- resourcing;
- operating arrangements;

Prior to implementing any change, Scouts Australia and its Branches must determine and assess the risks associated with the change, including any unintended consequences, and manage those risks SFAIRP.

6.1 Consultation

Appropriate representatives of those impacted by changes must be consulted during the development, planning, implementation, evaluation and improvement of health and safety systems and processes.

The following health and safety matters should be considered during consultation:

- Hazards;
- Risk reduction;
- Capability requirements;
- Training needs;
- Communication;
- Documentation and approval frameworks;
- Equipment;
- Emergency management; etc.

7 Health and Safety Information

7.1 Documentation

Scouts Australia and its Branches shall document systems and processes where there is an identified risk to health and safety and/or to address specific legislative obligations.

All documents must have a defined owner and be subject to review when there are:

- Changes to risk exposure
- Legislative and standard changes
- Organisational changes
- Program/Process changes
- Associated incidents
- Feedback from users

Health and safety information of external origin determined to be necessary for the planning and operation of the health and safety systems and processes shall be identified, as appropriate, and controlled.

Note: Scouts Australia does not expect external standards to be reproduced in Scouting documents. Instead, where external standards are referenced, Scouting documents should focus on the Scouting context for the standard rather than the standard itself.

7.2 Communication

Scouts Australia and its Branches shall implement and maintain processes for the communication of health and safety information as necessary with all levels in the organisation, taking an approach that is both top down and bottom up.

This shall include but not be limited to:

- Changes to systems and processes
- Legislative changes
- Youth program and Adult Training and Development Curricula changes that could impact Health and Safety
- Health and Safety good practice
- Learnings from health and safety incident investigations (both internal and external)

Where appropriate, Scouts Australia and its Branches shall also communicate with external parties, such as:

- Third parties and third-party venues
- Contractors and suppliers
- Partnering Organisations
- Legislative authorities
- Emergency services
- Parents and guardians
- Contributors and visitors

Do>

8 Activities and Events

Delivery of activities and events occurs after the planning stage and includes but is not necessarily limited to the following steps:

- Preparation for activity (e.g., packing equipment)
- Travel to activity location
- Setup of activity
- Participating in the activity
- Breakdown / pack-up
- Travel home
- Unpacking and storing equipment safely for next time

For **each step**, it is imperative to make sure that:

- Those involved are aware of the identified risks to health and safety and the means to control
- The specific responsibilities for the management of health and safety are defined.
- The provision of instruction and supervision is appropriate to the nature of the risk and the capability of all participants (Youth and Adults).
- Dynamic changes (due to conditions, equipment availability on the day etc) are monitored and actions taken to minimise risk exposure, including curtailing the activity if the risks can no longer be managed SFAIRP.

8.1 Major Events

Major events (Tier 1,2 and 3) by their very nature are more complex than other events and as such require consideration of many factors, including but not limited to:

- Responsibilities, accountabilities and capabilities
- Event infrastructure
- Construction and preparation
- Utilities
- Onsite vehicles and mobile plant
- Transport
- Catering
- Welfare/Well-being
- Access & Security
- Emergency arrangements

To deliver a safe major event, specific and/or tailored systems and processes may need to be developed and implemented to assure the health and safety of all involved. Such systems and processes could include risk registers, emergency management plans, roles and responsibilities, reporting processes, etc.

Where systems and processes for the major event differ from pre-existing systems, these differences, and any associated interfaces, must be defined and communicated to all those involved in the major event. Variations from pre-existing systems must be reviewed by the respective accountable position(s) to provide assurance that they are appropriate for the effective and ongoing management of health and safety.

Note: The final decision for variations from pre-existing systems ultimately rests with the Scouts Australia or Branch Delegated Authority.

Systems and processes developed for a major event must be tested prior to the event, including their impact on any pre-existing systems to which they may interface, to make sure that they will operate as intended and deliver the required outcomes during the event.

