



LABRADOR SPORTS CLUB INC CHILD & YOUTH RISK MANAGEMENT STRATEGY (RMS)

PREAMBLE

“The Working with Children (Risk Management and Screening) Act 2000 (the Act) and the Working with Children (Risk Management and Screening) Regulation 2011 require regulated organisations to develop and implement a child and youth risk management strategy which aims to keep children and young people safe.” Queensland Government.

This policy has been reviewed in accordance with the legislation and the Working with Children (Risk Management and Screening) and Other Legislation Amendment Act 2019 – updated December 2021.

This policy is to be read in conjunction with Hockey Australia’s Safe Hockey Framework.

PART ONE: COMMITMENT

1. STATEMENT OF COMMITMENT

This is Labrador Sports Club Inc’s (LSC) {also known as Labrador Tigerstix Hockey Club or Labrador Hockey Club} commitment to the safety and wellbeing of children and young people and the protection of children from harm when participating in the Club’s activities. The Club’s Mission Statement dedicates the Club to providing quality services to maximise the opportunities for all participants to reach their potential which includes children and young people.

Labrador Sports Club’s Values	
<i>Respect</i>	Administrators will treat all people with dignity and respect. Relationships will be respectful and built on trust and ethical behaviour.
<i>Integrity</i>	To administer all areas of the Club with the utmost honesty and accountability which is beyond reproach.
<i>Excellence</i>	Strive to deliver the highest quality services to all areas of the Club membership.
<i>Governance</i>	All decisions will be delivered with consistency, be responsible, fair and open to feedback.

These values apply equally to all children in addition to adults involved at LSC.

Our Club supports the rights of children and young people and is committed to providing a safe and supportive sporting environment (hockey) directed at ensuring their enjoyment, safety and wellbeing.

To support this commitment, our Club is dedicated to our Child and Youth Risk Management Strategy which has policies and procedures in place to effectively address the safety and wellbeing of children participating in any of Labrador Sports Club’s activities.

2. CODE OF CONDUCT

Interacting with Children and Young People at Labrador Sports Club Inc.

The following code of conduct applies to **ALL** persons involved with Labrador Sports Club Inc (LSC) and should be read in conjunction with other LSC and Hockey Australia published codes of conduct relating directly to the sport.

These Codes of Conduct will apply to all people involved in the Club's activities. Including:

- Volunteers
- Employees (permanent, temporary, or casual)
- Parents
- Children and young people
- Executive and committee members
- Spectators and visitors.

LANGUAGE will be

- positive
- use encouraging words
- pleasant tone of voice
- honest and open.

Insults, name calling, criticism, bullying, swearing, yelling, racist and sexually suggestive comments or jokes are inappropriate at LSC.

PHYSICAL CONTACT

Appropriate physical contact is:

- assisting a child with an injury
- protecting a child from harm
- demonstrating a skill
- in full view of others including other adults
- understood by the child or young person

Inappropriate physical contact is:

- intended to cause harm (such as physical punishment)
- an inappropriate use of force for circumstances
- outside of the confines of the role
- violent or aggressive behaviour
- hitting, kicking, slapping, pushing
- kissing or touching of a sexual nature
- conducted in a private or hidden space

One on One Contact:

- where possible ensure the child is visible to others
- inappropriate contact is not to take place
- do not show favouritism to any child
- online contact on a one to one basis is strongly discouraged. If a child must be contacted online, their parent should be included/copied.

RELATIONSHIPS

Firm and appropriate personal and professional boundaries are necessary when interacting with children and young people.

Clear rules about inappropriate relationships in hockey relating to contact and communication: -

- Do not contact a young person directly, late at night, or about something not related to hockey.
- Ensure no child is singled out or favoured.
- Do not accept or give gifts to children and young people or their families without notifying a Club administrator and seeking consent from parents or guardians.
Declare any conflict of interest including pre-existing relationships with a child or young person to the Safe Hockey Officer (SHO).
- Never engage in any behaviour of a sexual nature, physically, verbally non-verbally, or through online communication.

Only engage in safe and appropriate physical contact (as stated above) with children & young people, putting their safety and wellbeing first.

NEVER ENGAGE IN ANY BEHAVIOUR OF A SEXUAL NATURE.

Inappropriate contact behaviours of a sexual nature include, but are not limited to:

- sexual intercourse
- sexual penetration
- kissing
- touching of the genitals, buttocks or breast areas or
- inappropriate and unnecessary physical touching of any kind.

Inappropriate non-contact behaviours of a sexual nature include but are not limited to:

- flirting
- sexual innuendo
- inappropriate and unnecessary communication
- nudity
- exposure to pornography or
- requests to observe sexual acts

ROLE MODELLING POSITIVE BEHAVIOURS

While undertaking your role within LSC, as an employee, volunteer, player or parent helper, any Person will assume a child or young person is watching or listening and behave in a way that models respectful, responsible and lawful behaviours.

While supervising or interacting with children or young people you must not:

- use, possess or be under the influence of an illegal drug
- use or be under the influence of alcohol
- be incapacitated by any other legal drug such as prescription or over-the-counter drugs
- supply alcohol or drugs (including tobacco) to children or young people
- smoke cigarettes or use e-cigarettes during Hockey activities.

