

Work Health and Safety Guidelines

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1. Purpose and Scope

1.1 This document outlines safe and healthy work practices that should be applied to all of Crossroads Christian Church's (Crossroads) workspaces, church services, and other events that it organises¹.

1.2 This guideline advises readers on Crossroads' current work health and safety practices, namely:

- a. First Aid
- b. Emergency Management during Crossroads-related activities
- c. Food Safety
- d. Bringing pets to Crossroads-related activities

1.3 "Persons" in the context of this policy refers to all Crossroads' staff, volunteers, authorised visitors to the Ministry Centre, contractors, visitors to Sunday church services, congregants, and anyone participating in Crossroads-related activities.

1.4 "Leaders" in the context of this policy refers to Crossroads' staff and/or volunteers appointed by the church to hold supervisory responsibilities over individuals within the church.

1.5 This policy should be read in conjunction with the following documents:

- a. Crossroads Work Health and Safety Policy;
- b. Crossroads Safe Ministry Policy;
- c. Crossroads Safe Ministry Guidelines; and
- d. any relevant workplace health and safety legislature, guidelines, and/or Code of Practice in the Australian Capital Territory.

2. Crossroads Duty of Care

2.1 As per its Work Health and Safety Policy, Crossroads has a duty of care to all Persons (as defined in Clause 1.2).

¹ Examples of events may include Growth Groups, Bible Studies, Social Events, Church Services and Seminars of any kind.

2.2 This duty of care is a responsibility shared by all of its Leaders (as defined in Clause 1.3).

2.3 Under its duty of care, Crossroads is committed to:

- a. minimising the risk of physical and mental injury to its Persons during Crossroads-related activities and on Crossroads-related property wherever reasonably practicable; and
- b. the workplace safety and wellbeing of its staff.

2.4 Individuals have a responsibility to assess their own mental and physical capabilities and determine whether they are able to safely perform tasks assigned to them during Crossroads events.

3. Planning and Executing events

3.1 Leaders should always have a risk-adverse mindset when planning and executing events, and should always aim to minimise risk wherever reasonably practicable.

3.2 When planning an official Crossroads event such as a Sunday service or training seminar, it is advised to fill out a risk assessment form before carrying out the event.

3.3 It is mandatory for staff to fill in a risk assessment form when planning Crossroads-led camps or conferences (e.g. Mid-Year Conference, Workers' Escape, Youth Camps, etc)

3.4 Leaders must aim to minimise the risk of hazardous manual tasks when planning and executive Crossroads-related events.

3.5 A "hazardous manual task" in the context of this policy refers to tasks that require a person to lift, lower, push, pull, carry or otherwise move, hold or restrain any person, animal or thing that involves one or more of the following²:

- a. repetitive movement;
- b. repetitive or sustained force;
- c. high or sudden force;
- d. sustained or awkward postures;

²SafeWork Australia website, "*Lifting, pushing and pulling (manual tasks)*". <https://www.safeworkaustralia.gov.au/safety-topic/hazards/lifting-pushing-and-pulling-manual-tasks>. Sourced on 13 April 2026.

- e. exposure to vibration

3.6 Hazardous manual tasks in the context of Crossroads-related events may include:

- a. stacking of chairs and trestle tables;
- b. cooking and preparing hot food;
- c. setting up electrical equipment (e.g. AV equipment, lights, monitor screens, etc)
- d. distributing large quantities of supplies to people in bulk (e.g. the Lord's Supper, leaflets, food, etc).

3.7 Some ways to minimise the risk of hazardous manual tasks include:

- a. assuming proper postures when carrying heavy loads (see Appendix A);
- b. seeking assistance when lifting heavy or bulky items;
- c. reducing the amount of equipment needed to be set up;

3.8 In general, Leaders are to note the following considerations when planning and executing a Sunday Service:

- a. the location of all main exits and fire doors in the room;
- b. ensure the main exits and fire doors are not blocked;
- c. the identity of the First Aid Officer who is on duty;
- d. location of all first aid kits, fire-fighting equipment, and Defibrillators (AEDs) in the room and adjacent spaces;
- e. ensure Leaders understand their roles and responsibilities during an emergency;
- f. Leaders should look out for individuals carrying chairs, tables, or other heavy/bulky equipment.