9 Assets and Infrastructure

9.1 Property, grounds and permanent activity infrastructure

Scouts Australia and its Branches must make sure that risks to health and safety associated with property, grounds and permanent activity infrastructure are managed SFAIRP. In doing this, consideration needs to be given to:

- Local council and compliance requirements
- The intended use (including specific user group's needs)
- Procedures and operating instructions
- Essential safety measures
- Maintenance, inspection, cleaning and general upkeep
- Storage of equipment, materials (including hazardous substance and dangerous goods)
- Utilities (water, sewerage, gas, electricity, communications)
- Structural integrity
- Access and security
- Emergency situations

Property, grounds and permanent activity infrastructure includes (but is not limited to) halls, campsites, activity centres, training centres, cabins, sheds, stores, water tanks, bike tracks, ponds, pools, climbing walls, abseil towers, etc.

9.2 Equipment and tools

Scouts Australia and its Branches must make sure that risks to health and safety associated with equipment and tools are managed SFAIRP. In doing this, consideration needs to be given to:

- The intended use (including specific user group's needs)
- Operating instructions
- Maintenance, inspection, cleaning and general upkeep
- Storage
- Manufacturer's requirements, including equipment life
- Emergency situations

Equipment and tools include (but is not limited to): activity equipment, camping equipment, safety equipment, manual tools, power tools, mobile plant, portable infrastructure, etc used as part of undertaking activities or for maintenance.

9.3 Disposal and Decommissioning

When equipment and infrastructure is beyond its useful life, or is no longer in use, it must be made safe and/or permanently removed from service so that it cannot pose an ongoing risk to health and safety.

For equipment, making safe could include the physical destruction of items so that they cannot be re-introduced into service, either intentionally or inadvertently (e.g., climbing helmets and ropes that are beyond the manufacturer's defined life).

For infrastructure making safe could include the securing of premises/structures to prevent any unauthorised access, either by Scouting members or the public.

During disposal and/or decommissioning, consideration must be given to avoid any adverse health, safety or environmental impacts.

10 Emergency Preparedness and Response

Scouts Australia and its Branches must be prepared for, and appropriately respond to, incidents and emergencies resulting from all aspects of Scouting, including but not limited to:

- Properties
- Campsites
- Scout halls and grounds
- Activities and events
- Major events at the branch, national
- Community engagement
- Commercial activities

Emergency plans must be developed for reasonably foreseeable emergency scenarios to which Scouts Australia or any of its Branches may be exposed. Emergency plans and procedures must be developed to mitigate the risks associated with those emergency scenarios in such a way that the escalation of an incident to an emergency scenario is not unnecessarily hindered.

For each identified emergency scenario:

- Determine the risks and controls associated with each scenario
- Develop emergency response plans for each scenario that describe:
 - preparation activities to prevent escalation to an emergency scenario;
 - responsibilities for monitoring, alerting and responding to incidents and emergencies
 - protocols for escalation if beyond the capabilities of the initial response
- Periodically test emergency response plans to make sure that everyone involved understands and can deliver their role effectively
- Communicate the requirements of emergency plan to all relevant parties

For International events, not managed by Scouts Australia it is the responsibility of the host National Scout Organisation (NSO) to own and lead all matters pertaining to health and safety. However, it is the responsibility of the Contingent Management Team to ensure matters of concern are raised and escalated according to the host NSO protocols without delay.

In the case of Branch Friendship Tours internationally the responsibility for the health and safety plans, processes and systems rests with the Tour Leaders and the home Branch to ensure appropriate due care and consideration has occurred.

Review>

11 Incidents and Investigation

Scouts Australia and its Branches must have appropriate systems for the recording and management of reported incidents.

Depending on the jurisdiction, specific categories of Health and Safety incident must be notified to the State/Territory, National (or international) Health and Safety regulator(s). These include:

- the death of a person, or
- a serious injury or illness of a person, or
- a dangerous incident.

Scouts Australia and each of its Branches should refer to their respective health and safety legislation to determine their specific jurisdictional reporting requirements. These requirements should be documented within the specific Branches incident reporting process to provide clarity and direction for reporters and senior leaders at the Branch.

In addition to incidents that must be notified to Health and Safety regulators, the following types of incidents must also be reported to Scouts Australia or its Branches as required:

- Incidents that require medical treatment beyond local first aid (including an admission to a hospital)
- First aid incidents and near misses that could have resulted in a serious injury.