SOCIAL MEDIA CONTACT

LSC expect all people bound by this strategy to conduct themselves appropriately when using social networking sites to share information related to our Club. Social media postings, blogs, status updates, tweets and/or text messages:

- Must not contain material which is, or has the potential to be, offensive, aggressive, defamatory, threatening, discriminatory, obscene, profane, harassing, embarrassing, intimidating, sexually explicit, bullying, hateful, racist, sexist or otherwise inappropriate.
- Must not be misleading, false or injure the reputation of another person.
- Must not contain material, which is in breach of laws, court orders, undertakings or contracts.
- Should respect and maintain the privacy of others.
- Should promote LSC in a positive way. Due to the immediate nature of this type of

communication via mediums such as Facebook, Twitter, and SMS and how easily communications can be misunderstood or abused, LSC recommends caution be used to avoid inappropriate use, whether unintentional, or due to failure to fully understand the ramifications.

Please consider refraining from and avoiding:

- Including personal information about yourself or others in posts or text messages.
- Publishing something that makes you the slightest bit uncomfortable - use your best judgement and never write/publish if you are feeling emotional, upset, or intoxicated.
- Posting someone else's picture on social network forums unless you have their permission
- Commenting on rumours - neither deny, affirm, nor speculate about rumours.
- In the event of a cyberbullying incident, image-based abuse or illegal and harmful content being published you can report to the [eSafety Commissioner](#).

BEHAVIOUR MANAGEMENT

- Set Clear Expectations for what is acceptable Behaviour (Specific, Observable, Measurable)
- Consider Situational and Environmental Factors – be highly organised so children and young people are always engaged under your care.
- Encourage Good Behaviour with Praise and Positive Attention
- Dealing with Bad Behaviour: Stay in Control with Rational Detachment
- Establish and Enforce Effective Consequences – sitting out of an activity under supervision will be appropriate in most situations.
- The consequence must not be punitive, humiliating or aggressive.
- Collaborate with Parents.

SUPERVISION OF CHILDREN

LSC aims to limit Coach/Manager/Authorised Person to child ratio at the Club's activities to approx 20 children to 1 adult.

All reasonable efforts will be made to ensure adequate supervision and limit opportunities for unsupervised access to children at all Club activities.

Parents are referred to the Club's '[Child Drop off and Collection Policy](#)' which details Club and Parent responsibilities to keep children and young people safe at training and games outside the set activity times.

PARENTAL SUPERVISION

Child Under 11 - It is expected that a parent or a parent authorised adult of children under 11 will remain at training and the game venue while their child is participating.

Drop Off - A parent or parent authorised adult is not to drop off prior to the designated commencement time of training or game warm up time without remaining on site to supervise their child. Parents are to ensure their child's coach or manager is on site and ensure their child's arrival is brought to the attention of the coach or manager.

Pick Up – A parent or parent authorised adult is to be at the training or game venue to collect their child at the designated conclusion time. On the very rare occasion that a parent or parent authorised adult should be unavoidably delayed for pick up, the child's coach or manager will remain with the child or ensure that a suitable LSC representative does so until the parent arrives to collect the child. It is important that coaches do not remain on their own with a child. When the second last child is collected, the coach will request the parent to

wait until the parent of the last child arrives to avoid being left alone with the young player. Contact the parent or guardian to see how far away they are. The coach or a club official will follow up with the parent afterwards to ensure they are clear on the pickup requirements and a suitable contingency plan is identified for the future.

Intoxication or Impairment

If a parent/guardian arrives to pick up a child or young person and is suspected to be intoxicated or impaired, they will be asked to contact another responsible adult to collect the child or young person on their behalf. Should the parent/guardian refuse and insist upon taking the child or young person, the club official will initiate contact with the police to report the alleged intoxication or impairment.

'Designated Pick-Up Area' – This area is signed as the Designated Pick-Up Area and is at ground level to the north of our Clubhouse and outside office area (paved area with tables). Children are not to wait in the carpark. At other venues, children should wait as close as possible inside the playing field entry area. The car park is not a suitable area for child pick up.

TEAM OFFICIALS

During Training and Games – the coach or manager must be made aware when a junior player arrives. Junior players should request to leave the activity if they need to do so and follow up must be made by the coach or manager should the junior player not return in an appropriate time frame.

Pick Up – the coach or manager or other team authorised adult, or suitable club representative must remain with any junior player who is not picked up on time until the parent or parent authorised adult arrives to collect the child. Team officials must never leave a child alone at practice or games.

CHANGE ROOMS and TOILETS

Club adults should announce their entry to change rooms/toilets when assisting children and young people.

Age-appropriate strategies should be implemented for young children to go to the toilet. A parent/guardian in attendance will be expected to accompany children under 11 to the toilet/change room. Older children should be considered for a 'buddy system' strategy to attend the toilet/change room during Club activities.

