



Queensland
Athletics

CHILD AND YOUTH
RISK MANAGEMENT STRATEGY

25 July 2015

CONTENTS

Statement of Commitment	3
QA Child and Youth Risk Management Strategy	3
Codes of Conduct	3
Recruitment, selection, training and management of employees	4
Handling disclosures or suspicions of harm, including reporting guidelines	5
Managing breaches of risk management strategy	6
Risk management plans for high risk activities and special events	7
Managing compliance with the blue card system	10
Strategies for communication and support	11
Annual Review	11

Adopted by the Board of Queensland Athletics.

VERSION	DATE
1	25 July 2015

Statement of Commitment

Queensland Athletic Association Limited ('Queensland Athletics' or 'QA') is responsible for developing and facilitating an environment that provides opportunities for Queenslanders to participate, develop, appreciate and enjoy athletics.

QA is committed to providing a safe and supportive service environment directed at ensuring the safety and wellbeing of children and young people in its care. In order to support this commitment, QA is dedicated to its Child and Youth Risk Management Strategy.

QA Child and Youth Risk Management Strategy

QA has developed a Child and Youth Risk Management Strategy (strategy) to foster a safe and supportive service environment for children and young people by identifying potential risks of harm to children and young people and implementing strategies to minimise this risk.

The Strategy applies to any person who is engaged by QA (QA employees and volunteers) including but not limited to:

- Permanent employees (including Senior Officers)
- Temporary employees
- General employees
- Casual employees
- Consultants/contractors (including coaches who may be under specific employment and/or secondment agreements)
- Work experience or industry placements
- Trainees,
- Technical Officials, and
- Volunteers.

The Strategy encompasses the policies and procedures contained within this document and is supported by the QA Member Protection Policy.

Codes of Conduct

QA employees, contractors and volunteers must meet the following requirements in regard to their conduct during any activity held or sanctioned by Queensland Athletics or in any role held within Queensland Athletics:

- Respect the rights, dignity and worth of others;
- Be fair, considerate and honest in all dealing with others;
- Be professional in, and accept responsibility for your actions;
- Make a commitment to providing quality service;
- Be aware of, and maintain an uncompromising adherence to the Company's standards, rules, regulations and policies;
- Operate within the rules of the sport including national and international guidelines, which govern the Company, Queensland Athletics and the affiliated clubs;
- Do not use your involvement with the Company, Queensland Athletics or an affiliated club to promote your own beliefs, behaviours or practices where these are inconsistent with those of the Company, Queensland Athletics or an affiliated club;
- Demonstrate a high degree of individual responsibility especially when dealing with persons under 18 years of age, as your words and actions are an example;
- Avoid unaccompanied and unobserved activities with persons under 18 years of age, wherever possible;
- Refrain from any form of harassment of others;
- Refrain from any behaviour that may bring the Company, Queensland Athletics or an affiliated club into disrepute;
- Provide a safe environment for the conduct of the activity;
- Show concern and caution towards others who may be sick or injured;

- Be a positive role model; and
- Understand the repercussions if you breach, or are aware of any breaches of, this Code of Conduct.

Standard of appropriate behaviour for QA employees and volunteers:

BEHAVIOUR	APPROPRIATE	INAPPROPRIATE
Language	<ul style="list-style-type: none"> • Using encouraging/positive words and a pleasant tone of voice • Open and honest communication 	<ul style="list-style-type: none"> • Insults, criticisms or name calling • Bullying, swearing or yelling • Sexually suggestive comments/jokes
Relationships	<ul style="list-style-type: none"> • Being a positive role model • Building relationships based on trust • Empowering children to share in decision making 	<ul style="list-style-type: none"> • Favouritism or giving gifts • Spending excessive amounts of time alone with children • Contact outside of working hours (either physical or via email/phone) • Bullying, harassment • 'Grooming' children or young people
Physical Contact	<ul style="list-style-type: none"> • Allowing for personal space • Touching due to medical emergency or protecting from physical harm • Non-threatening 	<ul style="list-style-type: none"> • Violent or aggressive behaviour including hitting, kicking, slapping or pushing • Kissing or touching of a sexual nature consistent with 'grooming'
Other	<ul style="list-style-type: none"> • Appropriate attire/clothing for role • Use of internet/mobile phone for work related purposes only 	<ul style="list-style-type: none"> • Using alcohol or other substances before or during work • Inappropriate clothing • Sending inappropriate emails