Incident reporting should also include the severity of the incident in the context of actual severity and/or potential severity, to determine the extent of follow up required, such as:

- Systematic investigation where there has been a potential breakdown of systems/process resulting in a severe (or potentially severe) incident.
- Basic investigation to identify opportunities for safety improvement
- Well-being checks for impacted parties (injured party and party members)

The findings from investigations should be documented and communicated appropriately (and widely) within Scouting to identify opportunities for improvements.

12 Assurance

Scouts Australia and its Branches must have processes to seek assurance that Scouting Health and Safety requirements are in place and effective, whether it be verbal, assumed or written in a procedure/document. Assurance processes may include:

- Observing activities being undertaken;
- Checking activity plans;
- Reviewing activities against identified risks in risk assessments;
- Assessing procedures for alignment to the way things are actually done;
- In-field testing of activities
- Regular attestations (e.g., Annual Standards Review by Branches to Scouts Australia)

Findings from assurance activities need to be documented so that any required improvements may be developed, communicated to all affected parties, and monitored until successful implementation of the improvement is achieved.

13 Evaluation

13.1 Annual Health and Safety Performance Review

Scouts Australia and each of its Branches shall evaluate their processes, systems and performance against health & safety objectives.

A review should be undertaken annually by Scouts Australia and each of its Branches and include:

- Status of maturity/alignment to the Health & Safety Standard (this document);
- Significant changes to Scouting operations, program, organisation, etc;
- Reviews of Major Events;
- Emerging and changing risks on the Branch/National risk register;
- Opportunities for improvement arising from incident trends, investigations and assurance activities;
- Effectiveness of any new (or significantly changed) policies, procedures, guidelines, systems, processes, etc;
- Status of improvement actions from previous years' reviews.

The outcome of the review is to continually improve the management of Health and Safety by identifying and recommending further improvement opportunities, which (along with their justification) should be presented to the Branch/National senior leaders for review and endorsement.

13.2 Continual Improvement

Scouts Australia and its Branches shall continually improve the suitability, adequacy and effectiveness of its health and safety systems and processes by:

- enhancing health and safety performance;
- promoting a culture that supports pro-active health and safety management;
- promoting the participation of those involved in Scouting in implementing actions for the continual improvement of health and safety systems and processes;
- communicating the relevant results of continual improvement to those involved in Scouting;
- maintaining and retaining documented information as evidence of continual improvement.
- updating all relevant training programs

14 Appendix A: Risk Management Guidance

The Scouts Australia Risk Management Policy (and Framework) defines the approach that Scouts Australia and its' Branches take for the management of risk and should be read in conjunction with this standard. This standard defines how Health and Safety risk is to be managed within Scouts Australia and its' Branches to deliver safe outcomes for all those involved in Scouting and to satisfy our obligations under Work Health and Safety legislation.

Scouting in Australia began in 1908 and since this time the organisation has gained a comprehensive understanding and appreciation of the health and safety risks to which it is exposed. Work Health and Safety legislation requires that risks to health and safety are eliminated, So Far As Is Reasonably Practicable (SFAIRP), and if it is not reasonably practicable to eliminate these risks, to minimise those risks SFAIRP. The concept of SFAIRP, being a legislative duty is what separates Health and Safety risk management from the broader category of risk management as addressed by the Scouts Australia Risk Management Policy (and Framework).

14.1 Risk Repositories

All reasonably foreseeable health and safety risks to which Scouts Australia its' Branches and Formations are exposed or contribute to must be formally recorded and all information relevant to each risk maintained up to date, to reflect the organisation's full understanding and management of the risk. For the purposes of this standard, these risk repositories are called Risk Registers. Scouts Australia, its' Branches and the associated Formations are required to develop and maintain Risk Registers for the Health and Safety risks to which they are exposed or contribute to.

14.2 Ranking of Risks

Health and Safety risks are ranked in accordance with the requirements of the Scouts Australia Risk Management Policy (and Framework) risk rating criteria.

