



Best Practice Guide for arranging pilgrimages and retreats involving children, young people and adults at risk

December 2023



AUSTRALIAN CATHOLIC SAFEGUARDING LTD

A safe Church for everyone

Australian Catholic Safeguarding Ltd acknowledges the lifelong trauma of abuse victims, survivors and their families, the failure of the Catholic Church to protect, believe and respond justly to children and adults at risk, and the consequent breaches of community trust.

Australian Catholic Safeguarding Ltd is committed to fostering a culture of safety and care for children and adults at risk.



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Australian Catholic Safeguarding Ltd respectfully acknowledges all Traditional Owners of the land and waters of Australia. We pay respect to their Elders, past and present, and young leaders of today and the future. ACSL commits itself to the ongoing work of reconciliation with our Aboriginal families and communities.

ACKNOWLEDGEMENT:

This guide has been adapted from the resource *Guidance For Arranging Pilgrimages Involving Children, Young People And Adults At Risk*, published by the Catholic Safeguarding Standards Agency of the Catholic Church In England In Wales, available at: <https://catholicsafeguarding.org.uk/resources/parish-resources/>

Our thanks are also extended to the staff at Catholic Mission for their additional advice.

CONTENTS

<u>Introduction</u>	<u>04</u>
<u>About this guide</u>	<u>05</u>
<u>Pilgrimage planning</u>	<u>06</u>
<u>During the pilgrimage</u>	<u>22</u>
<u>Post-pilgrimage</u>	<u>23</u>

Introduction

A pilgrimage is a spiritual journey. It can be made anywhere, by anyone, for just about any spiritual purpose. For Catholics, it means traveling to a destination — whether it's a holy site, outdoor space, or even near to home — to experience God in a unique way.

The goal is always transformation. Anyone can travel to a location, but the pilgrim seeks to encounter something deeper. In that way, a pilgrimage is never truly finished, because hopefully you will come back changed, unable to return to old ways of living or thinking.

It's also more intentional. A pilgrimage is far more than an itinerary which includes cathedrals and Christian historical sites. It's an intentional encounter with the story of God's work in the world. Pilgrims are there to pray, celebrate Mass, and reflect on the significance of these places — to fully enter these sacred places with their hearts, minds, and souls.

Pope Benedict, in an address given at the Cathedral of Santiago de Compostela in 2010, gave this summary of Catholic pilgrimage:

"To go on pilgrimage is not simply to visit a place to admire its treasures of nature, art or history. To go on pilgrimage really means to step out of ourselves in order to encounter God where he has revealed himself, where his grace has shone with particular splendour and produced rich fruits of conversion and holiness among those who believe.

Above all, Christians go on pilgrimage to the Holy Land, to the places associated with the Lord's passion, death and resurrection. They go to Rome, the city of the martyrdom of Peter and Paul, and also to Compostela, which, associated with the memory of Saint James, has welcomed pilgrims from throughout the world who desire to strengthen their spirit with the Apostle's witness of faith and love."

The Archdiocese of Sydney prepared a helpful resource for the World Meeting of Families 2022 on Pilgrimages and Relics, available [here](#).

The COVID-19 pandemic highlighted the importance of ensuring the safety and wellbeing of travellers, and the responsibilities to care for children and vulnerable people participating in overseas travel as participants in organised tours or pilgrimages.

This Guide provides advice on how the safeguarding considerations should be incorporated into planning and risk assessments for inclusive tours and pilgrimages. This is particularly important if some participants have high levels of medical or mobility needs. The guidelines will also be useful for consideration in organising retreats and tours involving children and young people.

About this guide

This inclusive good practice guide is primarily aimed at pilgrimages although it is likely to be helpful when organising retreats involving children and adults at risk with diverse needs. The guidance has been developed with support from experienced pilgrimage organisers. In particular, it considers the additional requirements for pilgrimages that relate to visiting overseas places of healing.

Pilgrimages and retreats operate in different ways and relate to the different needs of both individuals and organisations involved. This guidance is intended to outline the key areas for consideration in planning and undertaking pilgrimages and retreats. There are links included to relevant National Catholic Safeguarding Standards, policies and procedures.

