

Child Protection Policy and Procedure

(Part of the Child and Youth Risk Management Strategy)

Queensland Academy of Sport



**Queensland
Government**

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Statement of Commitment

The Department of National Parks, Sport and Racing (**NPSR**) is responsible for developing and supporting opportunities for Queenslanders to lead active and healthy lifestyles through participation in sport and active recreation.

Sport and Recreation Services enables NPSR to fulfil its responsibilities through the Queensland Academy of Sport (**QAS**), which supports Queensland's elite athletes and identifies developing athletes.

The QAS 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, QAS is dedicated to its Child and Youth Risk Management Strategy.

QAS Child and Youth Risk Management Strategy

QAS 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 the QAS (**QAS employees and contractors**) 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, and
- Volunteers.

The Strategy encompasses:

- The Code of Conduct for the Queensland Public Service and the Ethical Decision-Making and Queensland Public Service Code of Conduct training.
- Queensland Government Guidelines for Photography Consent Forms.
- Relevant departmental policies and procedures, including:
 - Appropriate Behaviour Policy
 - Employee Complaints Management Policy and Procedure
 - Employment Screening Policy and Procedure
 - Use of Internet, Email and Other ICT facilities and Devices Policy and Procedure
 - Investigation and Discipline Procedure
 - NPSR Complaints, Compliments and Comments Management Policy and Procedure, and
 - Risk Management Guideline for Working with Minors.

- Policies and procedures contained in this document detailing:
 - Physical contact
 - Disciplining a child and young person
 - Being alone with a child and young person
 - Athlete clothing standards
 - Injuries and illness
 - Photographing children and young people
 - High Risk Activities Management
 - Managing suspicions and/or disclosures of child abuse or harm
 - Breach of Strategy
 - Blue Card requirements
 - Managing employees and contractors
 - Training
 - Communication and support strategies, and
 - Review of Strategy.
- Staff performance and development plans.

Failure to abide by the policies, procedures and the recommended actions contained in this Strategy may lead to disciplinary action.

Definitions

Act means the *Working with Children (Risk Management and Screening) Act 2000*.

Breach of Risk Management strategy is any action or inaction by any member of the QAS, including children and young people, that fails to comply with the Strategy. However, a breach that results in significant harm to a child or young person needs to be considered in terms of an allegation or suspicion of harm.

Children and young people are individuals under the age of 18 years.

Complainant means the person making a complaint.

Contractors are external providers contracted to provide goods or services, which may include coaches employed by State Sporting Organisations (SSOs) or are sole operators.

Disclosure of harm occurs when a person, including a child and young person, tells a QAS employee/contractor about harm that has happened or is likely to happen.

Harm involves any detrimental effect of a significant nature on the child and young person's physical, psychological or emotional wellbeing. Harm may be caused by physical, psychological or emotional abuse or neglect or sexual abuse or exploitation. Harm can be caused by a single act, omission or circumstance or a series or combination of acts, omissions or circumstances.

The Department of Communities website has some useful materials available which may assist further for the different types of harm that may occur (e.g. physical, emotional, sexual, psychological abuse and neglect) and provides guidance for staff in relation to the signs, which may indicate that harm may be occurring where this information can be sourced from, for example: <http://www.communities.qld.gov.au/childsafety/protecting-children/what-is-child-abuse>

Suspicion of Harm involves any detrimental effect of a significant nature on the child or young person's physical, psychological or emotional wellbeing. This may include a concern regarding significant changes in behaviour or the presence of new unexplained and suspicious injuries.

Strategy is the Child and Youth Risk Management Strategy.

QAS [WA1]employees and contractors¹ including but not limited to:

- Permanent Employees (including Senior Officers)
- Temporary employees
- General employees (including coaches directly employed by the QAS)
- Casual employees
- Consultants/contractors (including Coaches and Service Providers who may be under specific employment and/or secondment agreements)

¹ It is important to note that while some coaches are directly employed by the QAS, many coaches are sole operators or are employed by State Sporting Organisations (SSOs) that are QAS contractors.