14.3 Risk Monitoring

Risk management is an active process that requires risks to be monitored to ascertain whether everything necessary is being done to manage the risk SFAIRP. Feedback from the following sources will assist in determining whether risks are being managed SFAIRP:

- Incident reports and investigation findings
- Audit findings (observations and non-conformances)
- Concerns raised by youth and adult members, supporters, employees, contractors and members of the public staff
- Resourcing shortfalls
- Equipment reliability and availability issues.

Where shortfalls are identified action should be taken to reduce exposure to an acceptable level.

14.4 Risk Review

In addition to risk monitoring, all risks to health and safety should be periodically reviewed to ascertain whether the risk is still being managed SFAIRP. The frequency of these reviews is determined based on the significance of each risk and its respective exposure.

14.5 External Factors

From time-to-time external factors exist, that have the potential to impact Health and Safety risks. External factors include but are not limited to:

- Legislative changes
- Government directives
- Business objectives
- Projects.

If external factors are identified, we must ensure that the impact on applicable risks is assessed and where necessary changes made to enable the risk to continue to be managed SFAIRP.

14.6 Risk Reporting

Scouts Australia requires that any Health and Safety risk for which a Branch/Formation is unable to demonstrate is being managed SFAIRP, be reported to the National General Manager. To enable this, Branches are to put in place an appropriate escalation process by which Health and Safety risks at the Formation level can be reported to the Branch for onward reporting to Scouts Australia in the event that the Branch is not able to assist the Formation with managing the specific risk(s) SFAIRP. However, it is expected that for most (if not all) health and safety risks the Branch will be the enabling body.

14.7 Risk Assessment

Risk assessments are required:

- When a new risk is identified that requires assessment
- When upon review, a risk is not considered to be being managed SFAIRP
- When a change to a system or process has been proposed
- When property, assets, infrastructure, and equipment are procured, maintained, used, and disposed
- For all youth led activities
- For all adult led activities
- Major events

When undertaking a risk assessment, draw on the knowledge contained within existing risk registers and risk assessments. Where possible avoid the copying of generic risk assessments, focussing instead on the specific risks that apply to the scope of the assessment. However, the use of templates may help optimise the process.

At the Formation level, where the Health and Safety risks are appropriately defined and managed through the Formation risk register, focus is only to be on those risks specific to the activity being undertaken (there is no need to duplicate the Formation level risks that have already been identified and are being appropriately managed).

All reasonably foreseeable Health and Safety risks to which a major event could be exposed or contribute to must be identified and managed SFAIRP. Due to the size and complexity of such events, consideration should be given to incorporating the associated risk assessments into a single centralised risk register.

14.8 Managing Risks SFAIRP

To demonstrate that a risk to Health and Safety is being managed SFAIRP the following needs to be demonstrated:

1. The nature, scope and exposure to the risk is understood and documented
2. Controls to reduce exposure to the risk have been identified, put in place and their safety benefit ascertained (in the context how effective the control will be. When defining this, consider the hierarchy of controls)
3. Options for further risk reduction considered. It is not sufficient to assume that existing controls provide adequate mitigation for defined risks. An active approach to risk management requires us to ask 'What more could be done?' If additional identified controls have been discounted, document why they were considered not reasonably practicable to implement

When evaluating proposed controls to identify whether they are reasonably practicable to implement, take into account:

- **Legal Requirements:** Compliance is not optional. Therefore, a control based on a legal requirement must always be considered reasonably practicable.
- **Contemporary good practice:** Controls which represent current, relevant, established good practice would be considered reasonably practicable to implement.
- **Expert Judgment:** If an appropriate group of experts has established that a control has a clear safety benefit, and the costs associated with its introduction are considered reasonable then the control is considered reasonably practicable to implement.
- **Benefits Review:** Only undertake a Benefits Review if expert judgment or contemporary good practice has not provided clear evidence that a specific control or group of controls are reasonably practicable to implement. Benefit Analyses provides a mechanism to determine whether the cost of implementing a specific control can be considered grossly disproportionate to the safety benefit it affords.

Note: A control considered not reasonably practicable today, might become reasonably practicable in the future (e.g., a current prohibitively expensive technological solution may become significantly less expensive to implement in five years' time). Also, in the event of an incident, questions that arise about why a specific control was not implemented can refer to the original justification for discounting the control.