While not all pilgrimages or retreats are diocesan based and therefore approved by a Bishop or Religious Leader, this guide is relevant to pilgrimages and retreats being organised in the name of the Catholic Church in Australia.

Each section contains key considerations and suggested actions. Further information and support can be found on the ACSL website.

1. Pilgrimage planning

The pilgrimage should have the endorsement of the Archbishop, Bishop, Religious Leader or Pilgrimage Leader.

Key consideration	Suggested activity	Issues to consider
Establishing access to safeguarding support and advice	<ul style="list-style-type: none"> Designate a specific lead person to be responsible for safeguarding. The inter-relationship between different safeguarding roles e.g., the pilgrimage safeguarding lead, the safeguarding coordinator and safeguarding representative or religious safeguarding lead, and the Safeguarding Coordinator/office for your diocese or group needs to be considered. Clarify the safeguarding advice and support that will be required from the safeguarding office. Identify how and from whom safeguarding advice and support will be obtained in advance of the Pilgrimage. Clarify and agree the role of the diocesan or religious safeguarding coordinator in providing safeguarding advice and support pre, during and post-pilgrimage. Clarify which policies, procedures and practices you need assistance with. These should include: <ul style="list-style-type: none"> handling of complaints; whistle-blowing; 	<ul style="list-style-type: none"> Are the roles of the safeguarding coordinator in the diocese or congregation and the appointed safeguarding lead on the pilgrimage clearly differentiated? If this person is the same, a clear policy on accountability needs to be put in place, for use in the event of a dispute or conflict. What arrangements need to be made for obtaining safeguarding support and advice during times that the diocesan or congregational Safeguarding Coordinator is on leave or otherwise absent from work? <p><u>Photography and filming</u></p> <ul style="list-style-type: none"> Are there restrictions on the use of images of some children? Consent to take and use images must be obtained in advance of the Pilgrimage. What agreements are in place with professional photographers about ownership of images and

Key consideration	Suggested activity	Issues to consider
	<ul style="list-style-type: none"> ○ issues of capacity and consent; ○ dealing with misconduct of pilgrims and any helping role on pilgrimage; ○ expectations and supervisory limitations in relation to photography and filming (including social media); ○ alcohol consumption – consider whether there is a duty of care to all pilgrims within your organised group; ○ dealing with safeguarding concerns and allegations that arise on pilgrimage (reporting, supporting individuals, risk management); ○ providing or seeking support from other pilgrimage groups e.g. one pilgrimage assisting another in bringing home a sick pilgrim; ○ dealing with individuals who are not part of the organised group seeking to join the pilgrimage group at privately arranged events/trips as opposed to general services; ○ expectations and arrangements for telling people where you are; ○ dealing with missing persons who are deemed vulnerable and those who are not; ○ dealing with critical incidents e.g. group illness, accident, civil unrest; ○ safe practices, safeguarding risk assessments, managing risk when previously unknown risks related to an individual become known during pilgrimage; 	<p>approval of images before publication and display by the appointed photographer?</p> <p>For further information about obtaining consent see the ACSL guidance note on photography and video of young people on pilgrimage.</p> <p><u>Staffing at pilgrim places</u></p> <ul style="list-style-type: none"> • What additional safeguards need to be put in place at the pilgrimage sites? <p><u>Sacrament of reconciliation</u></p> <ul style="list-style-type: none"> • What safeguards are required, if pilgrims choose to attend Confession, rather than seek the Sacrament from Pilgrimage clergy? • What arrangements need to be made for celebration of the Sacrament of Reconciliation for children and adults who are vulnerable?