TRANSPORTING CHILDREN & YOUNG PEOPLE

The transport of a child or young person by a Club person may, on occasion, be appropriate, however a parent or guardian's consent will be required to transport a child or young person in a private vehicle. Consideration must be given to the circumstances and insurance implications. Children and young people are only to be transported when:

- The vehicle has adequate insurance
- The driver is fully licensed
- The circumstances are directly related to the delivery of a Club Hockey activity
- If possible, another adult in hockey is present
- Where possible, e.g. a planned trip, prior written authorisation from management and from the child or young person's parent or guardian will be sought.
- Parents or guardians of the child or young person and a supervisor should also be advised of expected departure and arrival times.
- Any child or young person who is being transported should, where possible, sit in the back of the vehicle (NOTE: This is mandatory for children 8 and under).

If there is a serious, life threatening incident with a child, an ambulance will be called or (depending on the circumstances/location) emergency transport will be arranged to the best

of the officials' ability and the parent/guardian will be contacted by a second club official as soon as possible.

MANAGING INJURIES or ILLNESS

- A child or young person must be provided with appropriate first aid should they be injured.
- A child or young person who is sick or injured must have adequate supervision provided by an appropriate adult at any LSC activity.
- A parent or guardian must be contacted advising of the injury or illness if they are not in attendance at the LSC activity, including should the child need to be transported to a medical facility or taken by ambulance to hospital.

PHOTOGRAPHY POLICY

Children and young people may only be photographed or filmed:

- when the young athlete states they are happy to have their photo taken
- with parent or guardian consent and the parent is informed of how the images are going to be used and stored
- in a context that is directly related to hockey
- when the young athlete is appropriately dressed
- and in the presence of other adults related to hockey.

If a young athlete does not wish to be photographed, or their parent has not provided permission for them to be filmed, they should not be singled out or made to feel excluded.

LSC takes all reasonable care to ensure that children and young people who have been identified via the registration process questionnaire who may not be represented or published within content in emails, newsletters, social media or the Club website are not published in such places. Parents and guardians are advised to contact the Club immediately via media@labradorhockey.org.au in the event something has been overlooked.

Images will be stored in a manner that prevents access from an unauthorised person in a locked drawer or cabinet if the images are in hard copy or in a password protected folder if the images are digital

Parents retain the right to request (in writing) to have images taken by coaches or managers to be destroyed and/or permanently deleted as soon as possible.

ORGANISATION STANDARDS LSC's outline of what constitutes:	
<i>Bullying</i>	Bullying is unwanted, aggressive behaviour that involves a real or perceived power imbalance. The behaviour may be repeated, or has the potential to be repeated, over time.
<i>Cyber Bullying</i>	Cyberbullying is bullying with the use of digital technologies. It can take place on social media, messaging platforms, gaming platforms, mobile phones or any other digital space. It may be repeated behaviour, aimed at scaring, angering, or shaming those who are targeted.
<i>Discrimination</i>	Discrimination is the unfair or prejudicial treatment of people and groups based on characteristics such as race, gender, age or sexual orientation.

<p><i>Sexual harassment</i></p>	<p>Sexual harassment includes all unwanted, uninvited and non-reciprocal sexual attention as well and any behaviour that may lead to the creation of an intimidating, hostile or offensive environment.</p>
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LSC will deal with any allegations reported by following the Hockey Australia [SAFE HOCKEY RESPONDING TO CONCERNS GUIDE](#).

LSC is committed to promoting cultural diversity and equal opportunity by following Hockey Australia’s Inclusion Position Statement:

“Hockey Australia Inclusion Position Statement

Hockey Australia is committed to providing a safe, fun and inclusive environment for all people, including those of diverse sexualities and genders. Being an inclusive sport not only reflects our core values, but it also reflects the diversity of our local communities.

Hockey Australia has a zero-tolerance to any form of bullying, harassment and/or vilification towards people with diverse sexualities and/or genders. This includes forms of homophobia, biphobia and/or transphobia.

We're passionate about helping people lead happy, healthy and active lives. Hockey Australia celebrates diversity of sex, gender identity, gender expression, sexual orientation, intersex status, ability, skill, cultural background, ethnicity, location, religious or political beliefs or life stage and welcomes everyone, exactly as they are.”

GENERAL SAFETY

- LSC personnel will take all reasonable steps to ensure personal and pitch equipment is in safe working order to prevent risk of injury or harm.
- LSC will follow the [Hockey Australia Extreme Weather Policy](#) in relation to Sun Safety and weather conditions.
- LSC personnel will only administer medication to children and young people with **written permission** and **instructions** from the child’s or young person’s parent or guardian.
- in the case of an emergency, first aid will be applied as required and the parent/guardian contact as soon as possible.

CONFIDENTIALITY OF INFORMATION

LSC will manage confidential information about children and young people, especially information in relation to breaches of this CYRMS and disclosures or suspicions of harm in the strictest of confidence. Information will be stored securely. Third party disclosures will be provided by the President only, and only when they ensure the privacy of any child or young person concerned.

PART TWO: CAPABILITY

3. RECRUITMENT, SELECTION, TRAINING & MANAGEMENT OF STAFF & VOLUNTEERS

All LSC staff & volunteers over 18 need a blue card if their role is likely to include providing services that are directed mainly towards children and young people or conducting activities

that mainly involve children and young people, unless an exemption applies. Exemptions are listed on <http://www.bluecard.qld.gov.au/volunteers/Sportandactivererecreation.html>

PRE-APPOINTMENT

- Blue card identifies eligibility.
- LSC policies identify suitability.
- All roles within LSC have position descriptions available.
- Selection Criteria include Duties and Skills.
- Duties – talking and interacting with children, communicating with parents and carers.
- Skills – keen desire to work with children, strong communication skills, understanding of the physical and emotional needs of children.