4. Concerning the stacking, moving, and storing of chairs

4.1 Persons (as defined in clause 1.3) at Crossroads are advised to maintain a risk-adverse mindset when moving, stacking, and storing chairs, and should always aim to minimize risk wherever reasonably practicable.

4.2 All individuals stacking, moving, or storing chairs are responsible for assessing their own physical capabilities and should look out for their own safety and wellbeing.

4.3 At the **North Congregation**, Persons (as defined in clause 1.3) are advised to follow the following recommendations:

- a. Only store chairs in stacks of 14, as recommended by Merici College;
- b. Chairs should be moved out of storage in stacks of 14, and subsequently split into stacks of 6 or 7 before being moved around the hall for set up;
- c. Stacks of chairs should be moved using a trolley;
- d. Someone else should know that you plan to move stacks of chairs, this is to ensure that someone can hold you accountable for your actions. This can be done by either verbal advise, or by being in someone's line of sight when moving chairs;
- e. When carrying chairs it is advised to assume safe carrying techniques (see Appendix A);
- f. It is advised that people carry no more than 2 chairs at a time;
- g. Please keep the area clear of children, youth, and vulnerable persons before storing, moving, and stacking chairs;
- h. Children, youth, and vulnerable persons are not advised to stack, move, or store chairs.

4.4 At the **Lake G Congregation** and in the **Crossroads Ministry Centre** in general, Persons (as defined in clause 1.3) are advised to follow the following recommendations:

- a. Chairs should be stored in stacks of 8, this is below the manufacturer's recommended stack of 10;
- b. Stacks of chairs should be moved using a trolley;
- c. Someone else should know that you plan to move stacks of chairs, this is to ensure that someone can hold you accountable for your actions. This can be done by either verbal advise, or by being in someone's line of sight when moving chairs;
- d. When carrying chairs it is advised to assume safe carrying techniques (see Appendix A);

- e. It is advised that people carry no more than 2 chairs at a time;
- f. Please keep the area clear of children, youth, and vulnerable persons before storing, moving, and stacking chairs;
- g. Children, youth, and vulnerable persons are not advised to stack, move, or store chairs.

4.5 At the **Belconnen Congregation**, Persons (as defined in clause 1.3) are advised to follow the following recommendations:

- a. Chairs should be stored in stacks of 12 as recommended by UCSSC Lake Ginninderra management;
- b. Stacks of chairs should only be moved using a trolley;
- c. Trolleys should be used with caution, with seats balanced correctly on the trolley before moving;
- d. Someone else should know that you plan to move stacks of chairs, this is to ensure that someone can hold you accountable for your actions. This can be done by either verbal advise, or by being in someone's line of sight when moving chairs;
- e. When carrying chairs it is advised to assume safe carrying techniques (see Appendix A);
- f. It is advised that people carry no more than 2 chairs at a time;
- g. Please keep the area clear of children, youth, and vulnerable persons before storing, moving, and stacking chairs;
- h. Children, youth, and vulnerable persons are not advised to stack, move, or store chairs.

5. First Aid and First Aid Officers

5.1 Leaders are advised to have first aid services and materials always accessible and available when planning, organising, and executing Crossroads-related activities.

5.2 The availability and accessibility of effective first aid is an important consideration when carrying out events. Leaders should note that:

- a. If first aid services are readily available (e.g. a venue that separately provides first aid services) then there is no requirement for the provision of first aid services by Crossroads.

- b. If no first aid services are readily available, Leaders must consider how they would be able to provide first aid.

5.3 “First Aid Officers” in the context of this guideline refers to volunteers who:

- a. have undergone first aider training³ and are certified to provide first aid;
- b. are affiliated with Crossroads (e.g. paid staff, a congregant, a Ministry Leader, etc); and
- c. have registered themselves with Crossroads as a Crossroads-recognised First Aid Officer.

