



# TCDA Child Safe Risk Management Plan

**Version 1 – RA-2025-003**

**March 15, 2025**

**TCDA Pty Ltd**  
ACN 617 607 253  
ABN 93 656 571 166

**TCDA Director:** Paul Singh  
**Workplace Safety Officer:** Paul Singh  
**Signed:**

**Date:** 6 January 2026  
**Revision:** 1

## Purpose of plan

Creating a child safe environment includes:

1. Identifying environmental risks to children's safety in relation to the activities and services we provide, our physical settings and our online spaces and communication
2. Taking action to reduce these risks and children's exposure to harm or abuse

These risks can change over time if our physical and online spaces change, or different activities or services are provided by our organisation. This may also include unique events, excursions or travel involving children. Our plan will be regularly reviewed and updated to reflect any changes.

Our Risk Management Plan in the table below sets out these risks, assesses their potential impact, the strategies to help prevent or reduce them, and keeps track of our progress.

Risk management for child safety is part of TCDA's broader commitment to the Child Safe Standards and our obligations under the Reportable Conduct Scheme. This plan should be read in conjunction with our Child Safe Child Friendly Policy, Child Safe Code of Conduct, and Child Safe Reporting Policy.

## **Nature of our settings and services provided**

Tamworth City Dance Academy provides dance, acrobatic, and aerial arts education and performance opportunities to children and young people aged 3-18 years.

These activities and services take place in the following locations:

- TCDA Studio at 184 Peel Street, North Tamworth, NSW 2340
- Various performance venues throughout Tamworth and surrounding areas
- Transportation to and from performances, competitions, and events
- Online spaces including the TCDA website and social media platforms

## **Responsibility for Risk Management Plan**

Paul Singh, TCDA Director and Workplace Safety Officer, is responsible for this Risk Management Plan.

Kellie-Anne Singh, TCDA Principal, and all senior teaching staff are responsible for ensuring that the strategies to manage risks are implemented and monitored.

This version of the plan was completed on March 15, 2025.

Everyone in our organisation should be alert to any risks to children's safety and draw attention to any concerns that may arise, as set out in our Child Safe Policy.

Our Risk Management Plan is available on our website and in hardcopy at the studio reception.

## **Next review date**

Paul Singh, TCDA Director and Workplace Safety Officer, will review this plan annually on 30 January 2027.

The plan will be reviewed and updated immediately if there are:

- Any incidents involving children
- Any changes to our physical or online spaces or online communications
- Any changes to the types of activities and services involving children that we deliver, including unique events on or off-site

## Risk assessment matrix

Determine the overall level of risk using the risk matrix table.

<b>Likelihood</b>	<b>Insignificant impact</b>	<b>Minor impact</b>	<b>Moderate impact</b>	<b>Major impact</b>	<b>Severe impact</b>
Almost certain	Medium	High	Very high	Very high	Very high
Likely	Medium	High	High	Very high	Very high
Possible	Low	Medium	High	High	Very high
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

## Risk Management Plan

Identify settings where interactions occur	Identify risks in these settings	Assess likelihood of risk	Assess consequence of risk	Determine risk rating	Identify and implement strategies to manage risk	Track progress and regularly review
Change rooms and toilet blocks	Hidden from view from supervising adults	Possible	Major	High	TCDA's Child Safe Code of Conduct specifies appropriate change room and toilet block etiquette; Child protection posters put up around the studio to make sure everyone knows what to do if they need to report an allegation, breach or disclosure; Regular discussions with staff about supervision requirements; Children under 8 years must be accompanied by a parent or guardian when using facilities; All bathrooms are gender-neutral. CCTV records movements towards restrooms.	Yes - Staff have been trained on appropriate supervision and changing room protocols. Review: March 2025 - All signage is in place and regularly maintained.
First aid area	Potential for one-on-one situations behind closed doors	Unlikely	Severe	High	First aid area has window in door to maintain visibility; First aid is only administered by qualified personnel; Two staff members present when possible for first aid situations; Documentation of all first aid incidents; Parents notified of any injuries as per Injury Management Procedure.	Yes - Windows installed in first aid area door. First aid log maintained with all treatments recorded. Review: March 2025 - All procedures being followed correctly.