INTERVIEWS

LSC is committed to ensuring that the behaviour of all staff and volunteers towards children and young people is appropriate.

Interview questions will be developed in line with the following examples:

“Please provide examples of what you would deem to be appropriate behaviour management techniques at training.”

“Describe how you would encourage a child or young person to participate in training or games.”

Preferred questioning techniques: Other scenario-based questions. Open-ended questions. Probing questions to elaborate answers and allow for reflection.

SELECTION CRITERIA

An individual set of selection criteria will be established for each Club position of responsibility. TASKS (from position descriptions) and SKILLS REQUIRED will be listed.

POST APPOINTMENT

Induction training in how to access the LSC’s Child and Youth RMS.

Follow up by the person’s supervisor to check knowledge of this RMS.

Training relative to LSC’s RMS, especially reporting disclosures or suspicions of harm will apply at induction and be refreshed annually.

RMS training will be documented to include training completed and participants.

PART THREE: CONCERNS

4. MANAGING DISCLOSURES OR SUSPICIONS OF HARM

DEFINING HARM:

Any detrimental effect of a SIGNIFICANT NATURE on a child’s physical, psychological or emotional wellbeing caused by physical, psychological, emotional abuse or neglect, sexual abuse or exploitation.

“Considerations when forming a reasonable suspicion about harm to a child include:

- whether there are detrimental effects on the child’s body or the psychological state or emotional state - that are evident to the person, or - that the person considers are likely to become evident in the future, and
- in relation to any detrimental effects mentioned above - their nature and severity, and - the likelihood that they will continue, and
- the child’s age (section 13C of the Child Protection Act 1999).”

PHYSICAL ABUSE:

- hitting, shaking, burning, biting, giving children alcohol, illegal drugs or inappropriate medication, domestic and family violence.

EMOTIONAL or PSYCHOLOGICAL ABUSE:

- scapegoating
- persistent rejection or hostility, constant yelling, insults or criticism
- exposure to domestic or family violence
- cultural affronts
- teasing, bullying and cyber bullying

NEGLECT:

- insufficient food, housing, clothing or enough sleep
- unhygienic living conditions
- failure to provide health care
- leaving children unattended
- children missing school

SEXUAL ABUSE or EXPLOITATION:

- kissing or holding a child in a sexual manner
- exposing a sexual body part to a child
- talking in a sexually explicit way that is not age or developmentally appropriate
- exposure to sexual acts or pornography
- making obscene phone calls or remarks to a child
- engaging in sexual relations with a child or young person under the age of 16

RECEIVING DISCLOSURES OF HARM:

“A disclosure of harm occurs when someone, including a child, tells you about harm that has happened, is happening, or is likely to happen to a child.”

- remain calm
- listen attentively, actively and be non-judgemental
- go to a private place
- encourage the child to use their own words
- use only open-ended questions
- tell the child it cannot remain a secret
- document the disclosure clearly and accurately
- do not attempt to mediate an outcome
- follow RMS reporting process

It is important to act quickly and in the best interests of a child or young person after a disclosure of harm is received, irrespective of the source of harm.

SUSPICION OF HARM:

“A suspicion of harm is when someone has a reasonable suspicion that a child has suffered, is suffering, or is at an unacceptable risk of suffering, significant harm. This includes circumstances which relate to an unborn child who may need protection after he or she is born. A child who has been, or may be experiencing, abuse may show behavioural, emotional or physical signs of stress and abuse.”

There is a duty of care to follow up any suspicions of harm or potential risk of harm to children and young people in the Club's care. You can do this by observing and recording the actions of children who might be at risk and reporting these concerns to the relevant authority.

You can suspect harm if:

- a child or young person tells you they have been harmed
- someone else, e.g., another child, a parent tells you that harm has occurred or is likely to occur
- a child or young person tells you they know someone who has been harmed
- you are concerned about significant changes in the behaviour of a child or young person, or the presence of new, unexplained and suspicious injuries
- you see harm happening

ACTIONS

If you have a suspicion of harm, you should alert the Safe Hockey Officer as soon as possible if you notice or are made aware of any of the below indicators. You should not talk to anyone except the child, or the club Safe Hockey Officer or President as it is important that this information remains confidential so that the correct procedures can be followed to get the best outcome for the child or young person.

- remain alert to warning signs and indicators.
- pay close attention to changes in behaviour, ideas, feelings and words used.
- make written notes in a non-judgemental and accurate manner.

It is preferred that reports of harm are completed by a club member who has had some training in this area as it is easy to make presumptions, or to 'lead' a child by not being sufficiently open minded and objective. However, if a child or young person does approach you, you should do your best to listen with an open mind and reassure them as per below then report within the club as above.

- assure a child they can come and talk when they need to and listen to them and believe them when they do.