- Coaches and Service Providers (who may not be employed under a specific written agreement) who represent the QAS
- Work experience or industry placements
- Trainees, and
- Volunteers.

Who must comply with this Policy and Procedure?

QAS employees and contractor including but not limited to: [WA2]

- Permanent Employees (including Senior Officers)
- Temporary employees
- General employees (including coaches directly employed by the QAS)
- Casual employees
- Consultants/contractors (including Coaches and Service Providers who may be under specific employment and/or secondment agreements)
- Coaches and Service Providers (who may not be employed under a specific written agreement) who represent the QAS
- Work experience or industry placements
- Trainees, and
- Volunteers

Athletes

Parents/Guardians

QAS Employees and Contractors Code of Conduct for interacting with children and young people

Queensland Academy of Sport (QAS) employees and contractors hold a special position of trust arising out of the unique nature of their work in developing athletes to achieve their sporting aspirations. To ensure athletes are kept safe and protected at all times it is imperative that all QAS employees and contractors strive to establish, build and maintain positive relationships with athletes, particularly children and young people, by abiding by the practices and procedures contained in the QAS Child Protection Policy and Procedure. QAS employees are also bound by the QAS Child Risk Management Strategy and the Queensland Public Service Code of Conduct.

The standard of appropriate behaviour for QAS employees and contractors

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 influence Building relationships based on trust Empowering children and young people to share in decision making 	<ul style="list-style-type: none"> Favouritism or giving gifts Spending excessive amounts of time alone with children and young people 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 e.g. the QAS uniform 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, texts, photos etc.

The QAS has developed the following separate code of conducts for key stakeholders:

- QAS employees and contractors other than coaches are required to sign the QAS Employees and Contractors Code of Conduct for interacting with children and young people prior to commencing work with the QAS (**Attachment 1**)
- QAS employed coaches and service providers and coaches and service providers employed privately but who use QAS facilities or receive QAS grants are required to sign the Code of Conduct for Coaches for interacting with children and young people (**Attachment 2**), and

- The parents or guardians of children and young people consent to the Athletes Code of Conduct when signing the QAS scholarship agreement before the children and young people participate in QAS activities and receive QAS services (**Attachment 3**).

Procedures to minimise harm to children and young people

This section outlines procedures for ensuring that the harm to children and young people is minimised in the following situations:

Physical contact

Physical contact with a child and young person should only be to:

- Develop sport skills
- Prevent or respond to an injury in an emergency
- Prevent or respond to an injury as part of normal role, and/or
- Meet the specific requirements of the sport.

All physical contact by QAS employees and contractors should fulfil the following criteria:

- Physical contact should be appropriate for the development of a sport skill
- Children and young people should be congratulated or comforted in public, not in an isolated setting
- QAS employees and contractors should not initiate physical contact with children or young people, except in accordance with the Strategy, and should be aware of their proximity to children and young people at all times
- QAS employees and contractors are to follow the procedures outlined in the Strategy in demonstrating techniques related to specific activities. However, QAS employees and contractors also need to ensure they do not compromise the quality of an activity due to concern over having their actions misconstrued. At all times QAS employees and contractors should act diligently and conscientiously in their duties, including undertaking activities and demonstrating techniques to children and young people, and
- Where possible, and subject to the nature of the activity and environmental conditions, it is preferable for staff to work with children and young people in groups, rather than on a one on one basis.

Demonstrating technique and/or developing skills

QAS employees and contractors are to demonstrate techniques and/or develop skills relating to a particular activity **only** in full view of other persons and **never** in private. The following guidelines are to be followed:

- **Prior to touching a child or young person:** QAS employees and contractors are to give a verbal explanation of how, where, when and why so that the child or young person and other persons can hear.
- **Ask the child or young person for permission:** After the verbal explanation, QAS employees and contractors are to ask the child or young person if touching for the purpose of carrying out the activity is ok. If permission is granted, the demonstration is to continue.