Additionally, QA has adopted role-specific codes of conducts contained within the QA Member Protection Policy available at <http://qldathletics.org.au/About-Us/Constitution-Policies>

PART B – ATTACHMENT: ROLE-SPECIFIC CODES OF CONDUCT

Page 18 - 26

- B1 General Code of Conduct
- B2 Official/Volunteers Code of Conduct
- B3 Athlete Code of Conduct
- B4 Employee Code of Conduct
- B5 Coach Code of Conduct

Recruitment, selection, training and management of employees

Recruitment and Selection

- When recruiting staff for Queensland Athletics, "holding a current Blue Card or eligible to receive a Blue Card" is a requirement advertised as part of the position description for any role advertised.
- On the closure of the recruitment process all candidates are reviewed on merit
- Interviews are conducted with three staff/volunteers from the organisation
- Referees and qualifications are checked prior to any offer being granted
- Queensland Athletics offers staff a probationary period for the individual and organisation

Training and Management

- Blue card is checked or application is sent through to Blue Card Services for processing
- All staff are required to hold a current blue card or have a pending application in process
- Induction program which covers all aspects of the role and organisation policy and procedures including the Child and Youth Risk Management Strategy for Queensland Athletics.
- Staff are expected to attend workshops on Child and Youth Risk Management and training sessions conducted by the department and Sport and Recreation Services. From time to time we conduct our own education and training workshops as required.
- All staff should have undergone this training or be scheduled to undertake this training so that they are able to provide advice to members, clubs and volunteers.

Volunteers

- When recruiting volunteers for Queensland Athletics it is encouraged that all volunteers hold a current blue card or are eligible to receive a blue card.
- Being an organisation that deals with children, youth and adults there are roles that do not require a blue card.
- Any volunteer that is working with or making decisions on behalf of children must have a blue card.
- Officials education courses address the code of conduct, Member Protection Policy and Child and Youth Risk Management Strategy to ensure that all volunteers understand their responsibilities to all participants of our sport.

Additionally, QA addresses Working with Children Check Requirements within the QA Member Protection Policy available at <http://qldathletics.org.au/About-Us/Constitution-Policies>

Handling disclosures or suspicions of harm, including reporting guidelines

The following policy and procedures will ensure that staff respond as quickly as possible and in the best interests of the child or young person under 18 years of age, when disclosures or suspicions of harm are received. Queensland Athletics recognises that children and young people are vulnerable members of the community and that extra measures must be taken to protect and support them.

All QA employees and volunteers will report disclosed or suspected harm to either the Department of Communities (Child Safety Services) or the Queensland Police Service who will decide on an appropriate course of action.

Harm

Harm is defined under the Child Protection Act 1999 as “any detrimental effect of a significant nature on the child’s physical, psychological or emotional wellbeing. For harm to be significant, the detrimental effect on the child’s wellbeing must be substantial or serious, more than transitory and must be demonstrable in the child’s presentation, functioning or behaviour”.

Harm may be categorised in the following types:

- physical abuse, for example, beating, shaking, burning, biting, causing bruise or fractures by inappropriate discipline, giving children alcohol, drugs or inappropriate medication
- emotional or psychological abuse, for example, constant yelling, insults, swearing, criticism, bullying, not giving children positive support and encouragement

- neglect, for example, not giving children sufficient food, clothing, enough sleep, hygiene, medical care, leaving children alone or children missing school, and
- sexual abuse or exploitation, for example, sexual jokes or touching, exposing children to sexual acts or pornography or having sexual intercourse with a child or young person under 16 years of age (even if the child appears to have consented).