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	<ul style="list-style-type: none"> obtaining interpreting services in a different country; and obtaining medical assistance in a different country. <p><u>Booking forms</u></p> <p>Booking forms should be reviewed by a member of the safeguarding team to ensure that they contain relevant information relating to safeguarding.</p>	<p><u>Booking forms</u></p> <ul style="list-style-type: none"> Booking form information should include a statement informing people that the pilgrimage is open to all and that non-helper pilgrims are not subject to criminal record checks. Booking forms should also clarify that staff and volunteers in caring roles will have WWCC.
Recruitment to defined roles using the guidance in the NCSS Standard 5.	<ul style="list-style-type: none"> Identify the key roles that need to be appointed, develop role descriptions and consider the length of appointment. Develop a role description for the appointed safeguarding lead attending the Pilgrimage that sets out the required experience and skills. Ensure that application forms include appropriate and relevant information about health that might impact on the safety of the applicant and the safe operation of the pilgrimage including a self-declaration of fitness to travel and volunteer. Determine the qualifications and experience of the leadership team, to include team leaders, the competencies of the clinical team, catechists, youth leaders, and clergy. 	<ul style="list-style-type: none"> Have the roles been risk assessed for safeguarding? Are current WWCCs in place? <p><u>Qualifications</u></p> <ul style="list-style-type: none"> Are safeguarding and other the qualifications and training adequate and up to date? What are the minimum expected standards? Are all individuals confident in their role? <p>What procedure will be put in place for ensuring unchecked helpers/volunteers are not working alone or are always co-working with somebody who has a WWCC?</p> <p>What roles can be assigned to non-WWCC helpers/volunteers</p>

Key consideration	Suggested activity	Issues to consider
	<ul style="list-style-type: none"> On application forms for carers, ask for details of past experiences or experiences which could be useful such as language skills and ensure this information is shared with the lead nurse/doctor. Application forms should advise information will be treated in accordance with Australian Privacy Principles. Ensure that assisted Pilgrim self-appointed carers are identifiable as providing care and support to a specific pilgrim. Ensure that a risk assessment has been completed. 	e.g. setting up mass or events, transporting water, managing equipment, preparation of refreshments?
Clarify the role of doctors and nurses outside of Australian jurisdiction	<ul style="list-style-type: none"> Ensure that the necessary level of medical and nursing expertise is configured into the group to cater for the routine needs of pilgrims, with recourse to destination country medical authorities for emergency cases. Ensure that a clinical competence and confidence policy is drafted. Ensure that all clinicians have insurance cover for professional liability. Ensure that medical volunteers are supervised and do not practice outside of their level of competence. 	
Selection and support of helpers/volunteers (including those under the age of 18 years)	<ul style="list-style-type: none"> Pilgrimage Directors should establish the minimum age of helpers/carers. Plan for the formation and support of helpers/volunteers 	What volunteering opportunities are suitable for young people? E.g. house-keeping, setting up/clearing up dining rooms, assisting on outings/processions.

Key consideration	Suggested activity	Issues to consider
	<p>before, during and post Pilgrimage.</p> <ul style="list-style-type: none"> Establish the ratio of helpers to pilgrims. For example, 1:1 for wheelchair management and 2:1 for personal care. Ensure that helpers will be adequately trained for their role. Ensure that helpers/volunteers do not provide assistance to Assisted Pilgrims which they are not authorised to give e.g., personal care, eating, and hydration. Clarify and communicate the procedure that helpers/volunteers will be expected to follow if asked by an assisted pilgrim for assistance which they are not authorised to give. This should include who they can approach for advice and support. Pilgrims should be informed about the roles that helpers will and will not be able to fulfil. Clarify, document and make known the day and night time supervision arrangements for young volunteers under the age of 18 years. Ensure supervision arrangements are suitable and pastoral care is in place for all. 	<p><u>Assessing the suitability of young helpers/volunteers.</u></p> <p>Does the individual understand their role and responsibilities?</p> <p>Are they experienced, trained and supervised?</p> <p>Is the role beyond the person's physical or psychological capacity?</p> <p>Young people should not be exposed to risk due to:</p> <ul style="list-style-type: none"> lack of experience; being unaware of existing or potential risks; lack of maturity; or lack of training <p>Does the role involve risks or accidents that cannot reasonably be recognised or avoided by the young person due to their insufficient attention to safety or lack of experience or training?</p> <p><u>Ratios</u> There should be at least 2 helpers to 1 pilgrim for intimate personal care. See footnote 3 in relation to the use of young helpers.</p> <p>1:1 assistance with eating should take place where others are present or nearby. This assistance should be identified on a nursing assessment and there must be a risk assessment</p>