Identify settings where interactions occur	Identify risks in these settings	Assess likelihood of risk	Assess consequence of risk	Determine risk rating	Identify and implement strategies to manage risk	Track progress and regularly review
Use of mobile phones	Adults may use their personal devices to take photos of children or young people without permission	Likely	Moderate	High	Organisation's Child Safe Code of Conduct prohibits photos to be taken of children or young people without parental permission; Personal devices not to be used for photography; Only authorized staff may take photos using TCDA devices; Photo permission forms signed by parents during enrolment; Regular reminders sent to staff and volunteers; Social media policy clearly communicated.	Yes - No unauthorized photography incidents reported. Review: March 2025 - Continue to remind everyone that personal devices should not be used for taking photos of students.
Studio spaces	Physical contact during dance instruction could be inappropriate or misconstrued	Possible	Major	High	Clear guidelines for appropriate physical contact during instruction; Parents welcome to observe classes; Studio doors have windows; CCTV in common areas; Training on appropriate touch for teachers; Students educated about appropriate and inappropriate touch; Multiple staff present in classes when possible.	Yes - All studios have visibility from hallways or reception. Staff trained on appropriate physical correction techniques. Review: March 2025 - No concerns reported.
Aerial arts classes	Elevated risk of injury; close physical contact required for safety	Possible	Severe	Very high	Certified Aerial Arts teachers only; Enhanced supervision with junior teachers assisting; Safety mats used in all classes; Equipment inspected regularly by	Yes - All aerial equipment inspected on schedule. All instructors properly certified. Review: March 2025 -

Identify settings where interactions occur	Identify risks in these settings	Assess likelihood of risk	Assess consequence of risk	Determine risk rating	Identify and implement strategies to manage risk	Track progress and regularly review
					qualified rigger; Detailed risk letter sent to parents; Specific waiver signed by parents; Enhanced first aid protocols; Progressive skill development approach; Ground-based training before aerial work.	Safety protocols being followed correctly.
Acrobatic classes	Physical injury risk; close physical contact required for spotting	Possible	Major	High	Certified Acrobatic Arts teachers only; Internationally recognized syllabus used; Appropriate safety equipment in place; Risk information provided to parents; Junior teachers assist with spotting; Students grouped by skill level; Comprehensive warm-up; Clear progression of skills; First aid trained staff always present.	Yes - Safety equipment in good condition. All teachers certified. Review: March 2025 - No serious injuries reported.
Performances/Events	Children may be vulnerable during costume changes; interaction with public; potential for lost children	Possible	Major	High	Supervision plans for all performances; Dedicated changing areas; Sign-in/out procedures; Buddy system for younger performers; Clear communication with parents about pickup/drop-off; Backstage passes for authorized adults only; Regular headcounts; Event-specific risk assessments	Yes - Event procedures documented and followed. Review: March 2025 - Additional supervision needed for larger performances.

Identify settings where interactions occur	Identify risks in these settings	Assess likelihood of risk	Assess consequence of risk	Determine risk rating	Identify and implement strategies to manage risk	Track progress and regularly review
					conducted; Clear chain of command; First aid staff present.	
Transportation to events	Children alone with adults in vehicles	Possible	Major	High	Vehicle transport policy requires minimum of two adults when transporting children; Children seated in back seats; Detailed travel logs maintained; Parent permission required; Vehicle safety checks; Driver records verified; No personal errands during transport; Clear start/end locations and times.	Yes - Transport logs being maintained. Multiple adults present during transport. Review: March 2025 - All transport guidelines followed correctly.
Online classes and communications	Inappropriate online contact or behavior; privacy concerns with video classes	Possible	Moderate	High	Online sessions always have two adults present; Recording of sessions prohibited without specific consent; Appropriate dress code for online classes; Private messaging with students prohibited; Parent access to all online communications; Secure platforms with appropriate privacy settings; Regular monitoring of online interactions.	Yes - Online class protocols in place. Review: March 2025 - No concerns reported with online communications.
Socialization among staff and students	Inappropriate relationships or boundary violations	Unlikely	Severe	High	Clear professional boundaries outlined in Code of Conduct; No socializing with students outside of TCDA activities; Clear policy on social media interaction;	Yes - Boundaries clearly communicated. Review: March 2025 - Continue regular reminders about professional boundaries.