Reasonable grounds to suspect harm

QA employees/volunteers may have 'reasonable grounds' to suspect harm if:

- A child or young person informs QA employee/volunteer that they have been harmed
- Someone else, for example, another child or young person, a parent, or a staff member, tells QA employees/volunteers that harm has occurred or is likely to occur
- A child or young person informs QA employees/volunteers they know someone who has been harmed. It is possible the child may be referring to themselves
- Disclosure of Harm

A disclosure of harm occurs when someone, including a child, tells you about harm that has happened or is likely to happen. Disclosures of harm may start with:

- "I think I saw..."
- "Somebody told me that..."
- "Just think you should know..."
- "I'm not sure what I want you to do, but..."

Handling disclosures and suspicions of harm

Queensland Athletics has a comprehensive Membership Protection Policy and Triathlon Queensland and all affiliated clubs and squads, coaches, volunteers and members must abide by this policy.

QA employees and volunteers must follow the process outlined in the QA Membership Protection Policy available at <http://aldathletics.org.au/About-Us/Constitution-Policies>

PART D – ATTACHMENT: COMPLAINT HANDLING PROCEDURES	Page 29 - 36
D1 Complaints Procedure	
D2 Mediation	
D3 Investigation Process	
D4 Procedure for handling allegations of Child Abuse	
D5 Hearings & Tribunal Procedure	
D6 Disciplinary Measures	

PART E – ATTACHMENT: REPORTING REQUIREMENTS AND DOCUMENTS	Page 37 - 42
E1 Confidential Record of Informal Complaint	
E2 Confidential Record of Formal Complaint	
E3 Confidential Record of Child Abuse Allegation	

Managing breaches of risk management strategy

This plan outlines the steps to be taken following a breach of the child and youth risk management strategy in order to address the breach in a fair and supportive manner.

Definition

A breach is any action or inaction by any member of the organisation, including children and young people, that fails to comply with any part of the strategy. This includes any breach in relation to:

- statement of commitment to the safety and wellbeing of children and the protection of children from harm
- code of conduct for interacting with children and young people
- procedures for recruiting, selecting, training and managing paid employees and volunteers
- policies and procedures for handling disclosures or suspicions of harm, including reporting guidelines
- policies and procedures for implementing and reviewing the children and youth risk management strategy and maintaining an employee register
- risk management plans for high risk activities and special events, and
- strategies for communication and support

All stakeholders are to be made aware of the actions or inactions that form a breach as well as the potential outcomes of breaching the child and youth risk management strategy.

Who Must Comply With This Plan?

- employees, volunteers and contractors
- management
- work experience students/students on placement
- parents and carers
- children and young people

Processes to Manage a Breach

Breaches will be managed in a fair, unbiased and supportive manner. The following will occur:

- all people concerned will be advised of the process
- all people concerned will be able to provide their version of events
- the details of the breach, including the versions of all parties and the outcome will be recorded
- matters discussed in relation to the breach will be kept confidential, and
- an appropriate outcome will be decided

Suitable Outcomes for Breaches

Depending on the nature of the breach, outcomes may include:

- emphasising the relevant component of the child and youth risk management strategy, for example, the code of conduct
- providing closer supervision
- further education and training
- mediating between those involved in the incident (where appropriate)
- disciplinary procedures if necessary, or
- reviewing current policies and procedures and developing new policies and procedures if necessary

Risk management plans for high risk activities and special events

Queensland Athletics is committed to developing and reviewing risk management plans, as required, for high risk activities and special events including but not limited to:

- Queensland Heat State Teams
- Clinics/Camps (where group travel/accommodation involved)
- Out-of-Stadium Events

These plans are documented separately to this Strategy and developed with input from the following

groups stakeholders:

- staff and management,
- team managers and support staff,
- coaches and contractors, and
- officials and volunteers.

Plans are communicated to all stakeholders involved prior to the activity/event with a review conducted following.

QA's plans are developed in accordance with the process outlined below. The following is adapted from the Standards Australia's *AS/NZS ISO 31000:2009 Risk management - Principles and guidelines*.