Key consideration	Suggested activity	Issues to consider
		<p>completed outlining what position the pilgrim needs to be in and any special equipment required.</p> <p>1:1 assistance e.g., pushing a wheelchair should take place where others are present or nearby and there is appropriate provision made in an emergency or if assistance is required.</p> <p><u>Supervision and support</u> Is it clear who is responsible for different groups?</p> <p>Is it clear who the responsible adults are and where their responsibilities start and end?</p> <p>Consider the length of time that young volunteers and helpers etc. are on duty. Working time directives for night shift working should be followed.</p> <p><u>Use of other helpers</u> What level of oversight is required and can be given to assistance provided by tour/transport operators at airports etc., where those assisting might not have been subject to rigorous safer recruitment processes? Adequate supervision needs to be provided by your pilgrimage.</p>
Training of leaders, helpers and volunteers	<ul style="list-style-type: none"> Ensure a minimum standard of mandatory training for those in supervisory roles. 	A range of training opportunities is likely to be required to meet different needs:

Key consideration	Suggested activity	Issues to consider
	<ul style="list-style-type: none"> Consider which specific roles need training to ensure that pilgrims are safeguarded throughout the pilgrimage e.g., leaders, medical team, anybody in a supervisory role, helpers/volunteer and clergy. Determine the types of training required. Determine who will deliver training that is high quality, relevant and up to date in terms of good practice and delivered by appropriately experienced trainers. Ensure that there is a record of the training undertaken including its content. Records of training should be kept in accordance with your record retention policy. Clarify how non-attendance at training will be managed, how this will affect ability to participate in the Pilgrimage and what exceptions, if any, will be made for non-attendance by experienced helpers/volunteers. For example, ensure that it is understood that non-attendance at mandatory training will result in individuals not being able to participate as helpers. Determine the policy on the use of individuals where the appropriate training has not been taken up or evidenced. 	<ul style="list-style-type: none"> how to deal with different situations e.g. theft; first-aid, use of a defibrillator; helping a person wash and dress; manual handling and safe use of equipment; wheelchair management; health advice, including hand washing, well-being, Diarrhoea & vomiting (D&V) management; confidentiality; accident reporting; whistleblowing; complaints; practical case studies of good and poor practice.

Key consideration	Suggested activity	Issues to consider
Selection and support of pilgrims	<ul style="list-style-type: none"> • Make arrangements for the formation and support of pilgrims before, during and post Pilgrimage. • Establish the minimum age of unaccompanied pilgrims. • Clarify the supervision ratios and supervision arrangements for assisted and young pilgrims whilst travelling and during pilgrimage throughout the day and overnight. • Consider how people known to pose a significant risk might be included and how the risk implications for other pilgrims will be managed. • Consider how the expertise of the medical team and capacity of the nursing team effects the selection of assisted pilgrims. 	<p>What responsibilities do you have towards those travelling independently?</p> <p><u>Inclusion</u></p> <ul style="list-style-type: none"> ○ Are existing arrangements in place adequate? ○ Are any special arrangements needed for monitoring or supervision and support of pilgrims who are known to potentially pose a risk to others because of mental health and behaviours? ○ Can pilgrims be matched with experienced helpers where there is a known risk? How will this be documented, including contingency plans?
Codes of conduct and expectations which are understood in advance and signed up to	<p>Develop codes of conduct for all participants and consider whether specific codes are required for different roles e.g.</p> <ul style="list-style-type: none"> • leaders • clinicians • clergy • helpers/volunteers • pilgrims • young people <p>Clarify accountability and determine the processes for dealing with misconduct arising before and during the pilgrimage, including who is responsible and any appeal process.</p>	<p>Have you provided a handbook containing the code of conduct and other relevant information to all pilgrimage participants so that they are clear about what can be expected?</p> <p>Does it include any additional reporting processes to relevant professional regulators or insurers?</p>