As soon as possible after the suspicion of harm is noticed or recalled, record what you have heard in writing or make an audio log for yourself and advise the club's Safe Hockey Officer or President. Do not discuss the information with anyone else. The club officials will:

- follow the relevant process for reporting a suspicion of harm and consider whether there are requirements to report matters the Queensland Police Service or Child Safety.
- consider support services that can be offered to the family if the concern does not meet the reporting threshold.
- ***No officials will contact the parents or carers in circumstances where they are alleged to have engaged in the abuse, or the child is a mature minor and does not wish their parent/carer to be contacted.***
- Contact the parents/carers and provide agreed information as soon as possible.

CONTACT OFFICER:

LSC's Safe Hockey Officer is the primary contact for suspicions of harm.

Note: If a child is at risk of immediate harm, you must ensure their safety by:

- 1. Separating alleged victims and others involved**
- 2. Administering first aid**
- 3. Calling 000 for urgent medical and/or policy assistance to respond to immediate health or safety concerns.**
- 4. Identifying a contact person for future liaison with police.**
- 5. If a person reasonable suspects a child has been, or is likely to become a victim of a criminal offence, contact Police Link on 131 444.**

REPORTING:

The Safe Hockey Officer will follow through with reporting:

To police if:

- the child is at imminent risk of harm.

- the child has been the victim of a criminal offence.

To child safety if:

- the child has suffered, is suffering, or is at an unacceptable risk of suffering harm and does not have a parent able or willing to protect the child from harm.

<https://www.csyw.qld.gov.au/contact-us/department-contacts/child-family-contacts/child-safety-service-centres/regional-intake-services>

**Contact Regional Intake Services, South East – during business hours, 1300 679 849.
*After hours and on weekends - contact the Child Safety After Hours Service Centre on 1800 177 135. The service operates 24 hours a day, seven days a week.**

Reasonable suspicion may be based on either a disclosure of harm or observing other signs of abuse. Reports should be made as soon as possible after becoming aware of the harm.

HOW TO DETERMINE IF THERE IS SIGNIFICANT HARM:

Section 13C of the *Child Protection Act 1999* provides guidance when forming a reasonable suspicion about whether a child has suffered significant harm or is at an unacceptable risk of suffering significant harm. The matters that a person may consider include:

- whether there are detrimental effects on the child's body or the child's psychological or emotional state; that are evident to the person, or that the person considers are likely to become evident in the future.
- In relation to any detrimental effects to the child the reporter may consider; their nature and severity, and the likelihood that they will continue.
- The child's age. The person's consideration may be informed by an observation of the child, other knowledge about the child or any other relevant knowledge, training or experience that the person may have.

THE INFORMATION WHICH MUST BE PROVIDED TO CHILD SAFETY:

Under section 13G (2) of the *Child Protection Act 1999*, the written report about a 'reportable suspicion' must contain the following details:

- The basis on which the person has formed the reportable suspicion, and
- The information prescribed by regulation, to the extent of the person's knowledge.

OTHER IMPORTANT ASPECTS OF MANAGING A REPORT:

LSC will provide clear guidelines to staff/volunteers which address the following:

- A clear process for reporting within LSC, particularly where a disclosure is made concerning a person within LSC. While it is important for LSC to have designated people (President and SHO) and reporting guidelines within your organisation, please be aware that the person receiving the information is also able to report this to the relevant authorities and is encouraged to be involved in the reporting process.

This is important as:

- the integrity of the information is retained when the person receiving the disclosure is the person reporting the matter to the authorities - information is not accidentally mishandled in the internal reporting procedures, prior to the matter being reported to the authorities; and
- where there is immediate risk of harm to a child, all staff/volunteers are aware they can act immediately to protect that child, contact the authorities and use [Hockey Australia's Child Safety Report Template](#).
- Processes to ensure appropriate confidentiality is maintained in relation to the issues and any relevant documents.

- Procedures to access appropriate support or counselling for the child or young person and the person who receives the disclosure should be detailed.
- The importance of obtaining clear guidance and advice from the Queensland Police Service or Child Safety as to:
 - who (President) should tell the child or young person's parents or carers about the disclosure and the action taken, and
 - who (SHO) can give ongoing help and trained support to the child or young person. Reports must be made in consultation with the President. Confidentiality of reports must always be ensured.

REVIEWING CURRENT POLICIES AND PROCEDURES:

The Club will undertake a review of the operation of your policies and procedures following a disclosure or suspicion of harm being actioned to:

- consider the application of the policies and whether there are any changes necessary, for example, whether they are suitable for:
 - responding to a child or young person when a disclosure is made, and
 - protecting children and young people from harm, and
 - assisting involved parties within your organisation, and
 - identify any additional training requirements.

The review must not interfere with court processes, and it may be a good idea to seek legal advice before starting a review. During the review, record what worked well and what may need to be improved upon. If you need to develop new policies and procedures, remember to provide information regarding the changes to your stakeholders.

MEDIA ATTENTION

A disclosure or suspicion of harm may attract media notice. It is critical to avoid giving out protected or potentially damaging information. Contact with the media will be restricted to one person, the President, of our Club. If the President is uncomfortable dealing with the media, referral will be made to the Club's legal agent.

5. MANAGING BREACHES OF THIS RISK MANAGEMENT STRATEGY

A breach of the RMS applies for any action or inaction by any member, staff, volunteer, parents and carers or visitor, including children and young people that fail to comply with any part of this RMS.

This risk management strategy applies to everybody who is involved with LSC, including children, parents, contractors and all other people relevant to the Club.