Risk Management Process

There are six steps to consider when developing an effective risk management plan:

- Establish the Context (describe the activity)
- Identify the Risks
- Analyse the Risks
- Evaluate the Risks
- Manage the Risks and reassess, and
- Review

STEP 1 – ESTABLISH THE CONTEXT (DESCRIBE THE ACTIVITY)

- what is the activity and what are your objectives
- where is the activity going to take place – what environmental factors need to be considered
- identify the stakeholders, staff, parents, and children and young people involved in the activity, and
- identify all elements of the event from beginning to end

STEP 2 – IDENTIFY THE RISKS

Consider involving a wide range of stakeholders, including children and young people, to identify the risks associated with the high risk activity or special event. Checklists may identify general risks that should always be considered, however, it is important to brainstorm with your stakeholders to ensure all potential risks that might result in harm to a child or young person are identified.

Workplace health and safety processes consider environment and equipment risks. Once you have fulfilled the workplace health and safety requirements, you must assess the risks associated with the child and youth risk management strategy. These risks are physical, emotional, sexual and cultural in nature, including the risks from:

- other children or young people,
- someone outside the organization,
- an employee or volunteer, and
- themselves

In relation to potential risks of harm associated with the high risk activities and special events QA provides to children and young people, ask yourself questions such as:

How might harm occur?

- Running an activity where children and young people are required to change clothes, where the change rooms are unsupervised and open to the public
- Paid employees or volunteers spending long periods alone with a child or young person
- A coach offering special private sessions to a child or young person

Why might harm occur?

- Inadequate recruitment and selection practices of paid employees and volunteers
- Incorrect instructions given to employees working with children or young people

- Not providing training to employees and volunteers
- Inadequate attention to cultural considerations

When might harm occur?

- Inadequate adult supervision
- A staff member giving a child a lift home

STEP 3 – ANALYSE THE RISKS

The purpose of risk evaluation is to make decisions, based on the outcomes of risk analysis. The level of risk will determine whether the high risk activity or special event is practical.

Consider here –

- How likely is it that the risk will occur? (Likelihood)
- What would happen if the risk did occur? (Consequences)

STEP 4 – EVALUATE THE RISKS

The fourth step requires you to evaluate the level of risk, which will depend on your answers to the questions asked at Step 3. For example, if a risk is likely to occur and the consequences could result in major harm to a child, then this would be considered high risk.

Below is an example of a risk analysis matrix for *analysing* and *evaluating* risks in organisational activities. To determine the *likelihood* of risk using this matrix, refer to the left hand column of the risk analysis matrix. Then use the impact information to determine the level of *consequence*. Finally, combine the *consequence* and *likelihood* rating to arrive at the *risk level*.

Determine likelihood of the risk by using the left hand column of the Risk Analysis Matrix (below). Use the impact information to determine the consequences level. Combine the Consequence and Likelihood ratings to arrive at the Risk Level (i.e. <i>Low, Medium, High or Critical</i>). CONSEQUENCES					
LIKELIHOOD	Insignificant	Minor	Moderate	Major	Extreme
Very likely Expected to occur in most circumstances	Medium	Medium	High	Critical	Critical
Likely Will probably occur in most circumstances	Low	Medium	High	High	Critical
Possible Might occur at some time	Low	Medium	Medium	High	High
Unlikely Not expected to occur	Low	Low	Medium	Medium	High
Rare Occurs in exceptional circumstances only	Low	Low	Low	Medium	Medium

STEP 5 – MANAGE THE RISKS

Standards Australia's *AS/NZS ISO 31000:2009 Risk management - Principles and guidelines* describes risk treatment as "a cyclical process of:

- assessing a risk treatment;
- deciding whether residual risk levels are tolerable;
- if not tolerable, generating a new risk treatment; and
- assessing the effectiveness of that treatment."

Risk management involves assessing the options in order to reduce the risk and the preparation and

implementation of risk management plans, for example:

- Reduce the risk – will the proposed additional controls reduce the risk?
- Retain the risk - some risks will have to be retained and will require close monitoring.