5.4 Individuals who wish to be recognised First Aid Officers:

- a. may contact the Business Manager at office@crossroads.asn.au;
- b. must consent to their First Aid Certification and personal details being recorded and retained by Crossroads; and
- c. should note that by registering to be a First Aid Officer with Crossroads, they consent to being contacted and rostered on Crossroads-related events with their prior approval.

5.5 When rostered on as First Aid Officers for a particular event, individuals must undertake the following responsibilities:

- a. **Take care of the First Aid Kit.** Ensure that a first aid kit is present at the event, that all materials within the kit as per Appendix B are in good working order, and that any shortfalls in the kit are reported to the Safe Ministry & Incidence Coordinator via safeministryadmin@crossroads.asn.au. Please return the first aid kit to its relevant storage;
- b. **Alert the relevant people to who the First Aid Officer(s) is.** Ensure that the relevant Leaders and Persons at the event (as defined in clause 1.2 and 1.3) know who the designated First Aid Officers are, and be present at the event until its completion;

5.6 When planning to provide first aid services, Leaders may wish to consider the following scenarios:

³This means the person must have been trained by, and currently hold an active certificate from, a registered training organisation in the following areas:

- Provision of First Aid
- Provision of Basic Emergency Life Support
- Provision of Cardiopulmonary Resuscitation

- a. **at the Crossroads Office (i.e. Ministry Centre)**, there should always be at least one First Aid Officer available during standard working hours, this person should be known by staff.
- b. **while Working From Home**, staff should:
 - i. ensure that they are working in a safe environment;
 - ii. minimise their risk of physical and/or mental injury;
 - iii. have access to a phone to dial emergency services if required; and
 - iv. if they are unsure of whether they are able to work safely at home, should seek a home-workplace review from the Safe Ministry & Incidence Coordinator.
- c. **at Church Events⁴**, there should be at least one First Aid Officer present (these are rostered by each Congregation's leadership team), with access to a first aid kit while the meeting is going on.
- d. **at Growth Groups, Bible Studies, and other small Crossroads-related events run by volunteers**, no First Aid Officer is required as it may be reasonably impractical to have one attend. Instead, Leaders who are attending such events should have their phone readily accessible to contact emergency services in case of an event.
- e. **concerning Youth or Children's Ministry events**, a First Aid Officer must be rostered on for every 50 persons attending the event⁵.
- f. **regarding Crossroad events held at remote locations**, Leaders are advised to craft a risk assessment for the event and note the accessibility of first aid services. If it is hard to access first aid services, Leaders are advised to bring a first aid kit and advise their participants to bring their own personal medications as needed.

⁴ Church events refer to activities organised and led primarily by Crossroads staff. Examples include: Sunday church services, conferences, camps, training seminars, workshops, evangelistic talks, and other events of similar nature. It does not include smaller meetings organised by private individuals who are affiliated to Crossroads (e.g. volunteers, congregants, Ministry Leaders) such as Bible Studies, Growth Groups, or Socials.

⁵ For example: one First Aid Officer must be present if there are less than 50 people present. However, if there are more than 50 people present, then a second First Aid Officer needs to be rostered on for the event.

5.7 All complaints, incidences, and hazards must be reported to Crossroads using the [Complaints and Incidents Form](#). This includes any incidents involving Mental Health First Aid.

5.8 At events where Crossroads is responsible for the provision of first aid services, a first aid kit is to be readily available.

5.9 Each first aid kit is to be annually reviewed and a record of that review to be kept with the kit as well as maintained by the office.

5.10 The first aid kit should provide basic equipment for administering first aid for injuries including:

- a. cuts, scratches, punctures, grazes and splinters;
- b. muscular sprains and strains;
- c. minor burns;
- d. amputations and/or major bleeding wounds;
- e. broken bones;
- f. eye injuries; and
- g. shock.

5.11 Mental health first aid in the context of this policy refers to the act of rendering health help to a person who is experiencing or developing a mental health problem, experiencing a worsening of a mental health problem or in a mental health crisis.

5.12 Unlike physical first aid, mental illness is hard to see. Individuals are thus advised to look out for the signs of mental illness as per government or medical professional websites.