PROCESS FOR MANAGING A BREACH:

Breaches are to be reported to the president. Breaches will be managed in a fair, unbiased and supportive manner. The following process is to occur – the President will call a meeting with the management committee and the Blue Card Coordinator. This meeting may invite the person(s) creating the breach. This meeting will determine a suitable outcome for the breach.

SUITABLE OUTCOMES FOR BREACHES:

- emphasising the relevant component of this Child and Youth Risk Management Strategy, for example, the code of conduct.
- provide closer supervision.
- provide further education and training.
- mediate between those involved where appropriate.
- issue disciplinary procedures if necessary.

- review this RMS.
- reviewing current policies and procedures.
- develop new policies if necessary.

PROCESS FOR RECORDING BREACHES INCLUDING OUTCOMES:
Breaches can be categorised into Minor, Moderate, Major and Extreme.

As a result of a Minor breach:

- emphasise the relevant component of this child and youth RMS, for example, the code of conduct.
- remind all members of the RMS emphasising the codes of conduct.

As a result of a Moderate breach:

- acknowledge with the person(s) committing the breach that the behaviour is inconsistent with this RMS.
- remind all members of the RMS emphasising the codes of conduct.
- issue a formal warning.
- provide further training or access to training resources.
- focus on positive ways of working with children.

As a result of a Major breach:

- document the incident as soon as possible.
- follow internal policy procedures.
- acknowledge with the person(s) committing the breach that the behaviour is inconsistent with this RMS.
- remind all members of the RMS emphasising the codes of conduct.
- issue a formal written warning.

As a result of an Extreme breach:

- document the incident as soon as possible.
- follow internal policy procedures.
- provide support to all involved.
- consider disciplinary action.
- remind all members of this RMS, emphasising codes of conduct and roles.

Confidentiality will be ensured in managing all breaches.

Note: [Incident report form template](#) is available on the Qld Govt publications website. A copy is also available on our Labrador website attached to our **Information for Players/Working with Children - Blue Card Services** page.

6. RISK MANAGEMENT PLANS FOR HIGH RISK ACTIVITIES AND SPECIAL EVENTS

LSC volunteers or staff should consider whether the activity or event:

- involves the participation of volunteers or people who are external to LSC - Junior Presentation of Awards
- is to take place at an external venue or destination with a large amount of people and/or hazards (e.g., involving water hazards such as ponds, lakes or pools), and/or
- is to take place overnight or for a lengthy period of time – Junior Tour.

It is important to note that these are just some examples of the types of activities and special events which might be considered to assist in determining if an activity or event is high risk.

RISK MANAGEMENT PROCESS

There are six steps to consider in the development of an effective risk management plan:

1. Describe the activity
2. Identify the risks
3. Analyse the risks
4. Evaluate the risks
5. Manage the risks and reassess, and
6. Review.

STEP 1 - DESCRIBE THE ACTIVITY/EVENT - QUESTIONS TO CONSIDER

- What is the activity?
- What is the purpose of the activity?
- What are your objectives in undertaking the activity?
- What are the elements of the activity from start to finish?
- Where is the activity taking place?
- What environmental factors need to be considered?
- Who is involved in the activity? Parents? Staff? Children? People external to LSC?

STEP 2 - IDENTIFY THE RISKS

A checklist which identifies general risks that should always be considered for every high risk activity or special event must be considered. However, it is also important to brainstorm with the people involved with LSC to ensure all potential risks that might result in harm to a child or young person for the particular high risk activity or special event which the persons creating a plan for are identified.

For example:

- Will children need to be transported?
- Is it possible that a child could be injured or become ill?
- What would happen if an emergency occurred?
- Are there any risks presented by the physical environment or location of the activity?
- Will there be people external to LSC involved in the activity?
- Are there accommodation requirements?
 - Supervision of children.
 - Ratio of adults to children.
 - Change room procedures.
 - Managing medications and allergies.
 - Managing illness and injury.
 - Emergency procedures.
 - Supervision of volunteers.
 - Consent forms including emergency contact details.

Questions to consider

- Where or when might harm occur?
- How might harm occur?
- Why might harm occur?

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. In this step LSC personnel will consider:

A. How likely is it that the harm will occur?

Likelihood	Description
<i>Almost Certain</i>	Almost certain to occur in most circumstances
<i>Likely</i>	Likely to occur frequently
<i>Possible</i>	Possible and likely to occur at some time
<i>Unlikely</i>	Unlikely to occur but could happen
<i>Rare</i>	May occur but only in rare and exceptional circumstances

B. What would happen if the harm did occur?

Consequence	Description
<i>Critical</i>	<ul style="list-style-type: none"> ▪ Critical incident. (e.g. Death or permanent disability of adult or child; high level of distress to other parties) ▪ Sustained negative publicity or damage to reputation from a national perspective or from the community welfare perspective.
<i>Major</i>	<ul style="list-style-type: none"> ▪ Multiple injuries requiring specialist medical treatment or hospitalisation; and/or major occupational health, safety & welfare liability incident / issue. ▪ Major incident which damages public or parent confidence. ▪ One or more children are lost from the main group.
<i>Moderate</i>	<ul style="list-style-type: none"> ▪ Serious injuries and/or illness. ▪ Complex welfare and/or health care issue. ▪ Serious disruption or incident, resulting in distress to children and adults.
<i>Minor</i>	<ul style="list-style-type: none"> ▪ Minor first aid or minor occupational health, safety & welfare liability incident / issue (e.g. minor cuts, bruises, bumps). ▪ Minor behavioural issues. Insignificant ▪ No treatment required.