It needs to be appreciated that other factors, often dynamic in nature, can influence whether a risk is determined to be reduced SFAIRP, e.g., a significant accident may occur or environmental conditions and specific circumstances may change with time.

Another consideration is to take into account, public perception, as it can exert considerable influence on what may be deemed to be reasonably practicable at any given time.

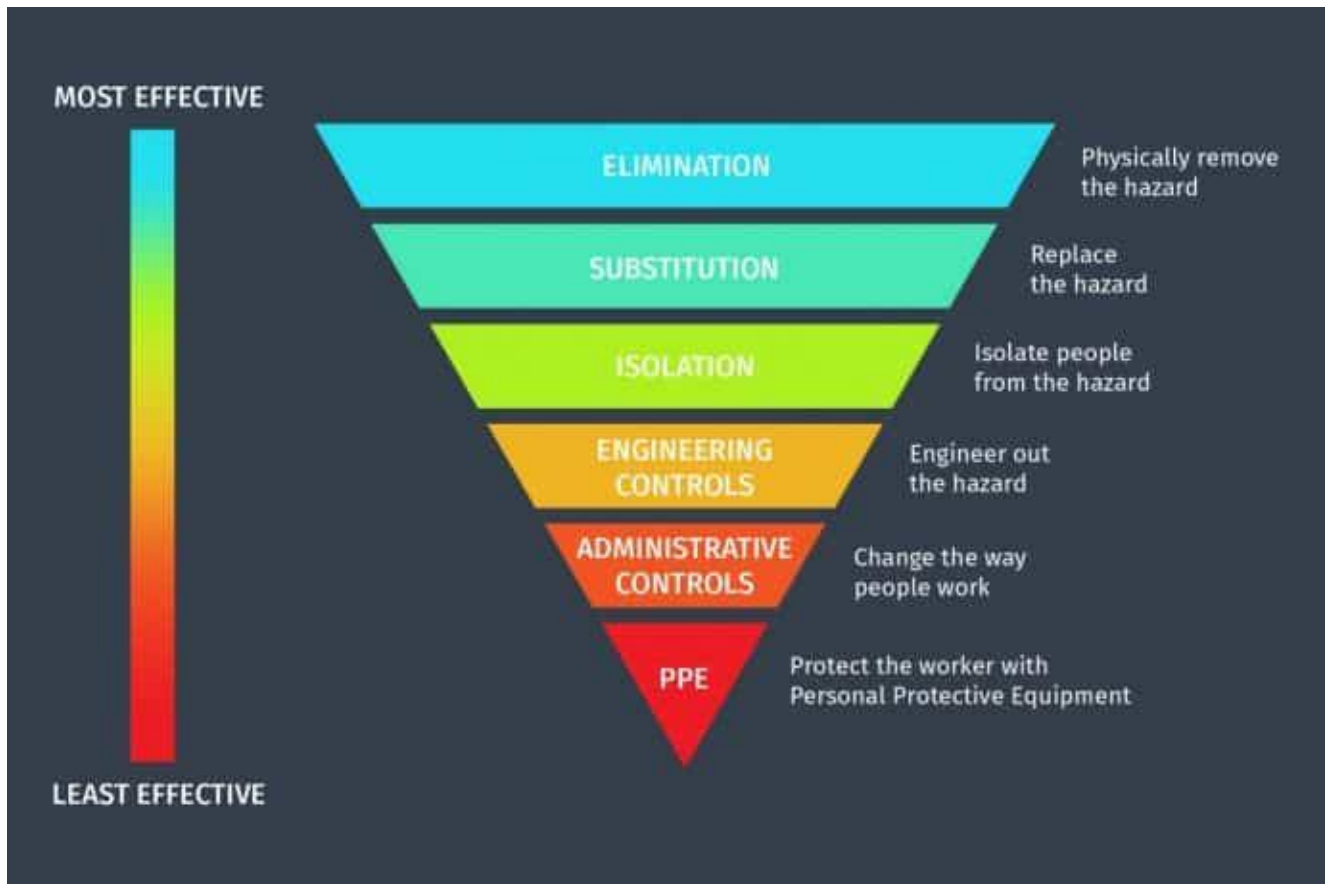


Figure x. Hierarchy of Controls

Approved by the National Executive Committee 26 November 2023

15 Appendix B: Typical Scouting Hazard Categories

Hazard Type	Typical risk contributors
Animals, insects & plants	Allergies, snakes, spiders, dogs, etc
Behaviour	Free time, waiting / queueing, unsupervised tasks, interaction with the public, alcohol and drugs, etc.
Bodies of Water	Activities in or around water (paddling, sailing, rafting, crossing rivers, swimming, etc), submerged objects, dams, free time around water, etc.
Buildings & Structures	Asbestos, chemical storage, building maintenance, gas storage, lighting, noise, confined spaces, earth moving, structural integrity, etc.
Illness & diseases	Food poisoning, gastroenteritis, infectious diseases, dehydration, etc.
Electricity	Setting up, buried or overhead cables, power for activities, generators, electrical tools, etc.
Falling objects	Cranes and lifting, dropped objects from heights, etc.
Fatigue	Driving long distances, interrupted sleep, lack of breaks, over-excitement, etc.
Fires and explosions	Campfires, camp stoves, gas bottles, BBQs, etc.
Hazardous substances	Toxic or corrosive substances, e.g., poisons, chemicals, cleaning agents, etc.
Health	Allergies, medications, pre-existing medical conditions, physical ability, etc.
Heights	Vertical (abseiling, climbing, caving, high ropes, flying fox, etc), bushwalking (cliffs, steep edges, etc), maintenance activities, etc.
Impacts & projectiles	Handheld equipment (bats, clubs), thrown/launched equipment (archery, axes), etc.
Machinery & equipment	Setting up activities, maintenance, chainsaws, log splitters, power tools, garden tools, etc.
Manual handling	Lifting, carrying, moving, digging, setting up, etc.