5.13 When rendering multiple instances of mental health first aid to the same person across periods of time, Leaders are advised to seek help from a pastor.

5.14 Trained Pastoral Staff are Crossroads-designated Mental Health First Aiders and will refer persons affected to appropriate external resources such as:

- a. Lifeline: 131114
- b. Suicide Call Back Service: 1300 659 467

- c. Beyondblue Support Service: 1300 22 4636;
www.beyondblue.org.au;
- d. Kid's Helpline: 1800 551 800
- e. Headspace: National Youth Mental Health Foundation
<https://headspace.org.au/>
- f. Domestic Violence Crisis Service (24 hours) : 02 6280 0900

6. Emergency Management

6.1 At any Crossroads location, including Sunday church services and church workspaces, Leaders are responsible for:

- a. assessing the potential risks of an event/venue;
- b. ensure that the appropriate measures are in place to establish a safe environment; and
- c. their capacity to respond to problems that may arise.

6.2 All individuals should adhere to any emergency management processes organised by Crossroads' Leaders.

6.3 In general, all of Crossroads' emergency management processes should adhere to five principles:

- a. **Leader led and run.** All Leaders responsible for running the event must be informed of the the emergency management process and are expected to help facilitate the process in the event of an emergency;
- b. **Minimising risk where reasonably practicable.** A risk assessment should be done before finalising the emergency management process. The emergency management process should account for any and all risks identified, with the aim of minimising risk as much as possible wherever reasonably practicable;
- c. **Minimise loss of life and injuries.** The emergency management process should aim to save the most lives, minimise injury to others, and reduce psychological stress on individuals wherever reasonably practicable.
- d. **Accessible First Aid.** The process should make clear how to access first aid in the event of an emergency. Leaders should also

know who the First Aid Officers are, and where the first aid kits are. Leaders should also have their phones easily accessible so that they can contact and coordinate with emergency services;

- e. **Thoroughly reported.** All incidents, complaints, and/or hazards should be reported as soon as reasonably possible. If an emergency occurs, Leaders should lodge an incident report with Crossroads only after the emergency is brought under control and after everyone is safe. Reports can be lodged in the [Complaints & Incidents Report Form](#) or on the Crossroads website.

6.4 In case of any emergency, Leaders should follow these general steps:

- a. inform the event's organisers of the emergency;
- b. ensure everyone involved stays in place until an order to evacuate is given;
- c. contact the building security or emergency services to ascertain the credibility of the threat;
- d. identify and gather together, the First Aid Officer, the Fire Warden, and any key volunteers or staff members;
- e. when the order to evacuate is given, ensure that everyone involved evacuates in a calm and orderly manner; and
- f. assist the First Aid Officer, Fire Warden, and any key volunteers or staff members in evacuating everyone involved, and in managing the situation;
- g. assist emergency services when they arrive.

6.5 Table 1 shows the following evacuation locations across Crossroads' main Sunday church service locations.

Table 1: Evacuation locations across Crossroads' main locations

Name	Location	Evacuation point
Crossroads Ministry Centre; and Crossroads Lake G	Level 1, 8 Chandler Street, 2617 Belconnen	South corner of Margaret Timpson Park, between the intersection of Benjamin Way and Swanson Court
Crossroads North	Merici College, Wise Street, 2617 Braddon	Merici School Oval
Crossroads City	Kambri Cultural Centre, ANU Building 153, University Avenue, 2601 Acton	Kambri Lawns on University Avenue
Crossroads Belco	Lake Ginninderra College, 2 Emu Bank, 2617 Belconnen	Belconnen Skate Park

6.6 Leaders should familiarise themselves with the location of all relevant firefighting equipment at the event venue, and familiarise themselves with how to use common firefighting equipment (e.g. fire blanket and fire extinguisher), in the event of a fire.

6.7 In the event of a bomb threat or a chemical threat of any kind, Leaders should follow the steps below:

- a. record if someone or something suspicious is seen or has been planted at the site;
- b. if someone threatens the event with a bomb or chemical attack, record as many details as possible about the person and any interactions with the person;
- c. do not touch, handle, or pick up any suspicious articles or packages;
- d. if in doubt, always report the incident to another Leader or Safe Ministry Supervisor.