STEP 4 – EVALUATE THE RISKS

The fourth step requires LSC personnel to evaluate the level of risk, which will depend on the 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.

Sample Risk Analysis Matrix below for use analysing and evaluating risks in LSC 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.

Risk Analysis Matrix		Likelihood				
		Rare	Unlikely	Possible	Likely	Almost Certain
Consequence	Critical	Moderate	High	High	Extreme	Extreme
	Major	Moderate	Moderate	High	High	Extreme
	Moderate	Low	Moderate	Moderate	High	High
	Minor	Low	Low	Moderate	Moderate	Moderate
	Insignificant	Low	Low	Low	Moderate	Moderate

STEP 5 - MANAGE THE RISK

Risk management options should consider the values and perceptions of people involved with LSC and the most appropriate way to communicate with them. LSC personnel 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 LSC personnel assess that a risk is still highly likely to occur and the outcome could result in harm to a child, then LSC personnel may need to rethink the activity.

STEP 6 - REVIEW

Ongoing review is essential to ensure that the risk management plan LSC develops for a high risk activity or special event is effective. Reviewing controls and responsibilities can be useful for future planning. LSC personnel should identify in the strategy who will review the risk management plan after the event or activity.

LSC Risk Management Plan for High Risk Activity

HIGH RISK ACTIVITIES / SPECIAL EVENTS RISK MANAGEMENT PLAN

Labrador Sports Club Inc.



Date Completed: [Click or tap to enter a date.](#) Completed by: [Click or tap here to enter text.](#)

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6
Describe the activity Identify all elements of the event from beginning to end	Identify Risks Something that could happen that results in harm to a child or young person	Analyse the Risk Likelihood (Almost certain, Likely, Possible, Unlikely or Rare) and Consequences (Critical, Major, Moderate, Minor or Insignificant)	Evaluate the Risk The level of risk (using the Risk Analysis Matrix)	Manage the Risk Assess the options	Review Nominate who will review after the event/activity
Click or tap here to enter text.	Click or tap here to enter text.	Choose an item. Choose an item.	Click or tap here to enter text. to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Choose an item. Choose an item.	Click or tap here to enter text. to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Choose an item. Choose an item.	Click or tap here to enter text. to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Choose an item. Choose an item.	Click or tap here to enter text. to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Choose an item. Choose an item.	Click or tap here to enter text. to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

High risk activities / special events Risk Management Plan – August 2021

PART FOUR: CONSISTENCY

7. MANAGING COMPLIANCE WITH THE BLUE CARD SYSTEM

This RMS will be reviewed annually to ensure LSC maintains practices that align with the current legislation and good practice to support the creation of safe and supportive environments for the ongoing safety and wellbeing of children and young people. This review will include:

- whether any incidents relating to children and young people's risk management issues occurred.
- the process used to manage any incidents.
- whether the policies and procedures were followed by all concerned.
- the effectiveness of your organisation's policies and procedures in preventing or minimising harm to children and young people.
- the content and frequency of training in relation to this child and youth risk management strategy.
- document the review.
- make any changes necessary and inform all members.
- ensure that any relevant changes to LSC policies and procedures are appropriately communicated to staff/volunteers.

BLUE CARD SCREENING REQUIREMENTS

All coaches over 18 require a Blue Card or Exemption Card before they begin coaching. All development officers over 18 who work in our Schools Development Program require a Blue Card or Exemption Card.

The Blue Card Administrator will be identified on the Club website.

Whenever someone joins the Club in the above listed roles who does not have a current blue card, they will be instructed to apply for a blue card by accessing -

<https://my.bluecard.qld.gov.au/login>

Whenever someone joins the Club in the above listed roles who does have a current blue card, a "Link an Applicant Form" will be lodged by LSC before they begin work. To initiate the process, the volunteer worker will need to provide the Blue Card Administrator with their card number or exemption number and their date of birth. This person will then be registered as working at the LSC.

The Blue Card Administrator will check the validity of a prospective volunteer/employee's card, it is possible to do so on the Blue Card Services website if you have details of the volunteer/employee's name as it appears on the card, full card number (including the number following the '/' on the card) and its expiry date.

Whenever a current Blue Card holder leaves the Club, a "Delinking Notification" will be lodged by LSC.

IMPORTANT THINGS TO REMEMBER

- Applicants must sign a consent to the screening process when they start the application process.
- Workers/volunteers must not commence regulated employment until they hold a valid blue card and positive notice.
- It is an offence for a 'disqualified person' to sign a blue card application form or a renewal form and **it is an offence for LSC not to provide this warning.**

As at 31 August 2020, if you are an applicant or Blue Card holder and there has been a change in your police information, you will have to tell Blue Card Services immediately using

the [change in police information form](#). The maximum penalty for failing to report a change in your police information is \$13,345 (100 penalty units).