Key consideration	Suggested activity	Issues to consider
Health and medical policies, procedures and protocols	<p>Develop policies and procedures including, but not exclusively, on the following topics:</p> <ul style="list-style-type: none"> • medicines management; • Controlled Drugs management; • administration of medicines; • medical equipment; including the ordering/hiring of equipment, risk assessments for equipment hired; • bedrail risk assessments • manual handling; • personal protective equipment; • hand hygiene; • spillages and waste; • diarrhoea and vomiting (escalation protocol); • pressure ulcer prevention and management; • infection prevention and control; • infection outbreak (escalation protocol) • isolation; • medical escalation protocol; • mental health; • capacity and consent protocols; • PEEPs (Personal Emergency Evacuation Plans) for assisted pilgrims – these are to be completed by appropriately trained individuals. 	<p>Does your training adequately addresses coverage of the policies and procedures?</p>
Insurance	<ul style="list-style-type: none"> • Ensure that insurance policies cover all members of the group travelling to, during and returning from the pilgrimage. • Ensure there is insurance cover for legal liability and clarify whether other insurance policies provide cover. • If an opt out clause is provided for travel insurance, ensure that 	<ul style="list-style-type: none"> ○ Is it a condition of insurance cover that all volunteers have undertaken relevant training? ○ Are there any insurance requirements that must be adhered to when appointing to specific posts?

Key consideration	Suggested activity	Issues to consider
	<p>those who have opted out, provide details of the private policy providing cover, the policy number, and contact number in case of emergency.</p> <ul style="list-style-type: none"> • Ensure the application or booking form contains a declaration that the Pilgrim will declare any change of circumstances e.g., health that might impact on the insurance cover. • Consider the need for additional medical insurance to cover the non-sick pilgrims (e.g., people who become ill during the pilgrimage but are generally well) and the health care professionals and lay volunteers. • Ensure that all clinicians have insurance cover for professional liability. • Consider whether any specific legal or insurance advice is required. 	<ul style="list-style-type: none"> ○ Is there a need for specific advice relating to vicarious liability? ○ Are young volunteers are covered by insurance if harmed as a result of their activity? ○ Whose travel insurance covers repatriation of carers as a result of death or injury?
Travel and accommodation	<ul style="list-style-type: none"> • Ensure that any tour operator or travel organiser is properly licensed to operate the tour and that in the event of financial failure the pilgrimage will be protected. • Develop a flight and other transport policy. • Determine who is responsible for checking suitability and state of 	<p>What assessment of carriers (plane/train/coach) and agents is required?</p> <ul style="list-style-type: none"> ○ Do your risk assessments distinguish between using public transport and using transport that is entirely controlled by the pilgrimage group?

Key consideration	Suggested activity	Issues to consider
	<p>repair of accommodation and venues.</p> <ul style="list-style-type: none"> • Determine whether you require Certificates of Compliance for all hotels/accommodation. • Clarify who will undertake safety checks on arrival. • Clarify who will undertake safety checks of equipment hired in (including documenting acceptance of equipment). • Clarify the sleeping arrangements for individuals appointed by pilgrims (e.g., shared rooms). • Clarify the sleeping arrangements for those who require overnight care but have not got a self-appointed carer. Ensure that such individuals needing overnight care are not having their dignity compromised by sharing a room or that the able sharer is not having their dignity/sleep disturbed by sharing. • Clarify arrangements for room sharing for non-family member pilgrims. Consider consent and capacity issues when matching individuals. • Clarify that it is the responsibility of the Pilgrimage Director to set age cohorts. • Clarify the age range for multiple living/sleeping arrangements e.g. (U16, 16-18, O18). 	<ul style="list-style-type: none"> ○ What specific travel arrangements for assisted pilgrims need to be made? ○ Will everyone be accommodated in the same venue, or how it is to be managed across different sites? ○ Does the booking form reflect varying accommodation needs and arrangements e.g., room sharing? ○ Has permission been gained from parents/carers for any shared sleeping arrangements? ○ Has enough attention been paid to the 'match' of individuals in group living/sleeping arrangements considering age, health and social needs? <p>Usually, under 18s should not share with young people over the age of 18 years.</p> <p>Providing care for disabled pilgrims might necessitate those in different age brackets sharing accommodation although this should not be the norm.</p> <p>Have you risk-assessed shared accommodation for individuals in different age brackets to</p>