Disciplining a child or young person

QAS may terminate the scholarship agreement where a child or young person engages in criminal activities or behaves in a manner contrary to the QAS Athlete Code of Conduct (**Attachment 3**),

contained in the QAS Scholarship Agreement. Athletes sign this Scholarship Agreement prior to the child or young person joining a QAS squad. Parents/Guardians to be advised of the QAS Athlete Code of Conduct signed by athlete through the Athlete Management System.

Being alone with a child or young people

QAS employees and contractors should not be alone with children or young people and should have at least one other person present (preferably an adult if possible), apart from exceptional circumstances, such as a life threatening situation where first aid is required to be administered.

If a child or young person approaches a QAS employee and wishes to talk to the QAS employee privately about a matter, the employee should endeavour to immediately address the situation in an open area and in the sight of other adults (e.g. coaches, officials, parents/guardians).

Ideally, the employee should advise another QAS employee or parent and ask them to stay within sight while the employee discusses the issue with the child or young person. If the child or young person becomes emotional, the employee should seek support from the nearby adult to address the child or young person's concerns.

Change rooms/toilets

Should the use of change rooms/toilets be required as part of preparation for an activity, it is preferable for the non-QAS employee/contractor (e.g. teacher or private coach) be responsible for supervising and having them appropriately dressed for the scheduled activity in a timely manner. However, if this is not possible, and QAS employees and contractors are required to supervise the children or young people, appropriate protocols should be followed.

These protocols include waiting in close proximity to the entrance of the change room/toilet for the children or young people (e.g. in the corridor outside) but not actually entering the facility, unless there is a valid reason to do so, such as in an emergency situation. In this situation, it is preferable for a staff member of the same gender to supervise children or young people, although it is acknowledged that this is not always possible.

If a QAS employee/contractor is required to enter the change room/facility they should, where possible, notify their supervisor of the fact that they are going to enter, and **must** loudly and clearly announce to the room occupants before entering to ensure privacy and respect for others.

Photos must not be taken in change rooms/toilets.

Overnight trips

QAS employees and contractors are required to have more than one adult with children or young people on an overnight trip/camp. QAS employees and contractors must not isolate themselves with a child or young person at any time. There must always be more than one adult with a group of children or young people, even if the number of children or young people is small. QAS employees and contractors must always obtain separate sleeping accommodation from children and young people (in separate rooms etc.).

In the event that a QAS employee is required to respond to an emergency raised by a child or young person on an overnight trip, the QAS employee should, where possible, attend with another adult to address the issue.

Photos must not be taken in hotel rooms and other sleeping accommodation.

Billeting

Where possible two children or young persons should be billeted together. The QAS must take into consideration gender and put males with males and females with females. The QAS must ensure the billeting family have blue cards or another State or Territory valid working with children check. The accommodation for billeting children and young people must have suitable facilities and not be under construction.

Collection arrangements

QAS employees and contractors should contact parents/guardians to notify of collection procedures. QAS employees and contractors must comply with the following procedures:

- Notify children and young people and their parents/guardians of the times of practices and games, when the parent can expect to collect the child and that it is not the QAS employee/contractor's responsibility to transport children and young people home if parents/guardians are delayed
- It is desirable that the parent/guardian of the second to last child/young person take the last child home or wait with the QAS employee and the child/young person until the last child/young person has been collected. This will enable the QAS employee and contractor to concentrate on making contact with the parent/guardian of the last child, and
- Ensure that the employee/contractor has access to a phone so that they can attempt to contact the child or young person's parent/guardian in the event that a child/young person has not been collected in a timely manner.

Parents/guardians of children and young people are required to provide annual written consent to collection arrangements.

Transport of children and young people

Ideally, all children and young people should have their own transportation to and from training and sporting events, unless written approval is provided from parents/guardians that the team travel together. In this event, the QAS employee should ensure that:

- The travel has been approved by the child or young person's parents/guardians in writing
- The QAS employee is not alone with any child or young person in the vehicle at any time.