Psychosocial	Mental health, workload, traumatic events, "workplace" relationships and interactions, bullying, conflict, discrimination, harassment, violence (including domestic and family violence), remote or isolated work, etc.
Security	Robbery, assault, terrorism, weapons, sabotage, etc.
Sharp objects	Knives, scissors, kitchen tools, etc.
Slips, trips & falls (at grade level)	Tent ropes, uneven ground, slippery surfaces (e.g., stairs), etc.
Speed	Billy carts, cycling, roller / ice skating, skiing, flying Fox, etc.
Temperature (hot & cold)	Hot surfaces (e.g., cooking), hot water, sun exposure, heat exposure, cold environment, alpine environment, etc.
Vehicles & Mobile plant	Car parks, driving to and from an activity, use of buggies / golf carts, activities along roads (e.g., cycling), forklifts, EWPs, mobile cranes, etc.
Weather & Nature	Bushfires, wind / storms, floods, lightning, etc.

16 Appendix C: Health and Safety Maturity Model Evaluation

Level	Vulnerable	Reactive	Compliant	Proactive	Resilient	Branch Evaluation / Comments "against each"		
						XXYr1	XXYr2	XXYr3
Approach	Accept that incidents can happen	Prevent similar incidents	Prevention before occurrence	Improve systems and involvement	How we do business			
Culture	Apathy / Resistant	Blame / Acceptance	Compliance	Ownership / involvement	Natural			
Involvement / Communication	Little	Minimum / need to know	Established and regular	Open at all level	All informed and understood			
Training	Little	Minimum (e.g., On-Demand Module)	Acceptable	Needs based and proactive	Integrated			
Systems	None	Loose, admin driven	Formal, driven by management	Operationally driven	Integrated into the business			
Risk Assessments	None	Based on previous events	Systematic	Formal and proactive	Integrated into decision making			
Legal Compliance	None	Variable	Compliant	Beyond	Self-Regulating			
Incident Reporting	Hiding	Ad hoc	Systematic	Near Miss reporting	All hazards / incidents			
Investigation	Superficial	Limited – based on human error	Causal analysis	Lessons learned and communicated	Beyond organisation			
Monitoring / Auditing	None	Ad hoc	Planned. with cause	Integrated	Used to enhance systems			
Management	Permissive	Prescriptive in responses	Driving compliance	Engaging and delegating	At all levels as appropriate			