Key consideration	Suggested activity	Issues to consider
		uphold the dignity of and protect all parties?
Health and safety including assessment and management of risk	<p>Create and maintain a risk register.</p> <ul style="list-style-type: none"> • Ensure that there are arrangements to access and maintain the accident reporting arrangements in place for your Pilgrimage. • Clarify arrangements for accident reporting and arrangements for notifying insurers. • Clarify arrangements for near miss reporting. • Clarify responsibility for undertaking risk assessments e.g., the Pilgrimage Director with professional assistance and ensure that they are undertaken. • Clarify that responsibility for clinical risk assessments sits with the lead doctor and lead nurse. • Ensure the individual has the requisite skills and professional experience in the area being risk assessed. <p>Risk assessments might include but are not limited to:</p> <ul style="list-style-type: none"> • pilgrims that potentially pose a risk to others because of mental health, offending behaviour etc.; • daytime and overnight supervision of unaccompanied U18s; 	<p>Do risk assessments specifically highlight what needs to be done and what young people and adults at risk need to do to keep safe?</p> <p>Are risks reduced to their lowest possible level as far as reasonably practicable?</p> <p>Who needs to be briefed about risk?</p> <p>Have parents/guardians of children been informed about possible risks and measures put in place to control them?</p> <p>How have risk assessments consider and address how U18s with a night time emergency will get adult help?</p> <p>Have risk assessments considered and addressed how adults are to respond if approached individually for assistance to ensure the safety of all?</p> <p><u>Risk assessment in relation to individuals</u></p> <ul style="list-style-type: none"> ○ Has the Safeguarding Coordinator been consulted for advice about individuals who might pose a risk? ○ In relation to individuals with additional needs, is a formal risk management

Key consideration	Suggested activity	Issues to consider
	<ul style="list-style-type: none"> • experience, skills and suitability of those with specific roles on pilgrimage; • travel arrangements; • accommodation – health and safety, location, suitability; • sleeping arrangements for all age cohorts/same sex groups; • shared rooms for assisted pilgrims; • activities and events • individual plans for assisted pilgrims; • PEEPs (Personal Emergency Evacuation Plans); • person centred planning, especially for those with impaired or no mental capacity; • the legal context of the destination country and potential impact on pilgrims e.g. crime, safeguarding. <p>Clarify who will be responsible for taking risk assessments on pilgrimage and storing them securely. Ensure that more than one person can access them and that they are available in both paper and/or electronic form.</p>	<p>plan required? Who will facilitate this and who needs to contribute to it?</p> <ul style="list-style-type: none"> ○ Is the person concerned consulted about the discussions taking place and arrangements being put in place?
Legislation	<p>Establish arrangements for contacting police and reporting any incidents in destination countries with different legal contexts.</p> <p>Ensure that safeguarding matters within the jurisdiction of Australian legislation are reported, in liaison with the diocesan or congregational safeguarding coordinator.</p>	<p>Are there individuals who can effectively communicate medical terms in a different country if required to do so.</p> <p><u>Dealing with critical incidents</u> Have you investigated how police and relevant authorities</p>

Key consideration	Suggested activity	Issues to consider
		respond to critical incidents in the country being visited?
Repatriation	<p>Consider the different circumstances under which repatriation may be necessary.</p> <p>Ensure there is adequate provision for repatriation and that this provision is known.</p>	<p>Circumstances for repatriation might include, but are not limited to:</p> <ul style="list-style-type: none"> • repatriation as a result of conduct (setting out the different arrangements for adults and children); • repatriation as a result of deteriorating health which makes the return journey difficult; • repatriation as a result of death requiring links with the Australian Embassy; • repatriation of carers as a result of death or injury
Communication	<p>Develop a communication plan that establishes responsibilities and arrangements for communication with relevant stakeholders in the host country and at home.</p> <p>Identify Key Contact points at home and develop and share an information protocol, who is contacted, when and how.</p> <p>Ensure information about photography, social media, insurance limitations, supervision, accommodation etc. is communicated in advance of the Pilgrimage.</p> <p>Ensure there is a link person in Australia who has details of all attendees and is accessible.</p> <p>This person should also have access to the Pilgrimage contingency plan.</p>	<p>Stakeholders include but are not limited to the Police, health service, diocesan/congregation safeguarding coordinators, media officers, schools, families, Bishops/Religious Leaders and the Australian Embassy.</p> <p>Have you clarified responsibilities about photography/filming, communication within your control e.g., organised photography, and those things that are not e.g. peer/non-official photography?</p>