Appropriate and positive language and behaviour

QAS employees and contractors should seek to adopt positive language and avoid using bad or aggressive language, insults, swearing, criticism, bullying or not giving a child positive support and encouragement when talking with a child/young person or in the presence of other children/young people. Additionally, QAS employees and contractors should avoid inappropriate body language, such as winking or leering.

Athlete clothing standards

All children and young people must wear appropriate clothing when attending QAS events, training sessions or recovery sessions. This includes wearing all required team uniforms and wearing appropriate training gear and/or swimwear to training and recovery sessions. Any child or young person who does not comply with the relevant clothing standards will not be able to participate in the required activity.

Injuries and Illness

Only QAS employees and contractors qualified in administering first aid or treating sports injuries should attempt to treat an injury. QAS employees and contractors should avoid treating injuries out of sight of others. Other considerations include:

- The comfort level and dignity of the child or young person should always be the priority
- If necessary, seek medical attention as soon as possible, and
- QAS employees and contractors must always report injuries and any treatment to parents, as well as document the incident in the Incident Report, available at:

<http://intranet.npsr.govnet.qld.gov.au/human-resources/workingsafe-workingwell/incident-hazard/>

Smoking, alcohol and the use of illegal drugs

Smoking and the consumption of alcohol and illegal drugs is prohibited on QAS premises.

Photographing children and young people

All QAS employees and contractors should be mindful of people at sporting events, particularly those who take photos of children and young people who are participating on behalf of the QAS. Any suspicious or irregular activity should be reported to the event organiser for further action.

QAS employees and contractors are required to read the Queensland Government photography guidelines for photo consent forms available on the NPSR intranet, particularly the section setting out the considerations for taking and using images of children:

http://intranet.npsr.govnet.qld.gov.au/communication_services/pdf/photo_consent_guidelines.pdf.

Parents/guardians of athletes under the age of 18 years are required to sign the athlete scholarship on behalf of these athletes and, therefore, agree to print, digital and electronic media (including photographs and video recordings) of their child or young person being used for QAS promotional, training and educational purposes and consent to such media being held indefinitely.

Parents/guardians are required to provide written consent to print, digital and electronic media (including photographs and video recordings) of their child or young person being used for QAS promotional, training and educational purposes and consent to such media being held indefinitely.

If the parent of a child or young person wishes to take photos of any child or young person that is not their child/young person, they should be advised to seek permission from the other child or young person's parents prior to taking any photographs.

Use of technology and social media

All QAS employees must follow the guidelines set out in the Use of Internet, Email and Other ICT facilities and Devices Policy and Procedure.

When on QAS premises or representing the QAS at an event, QAS contractors and children and young people must only use technology, including mobile phones, and social media in accordance with their code of conduct. For instance, QAS contractors may use the internet provided by QAS to research sporting techniques but not to look up inappropriate material not connected with their role.

A QAS contractor or a child/young person who brings the QAS into disrepute through the use of technology or social media may be subject to disciplinary action. For example, a child or young person may be considered to bring the QAS into disrepute if they post an inappropriate picture of themselves wearing a QAS uniform on Facebook.

Contractors (visitors) book

Contractors (other than coaches), such as maintenance persons,² [WA3] must sign the QAS contractors register and wear a contractors pass at all times whilst on QAS premises. QAS employees are required to check the contractors' identification and supervise while such persons are on the premises.

High risk activities management

Where an activity is not addressed in the Strategy, QAS employees/contractors responsible for conducting the activity must conduct a risk management plan in accordance with the procedures specified in the Risk Management Guideline for Working with Minors.

QAS employees/contractors are required to undertake the following six steps when conducting a risk assessment:

- Establish the context
- Identify the risks
- Analyse the risks
- Evaluate the risks
- Manage the risks and reassess, and
- Review.

QAS employees/contractors may use the template for a Risk Management Plan contained in **Attachment 5**.