Identify settings where interactions occur	Identify risks in these settings	Assess likelihood of risk	Assess consequence of risk	Determine risk rating	Identify and implement strategies to manage risk	Track progress and regularly review
	between staff and students				Prohibition of special treatment or gift-giving; Regular discussions about professional boundaries; Junior teachers (under 18) receive special training on professional boundaries.	
New staff and volunteers	Ineffective screening or induction could allow unsuitable people to work with children	Unlikely	Severe	High	Robust recruitment processes; Working with Children Check verification; Reference checks focusing on child safety; Comprehensive induction process; Probationary periods; Supervision of new staff; Regular performance reviews; Clear reporting processes for concerns; Mentoring system for new teachers.	Yes - Recruitment policy implemented. All staff have current WWCC. Review: March 2025 - Continue to monitor effectiveness of screening processes.
Children with diverse needs	Potential for exclusion, heightened vulnerability, or inadequate support	Possible	Moderate	High	Inclusive teaching practices; Staff training on diversity and disability awareness; Individual plans for children with specific needs; Accessible facilities; Regular consultation with families; Modified programming when needed; Cultural safety considerations; Anti-bullying education; Diverse representation	Yes - Inclusive practices implemented. Review: March 2025 - Additional staff training needed on supporting children with diverse needs.



Identify settings where interactions occur	Identify risks in these settings	Assess likelihood of risk	Assess consequence of risk	Determine risk rating	Identify and implement strategies to manage risk	Track progress and regularly review
					in teaching materials and performances.	
Private lessons	One-on-one situations with limited supervision	Possible	Major	High	Private lessons conducted in studios with windows; Doors left open where possible; Parents encouraged to observe; Scheduling in times when other staff are present; Clear documentation of all private lessons; CCTV in studio areas; No private lessons scheduled during times when the studio is empty.	Yes - All private lessons conducted in visible spaces. Review: March 2025 - Private lesson protocols being followed correctly.
Student social dynamics	Potential for bullying, exclusion, or peer harassment	Likely	Moderate	High	Clear anti-bullying policy; Active monitoring of student interactions; Promotion of inclusive culture; Regular check-ins with students; Swift intervention in conflicts; Education about respectful relationships; Collaborative activities to build teamwork; Age-appropriate discussions about boundaries and respect.	Yes - Anti-bullying initiatives in place. Review: March 2025 - Consider additional staff training on recognizing and addressing peer bullying.

## Action Plan for High and Very High Risks

Based on the Risk Management Plan, the following immediate actions will be taken to address high and very high-risk areas:

1. **Aerial Arts Classes (Very High Risk)**
  - Inspection of all aerial equipment by certified rigger annually
  - Review and update of all safety protocols as required
  - Ongoing training for all aerial instructors
  - Deadline: April 15, 2025
  - Responsible: Paul Singh, Aerial Program Coordinator
2. **One-on-One Situations (High Risk)**
  - Update scheduling system to ensure multiple staff present during private lessons
  - Deadline: May 1, 2025
  - Responsible: Kellie-Anne Singh, Studio Manager
3. **Photography and Social Media (High Risk)**
  - Refresher training for all staff on photo policy
  - Update of photo permission forms
  - Review of social media accounts and privacy settings
  - Deadline: April 10, 2025
  - Responsible: Social Media Coordinator, Paul Singh
4. **Transportation Safety (High Risk)**
  - Review and update transportation logs and procedures
  - Vehicle safety check schedule implementation
  - Deadline: April 20, 2025
  - Responsible: Event Coordinator, Paul Singh

## Ongoing Risk Management Activities

In addition to addressing specific risks identified in the plan, TCDA will implement the following ongoing risk management activities:

1. Monthly safety inspections of all facilities and equipment
2. Quarterly review of incident reports to identify patterns or emerging concerns
3. Annual staff training on child safety and risk management
4. Regular consultation with students and families about safety concerns
5. Event-specific risk assessments for all performances, competitions, and special activities
6. Continuous monitoring of industry best practices and child safety standards

## Consultation and Communication

This Risk Management Plan has been developed in consultation with staff, volunteers, students, and families. It will be communicated to all stakeholders through:

1. Staff and volunteer training sessions
2. Information sessions for students and families

3. Publication on the TCDA website
4. Inclusion in enrolment and induction materials
5. Regular reminders in newsletters and communications
6. Visible displays at the studio

## **Conclusion**

TCDA is committed to providing a safe environment for all children. This Risk Management Plan is a living document that will continue to evolve as we identify new risks and improve our management strategies. All staff, volunteers, students, and families are encouraged to contribute to the ongoing development and implementation of this plan.

## **Signature of responsible officer**

A handwritten signature in black ink, consisting of a stylized 'P' followed by a long horizontal line.

Date: 6 January 2026