6.8 In the event of an active threat, Leaders should follow the steps below:

- a. **Run** away from the active threat, and encourage others to do so too;
- b. **Hide** from the active threat in a safe space;

- c. **Tell** emergency services of the active threat once it is safe to do so.

7. Food Safety

7.1 Any person involved in the preparation, cooking and serving of food for an activity or event of Crossroads Christian Church has an ongoing responsibility to ensure safe food handling.

7.2 Regarding health and hygiene, the following must be considered:

- a. if a person is unwell (e.g. with a contagious disease or gastric symptoms), they are not permitted to be involved in food handling;
- b. hands should be cleaned with soap and water, or hand sanitiser, and dried thoroughly before preparing or serving food and after any of the following activities: using the toilet, removing rubbish, touching your face or body, coughing or sneezing, using a tissue, handling money, returning after a break, handling raw food;

7.3 When setting up food stations, the following must be considered:

- a. food handling stations should be free from contamination by weather, dust, dirt, grass, or any other unhygienic particulate matter;
- b. to ensure safety and prevent contamination, cooking utensils must be kept separate and distinct from serving utensils;
- c. adequate waste disposal should be easily accessible;
- d. suitable hand washing facilities should be available and easily accessible.

7.4 When receiving food, any food received by a Leader must be in good condition, packaged correctly and stored at correct temperature;

7.5 When preparing food,

- a. all equipment and surfaces should be cleaned and sanitised before use;
- b. food should be stored at correct temperature until the point of distribution to consumers
- c. raw and ready-to-eat or cooked foods must be kept separate, including utensils and preparation surfaces used.

- d. food that is cooked or ready-to-eat should not be handled with bare hands, but rather with utensils or disposable gloves
- e. disposable gloves should be changed any time they are damaged or when you would normally wash your hands e.g. after touching raw food, using the toilet, touching your face or body, coughing, sneezing, using a tissue

7.6 When cooking food:

- a. any food requiring cooking must be cooked thoroughly and to correct temperature

7.7 When serving or displaying food:

- a. chilled food should be maintained at 5°C or below
- b. hot food should be maintained at 60°C or above
- c. separate utensils should be used for each container of food
- d. new batches of cooked or prepared food should be placed in clean containers - do not 'top up' containers
- e. displayed food and disposable utensils such as straws / spoons should be protected from contamination by the use of lids / guards / bain marie etc.

7.8 If in doubt of whether a particular food item is safe to eat, Leaders are advised to throw it out.

8. Pets

8.1 Crossroads has a duty of care to its Persons as defined in clause 1.2.

8.2 As a public-facing organisation that aims to welcome people from all backgrounds and creeds to Sunday church services, Crossroads acknowledges that there is a level of uncertainty as to:

- a. who will be attending weekly church services; and
- b. whether individuals attending weekly church services may have adverse physiological or psychological reactions to animals of any kind.

8.3 "Assistance Animal" in the context of this policy refers to any trained support animal, designed to facilitate the participation of people with a disability in accessing various aspects of personal and public life. In

accordance with the Disability Discrimination Act 1992 (Cth), Section 9, an Assistance Animal is a Dog or other animal;

- a. accredited under a law of a State or Territory that provides for the accreditation of animals trained to assist persons with a disability to alleviate the effect of the disability; or
- b. accredited by an animal training organisation prescribed by the regulations for the purposes of this paragraph; and
- c. Trained to:
 - i. assist a person with a disability to alleviate the effect of the disability; and
 - ii. meet standards of hygiene and behaviour that are appropriate for an animal in a public place.

8.4 “Pet” in the context of this policy refers to any animal that is kept for pleasure and does not meet the definition of an Assistance Animal (as defined in clause 8.3). Examples include: dogs, cats, birds, rodents, fish, or turtles.