Examples of activities that will require a risk assessment to be conducted include, but are not limited to, any event or activity where:

- QAS employees and contractors and children and young people are required to travel as part of a team

² These sort of contractors do not sign the QAS Employees and Contractors Code of Conduct for Interacting with children and young people.

- QAS employees and contractors are required to conduct additional or non-standard training sessions with a child or young person, and
- A QAS employee may be left alone with a child or young person for an irregular or extended period of time.

A copy of the risk management plan must then be provided to the Human Resources Unit, QAS 5 business days before the activity is undertaken. The Human Resources Unit will provide the risk assessment to the Executive Director, QAS for approval.

Managing suspicions and/or disclosures of child abuse or harm

Policy Statement

The QAS is committed to supporting all children or young people who make complaints no matter the nature of the complaint. However, as the QAS does not have any powers to act as a law enforcement agency, tribunal, court or child protection agency, it is not in a position to conduct thorough investigations or make a determination as to the substance of an allegation or a complaint of a serious or criminal nature. Any investigation or decision making function relating to allegations of a serious or criminal nature involving children and young people will be referred to the relevant law enforcement (i.e. Queensland Police Service) or child protection agency (i.e. Department of Communities, Child Safety and Disability Services). The QAS will then take any appropriate steps to mitigate the risk to children until the relevant agency is able to provide further advice as to the substance of the allegations and the necessary actions the QAS must take to protect children.

Process

This section sets out the process for managing suspicions and/or disclosures of child abuse or harm. The process is summarised in a flowchart (**Attachment 6**), which QAS employees and contractors should be familiar with and regularly refer to.

Reasonable grounds to suspect harm

QAS employee/contractors may have 'reasonable grounds' to suspect harm if:

- A child or young person informs QAS employee/contractors that they have been harmed
- Someone else, for example, another child or young person, a parent, or a staff member, tells QAS employees/contractors that harm has occurred or is likely to occur
- A child or young person informs QAS employees/contractors they know someone who has been harmed. It is possible the child may be referring to themselves
- QAS employees/contractors are concerned at significant changes in the behaviour of a child or young person, or the presence of new unexplained and suspicious injuries, and/or
- QAS employees/contractors witness the harm occurring. If this is the case, intervene immediately, provided it is safe to do so. If it is unsafe, call the police for assistance on 000.

Examples of a disclosure of harm

A disclosure of harm may sound like:

- "I think I saw..."
- "Somebody told me that..."

- “I just think you should know...”
- “I’m not sure what you can do, but...”

Responding to a suspicion and/or disclosure of harm

All incidents or disclosures of harm or suspicions of harm are to be taken seriously and actioned immediately, regardless of whom perpetrated the harm, in an efficient and effective way. QAS employees/contractors should:

- Not react in a shocked or in a critical way or with disbelief to a disclosure
- Find a private place to talk to ensure confidentiality (preferably in sight of another adult and not in a closed office) and to make the child or young person making the disclosure more comfortable and less concerned
- Not give an assurance to the child or young person that the information provided will be kept secret. QAS employees/contractors are encouraged to advise the child or young person that they have done the right thing in making the disclosure but the disclosure must be reported so that someone can help keep them safe
- Not attempt to conduct their own investigation or mediate an outcome between the parties
- Only ask enough questions to confirm the need to report the matter. QAS employees/contractors should avoid asking probing questions as this could cause distress, confusion and interfere with any later enquiries. For instance, QAS employees/contractors should ask non-leading questions such as “What happened then?” or “Can you tell me about that?” as opposed to leading questions such as “Did X touch you?”
- Act on the basis that the information the person is providing is true
- Ensure the child or young person in question is safe
- Maintain the safety of other children and young people, and/or
- Inform the QAS Department Liaison Officer (and, where appropriate, non-QAS employee/contractor).

Any disclosure of harm is important and must be acted upon, regardless of whether the harm to a child or young person has been caused by a person from within or outside the organisation.