Key consideration	Suggested activity	Issues to consider
Data protection	<p>Clarify which records need to be kept, who they need to be shared with, what format they are to be kept in and shared in (e.g., paper or electronic) and where records are to be kept during Pilgrimage.</p> <p>Determine specifically how sensitive records relating to health, are to be stored pre, during and after pilgrimage.</p> <p>Determine what records will be retained, how and for how long after pilgrimage.</p>	<p>Records will include, but are not limited to risk assessments, insurance certificates, medical data, safeguarding information, incident reports, photographs etc.</p> <p>Consider the need to differentiate between personal, health and medical records, other records relating to pilgrims and general administrative records in terms of record retention arrangements and record retention periods.</p> <p>Differentiate between retention periods for adult and child health records.</p> <p>Information should only be shared in accordance with an agreed information sharing protocol. See ACSL's guidance note on information and record keeping practices here.</p>
Contingency planning	<p>Clarify the contingency plan if using a ratio of 2 helpers to 1 assisted pilgrim and a helper/volunteer becomes unwell or is called away leaving only 1 helper.</p> <p>The policy should include planning for an emergency where simultaneous medical and safeguarding needs must be taken into consideration. As part of the planning process the lead nurse should assess the number of hours of care required per day for assisted pilgrims and ensure this is documented and shared with the director.</p>	

Key consideration	Suggested activity	Issues to consider
	<p>Clarify who parents/family will contact for information in the event of a critical incident.</p> <p>Clarify who will manage the flow of information and how.</p> <p>Clarify who will manage media interest.</p> <p>Clarify who will bring people together if necessary and arrange location, practical arrangements and support.</p>	

2. During the pilgrimage

Key consideration	Suggested activity	Further considerations, suggestions and advice
Establishing group identity	Decide how group identity will be established.	Suggested forms of identity include wristbands, name badges, tabards, names on clothing, lanyards/ medic badges with photo id, if someone should go missing or in the case of an emergency incident.
Ensuring that leaders and deputies are identifiable	<p>Identify one person as being in overall charge during the day and night. Arrangements for contacting the person in charge must be made known to those for whom s(he) is responsible for managing.</p> <p>Ensure that those to whom responsibility is delegated by the person in charge are clearly identifiable and that those for whom they are responsible know how to contact them.</p> <p>Appoint an independent person for whistle-blowers to contact, if and when necessary.</p> <p>Establish where responsibilities for different roles start and end and make this known to everybody in attendance.</p> <p>Establish arrangements for day and night briefings and debriefings to ensure continuity of care and that issues are dealt with in a timely fashion.</p>	<p>An appropriate gender balance of leaders and deputies should be achieved where possible.</p> <p>The overall person in charge can delegate and with agreement discharge responsibilities to others who can fulfil what will be required of them; if those who need to know are informed of changes in arrangements.</p>
Ensuring everybody understand the domestic law	Ensure that all participants understand that regard must always be had to the requirement for each group to comply with the domestic law of the destination country and	

Key consideration	Suggested activity	Further considerations, suggestions and advice
of destination country	any other country through which the pilgrimage travels.	

3. Post pilgrimage

Key consideration	Suggested activity	Further considerations, suggestions and advice
Debriefing	<p>Hold a debriefing meeting as soon as possible, led by the pilgrimage director, to use learnings to influence policy and procedure in preparation for the next pilgrimage.</p> <p>Make a formal report to the Safeguarding Coordinator/office after any pilgrimage that includes under 18s and adults at risk.</p> <p>Debrief the Bishop, Religious Leader or where this is not applicable, the Pilgrimage Leader.</p>	<p>Have you provided feedback forms to leaders and a selection of helpers and assisted pilgrims?</p> <p>Have you sought feedback from the pilgrimage organisers of the various aspects of the pilgrimage e.g. Liturgy, clinical, formation (including training), leadership, safeguarding, health & safety?</p> <p>Have you captured this feedback and updated any policies and procedures based on your learnings?</p>



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