8.5 Pets are not permitted at any activities held on Crossroads property without the express permission of a Pastor.

8.6 Assistance Animals are permitted at activities held on Crossroads property, however, the Assistance Animal's owner must

- a. notify a Pastor or Leader that the Assistance Animal will be attending the event prior to the event happening;
- b. provide documentation that proves the Assistance Animal is qualified, accredited, and serving the person they are with;
- c. be kept on their leash/harness at all times, under the control of its owner and are not to sit on any chairs or furniture.
- d. not allow the Assistance Animal to enter areas that are off limits to the general public (e.g. kitchens, food preparation areas and food storage areas).

8.7 In the event a person does bring their pet onto Crossroads property, it must:

- a. remain outside of any building; and
- b. be appropriately restrained in a manner that is not a danger to itself, any person or other animal in its vicinity, not create a

nuisance or disturb the public peace.

- 8.8 Owners are responsible for the mess their Assistance Animal/Pet makes either on or off Crossroads property, and must clean up the mess to a standard comparable to as if the mess had not been made in the first place.

9. Reporting Complaints and Incidences

- 9.1 Work health and safety violations and incidents should be reported to an immediate supervisor or Ministry Leader.

- 9.2 Safe Ministry violations and incidents should be reported to a trusted pastor, or an appointed Safe Ministry Supervisor from one of the congregations (see Appendix C for their contact details).

- 9.3 Alternatively, all complaints and incidents of any nature may also be reported by filling out a [Complaints & Incidents Report Form](#).

- 9.4 If ever in doubt of whether something should be reported, please report it anyways. It is always better to be safe than sorry.

Appendix

A. Proper Posture for Carrying Heavy Loads



B. Recommended contents for all Crossroads first aid kits

Item	Quantity
Instructions for providing first aid—including cardiopulmonary resuscitation (CPR) flow chart	1
Notebook and pen	1
Resuscitation face mask or face shield	1
Disposable nitrile examination gloves	5 pairs
Gauze pieces 7.5 x 7.5 cm sterile (3 per pack)	5 packs
Saline, 15 ml	8
Wound cleaning wipe, single 1% Cetrimide BP	10
Adhesive dressing strips (Band-aids)—plastic or fabric, packet of 50	1
Splinter probes, single use, disposable	10
Tweezers/forceps	1
Antiseptic liquid/spray 50 ml	1
Non-adherent wound dressing/pad 5 x 5 cm (small)	6
Non-adherent wound dressing/pad 7.5 x 10 cm (medium)	3
Non-adherent wound dressing/pad 10 x 10 cm (large)	1
Conforming cotton bandage, 5 cm width	3
Conforming cotton bandage, 7.5 cm width	3
Crepe bandage, 10 cm, for serious bleeding and pressure application	1
Scissors	1
Non-stretch, hypoallergenic adhesive tape—2.5 cm wide roll	1

Safety pins, packet of 6	1
BPC wound dressings No. 14, medium	1
BPC wound dressings No. 15, large	1
Dressing—Combine Pad 9 x 20 cm	1
Plastic bags—clip seal	1
Triangular bandage, calico or cotton minimum width 90 cm	2
Emergency rescue blanket for shock or hypothermia	1
Eye pad, single use	4
Access to 20 minutes of clean running water or, if this is not available, hydrogel 3.5 gm sachets	5 sachets
Instant ice pack for treatment of soft tissue injuries and some stings	1
A snake bandage (i.e. a heavy duty 10cm crepe bandage for snake bites	1

C. Reporting contact details

Designation*	Contact Details
Crossroads Church Office	office@crossroads.asn.au
Report a Complaint or Incident	Complaint & Incident Report Form
Safe Ministry & Incidents Coordinator	safeministryadmin@crossroads.asn.au
Safe Ministry Representative (North)	SMSNorth@crossroads.asn.au
Safe Ministry Representative (LakeG)	SMSLakeG@crossroads.asn.au
Safe Ministry Representative (Belco)	SMSBelco@crossroads.asn.au
Safe Ministry Representative (City)	SMSCity@crossroads.asn.au

*You may contact any of these individuals above regarding a Work Health and Safety, and/or Safe Ministry incident.