Existing workplace requirements for employees to report a change in their police information to their employer may remain. For example, an organisation may have a policy that requires all employees to report a change in their police information, such as a drink driving charge.

Employers

As at 31 August 2020, Blue Card Services will notify employers of a change in police information, when the change is considered relevant to child-related employment. It is no longer a requirement for employers to notify us when they become aware of an employee's change in police information.

LSC must act on any notifications from Blue card Services referring to high risk individuals and ensure confidentiality of all Blue Card records.

LSC must ensure that information on the Blue Card Portal is up to date and accurate. The Blue Card Administrator will print a Blue Card Services report for management committee on a three-monthly basis.

MANAGING HIGH RISK INDIVIDUALS, INCLUDING RESTRICTED PERSONS

There are exemptions that allow people to engage in regulated child-related employment without a blue card in certain circumstances. Certain people are restricted from relying on these exemptions.

It is an offence for a restricted person to start or continue in restricted employment.

It is also an offence for an employer to employ or continue to employ a restricted person to start or continue in restricted employment if they know (or should reasonably know) they are a restricted person.

A restricted person means a person who either:

- has been issued a negative notice
- has a suspended blue card
- is a disqualified person
- has been charged with a disqualifying offence which has not been finalised.

Restricted employment refers to the situations that allow a person to work with children without a blue card, such as if they are:

- a volunteer parent
- a volunteer who is under 18
- paid or unpaid staff who work in regulated child-related employment for not more than 7 days in a calendar year
- a person with disability who is employed at a place where the person also receives disability services or NDIS supports or services
- a secondary school student on work experience who carries out disability related work under the direct supervision of a person who holds a blue or exemption card

EMPLOYEE (Volunteers/Staff) REGISTER

LSC is required to establish and maintain a volunteer/staff register which is a written record or register of all volunteers/staff involved in child-related activities within LSC. Under the Act, Blue Card Services has the power to conduct an audit on an organisation to ensure that the organisation maintains an employee register.

If a complaint is made in relation to an individual or your organisation, you may be asked for a copy of your employee register.

In relation to LSC's obligations regarding our blue card register, LSC is required to maintain a written record of all employees within LSC which includes:

- whether or not the person requires a blue/exemption card (if not, why not – e.g. an exemption applies under the Act)
- the type of card (e.g. paid or volunteer) or exemption card
- the date your organisation confirmed the validity of the persons card (e.g. via the organisation portal, online validation tool)
- the date your organisation linked the card holder
- the blue card/exemption card number and the expiry date of the blue card, and
- the renewal date

A [template Microsoft Excel employee register](#) is available.

LSC will ensure that appropriate and confidential records in relation to the following are maintained:

- whether a negative notice has been issued to a card holder
- any change in status to a blue/exemption card or exemption card (such as the cancellation or suspension of a blue/exemption card)
- where an employee leaves your organisation and the date you informed Blue Card Services
- any change to the employee's/volunteer's personal information, including the date they informed Blue Card Services (you should note that it is an offence for an employee to fail to notify Blue Card Services on the appropriate form of any change in personal details within 14 days).

8. COMMUNICATION AND SUPPORT

An effective strategy for communication and support will

- ensure that all people in your organisation are aware of their responsibilities and understand what acceptable behaviour is for interacting with children
- enable people to feel comfortable addressing issues of concern
- highlight the importance of your organisation's commitment to protecting the safety and wellbeing of children in your service environment, and
- reduce the likelihood of breaches of your risk management strategy.

LSC's RMS can be accessed on our [website](#).

All new volunteers and staff will be directed to this policy and will be required to become familiar with it.

The Blue Card Services website will be linked to the Club's website for ease of information access.

Junior and Senior Handbooks will contain the RMS website link.

Email will be sent to all members when any RMS changes or updates occur.

The Junior Coordinator/s is/are the first contact person/s for support of a general nature on any issue including child safety and wellbeing. Serious concerns should be reported direct to the President, Safe Hockey Officer or Player Representative who are then able to provide further support should it be deemed necessary. Direction to relevant external agencies will be provided should the issue not be able to be resolved internally.

A range of information sheets to support communication to members are accessible from [Blue Card Services website](#).

This information link can also be accessed via the Labrador [website](#).

Information for players/Working with Children – Blue Card Services.

SUMMARY OF KEY POINTS:

- Protecting children is everybody's business
- 94% of harm is from known and trusted persons
- The most important thing you can do is listen
- Doing nothing hurts
- Children don't usually lie about abuse
- Any concerns should be reported to the President, Safe Hockey Officer or Player Representative as soon as possible
- Bravehearts have an [online course for clubs](#) and we encourage committee members and particularly the Blue Card administrator to complete.

EDUCATION and TRAINING:

To support the ongoing education and training of employees, members and parents, and to further encourage good practice, LSC also promotes the training and support resources available through:

1. [Play By The Rules](#)
2. [The Daniel Morcombe Foundation](#)

FURTHER INFORMATION & RESOURCES:

For additional resources or information – access information via websites of the following government departments or charity organisations:

- Hockey Australia Safe Hockey Framework Policy and Resources
- Blue Card Services
- Queensland Family & Child Commission
- Daniel Morcombe Foundation
- Bravehearts
- Play by the Rules