Risk management options should consider the values and perceptions of stakeholders and the most appropriate way to communicate with them.

You now should consider how likely it is for the risk to occur after control measures have been put in place, and how bad the outcome would be if the risk was to occur. If you assess that a risk is still highly likely to occur and the outcome could result in harm to a child then you may need to rethink the activity.

STEP 6 – REVIEW

Ongoing review is essential to ensure that the risk management plan your organisation develops for your high risk activity or special event is effective. Reviewing controls and responsibilities can be useful for future planning. You should consider who will review the risk management plan after the event or activity.

Each stage of the risk management process should be recorded appropriately.

Managing compliance with the blue card system

All QA employees and contractors and officials must hold a valid Working with Children Blue Card.

All volunteers need a blue card if the usual functions include or are likely to include providing services directed mainly towards children, or conducting activities mainly involve children, unless an exemption applies.

It is QA's requirement that all coaches, officials, administrators, committee members and any other personnel, who perform regular duties in the various competitions and State Teams or on behalf of Queensland Athletics, and who are working with children under the age of 18 years, apply for a blue card.

Blue Cards are issued by Blue Card Services, Public Safety Business Agency, Queensland Government. Forms to apply for a Blue Card may be obtained from QA or via the website <http://www.bluecard.qld.gov.au>. Failure to obtain a valid blue card will lead to the review of an employee's current employment status and duties.

Records of employee Blue Cards

QA employees and contractors without valid Blue Cards must not access QA facilities nor work with children or young people.

QA maintains a confidential register containing the personal details and Blue Card details of all existing employees and officials. This register includes detail regarding:

- When the person applied and/or the date of issue of the positive notice and blue card
- The expiry date of the blue card, and
- The renewal date (this will be set at least 30 business days before expiry to allow employees to continue working in child-related employment).

Paid employees must submit a renewal application before the expiry date of their blue card to continue working in regulated child-related employment.

QA also maintains a written record of the following information for all QA employees and officials:

- Whether a negative notice has been issued
- Any change in status to a blue card (e.g. a change in police information, the positive notice

- and blue card is cancelled or suspended)
- When there is a change in police information, when QA informed Blue Card Services of the change, and
- Any changes of personal information of an employee, including the date they informed Blue Card Services.

Notifying Blue Card Services

Where an employee or volunteer holding a blue card advises that there has been a change in their police information, QA is to be informed and will advise Blue Card Services immediately through submitting a change in police information notification form. QA must not continue to employ the employee or contractor until the form has been submitted. The employee or contractor is not required to disclose the specific nature of the change, only that a change has occurred.

Where an employee or contractor stops being employed, QA will also submit a 'no longer with organisation' form.

Strategies for communication and support

QA is committed to communicating the Strategy, as well as the consequences of breaching the Strategy, to all stakeholders including employees, contractors, officials, volunteers, children and young people, coaches, parents and guardians.

These stakeholders will be made aware of the Strategy through the following avenues;

- Policy and supporting material on the QA website
- Updates and reminders on child and youth risk management strategy through e-newsletters and club updates
- General communication of policies and strategies through
 - General meetings and AGM
 - Club correspondence
 - Risk management templates
 - Clubs/squad information kits
- QA employees and contractors will be trained in the child and youth risk management and will be on hand to help/inform any stakeholders where assistance is required.

Annual Review

To ensure that the Strategy remains current and effective in identifying and minimising risks of harm to children, the documents forming part of the Strategy are monitored and reviewed annually. These documents will also be reviewed after any incident where a child or young person or is at risk of harm or a breach of the strategy is identified.

The review is to consider any issues QA has identified with the Strategy, such as:

- Whether policies and procedures were followed;
- Whether any incidents relating to children and young people risk management issues occurred;
- Issues with the actual process used to manage any incidents;
- The effectiveness of QA's policies and procedures in preventing or minimising harm to children and young people; and
- Issues with the content and frequency of training in relation to the Strategy.