Documenting disclosure suspicion and/or disclosure of harm

QAS employees/contractors must immediately document a disclosure/suspicion of harm, preferably using the Confidential Record of Child Abuse Allegation (**Attachment 6**). In the event that the record is not readily available, the QAS employee/contractor must take comprehensive notes, recording the following information:

- Date and time that record is made
- The name, age and address of child or young person
- Time, date and location of incident
- The complainant (if not the child or young person)
- Who is present (i.e. the complainant, receiver of the complaint and any other person)
- Reason for suspecting abuse or harm (for example observation, injury, information)
- Exactly what the person disclosing said, using “I said..”, “they said”

- The questions asked by the QAS employee/contractor
- Any comments the QAS employee/contractor made, and
- The actions the QAS employee/contractor took following disclosure, including arrangements for the immediate protection of the child or young person.

The QAS employee/contractor must complete the Confidential Record of Child Abuse Allegation (**Attachment 6**) as soon as possible and attach their notes to the document.

Reporting Disclosure/Suspicion of Harm

QAS employees/contractors must immediately contact the QAS Designated Liaison Officer who will report the suspicion/disclosure to the relevant agency, i.e. the Queensland Police Service and Department of Communities, Child Safety and Disability Services.

As soon as possible, the employee/contractor must notify their supervisor or manager who will alert the Executive Director. The Executive Director must notify Workforce Relations and Safety, Corporate Services.

If the alleged person were to have committed the harm to a child and is a QAS employee, please follow the process outlined in the Employee Complaints Management Policy and Procedure, as well as the process prescribed above.

Reporting actual harm

Where a QAS employee/contractor observes actual harm towards a child or young person, the employee/contractor must intervene immediately, provided it is safe to do so, and as soon as possible inform the police. If it is unsafe to intervene, immediately call the police for assistance on 000.

As soon as possible, the employee/contractor must notify their supervisor or manager who will alert the Executive Director. The Executive Director must notify HR Workforce Relations and Safety.

QAS employees and contractors are to be familiar with and regularly refer to the Reporting Harm to a Child or Young Person Flowchart (**Attachment 5**).

Complaint made relating to harm to a child

It is possible that NPSR's complaints process may be used by parents or a guardian or other person to report harm to a child or actual harm to a child by a QAS employee or contractor.

Complaints can be lodged through:

- Using the online complaint form, available at <http://www.npsr.qld.gov.au/contactus/feedbackform.php?type=complaint>
- Posting a completed printable complaint form to Client Engagement Unit, Level 6 400 George Street, Brisbane or GPO Box 2454, Brisbane QLD 4001
- Emailing a completed complaint form to npsrcomplaints@npsr.qld.gov.au
- In person at any Sport and Recreation Office or at the QAS head office
- Telephone using NPSR's general enquiry number. These calls will be redirected to NPSR's Client Engagement Unit, and
- Anonymously.

A complaint relating to harm to a child made in person would be treated as a disclosure and the process outlined above would be followed. The process for when a QAS team member receives a disclosure from a child about harm from a parent is clearly distinguished as being different from a complaint about a harm allegedly committed by a QAS team member.

Any complaint about QAS is handled in accordance with the NPSR Complaints, Compliments and Comments Management Policy and Procedure.

Actions following a disclosure or suspicion of harm

Support and counselling will be offered to all parties involved, including other children and young people.

Under the *Child Protection Act 1999*, a person who reports suspected child abuse is protected from civil or criminal legal actions and is not considered to have broken any code of conduct or ethics.

Details of the person who made the report are to be kept completely confidential and will not be made available to the family of the child or young person, or the person against whom the allegation has been made.

If the person who is alleged to have harmed a child or young person is a member of the QAS, their duties must be reviewed. If they continue to interact/work with children and young people, ensure that they are appropriately supervised at all times. The QAS Executive Director will seek legal advice as to the extent to which that person can carry out duties in the organisation.

QAS Designated Liaison Officer

The role of the QAS Designated Liaison Officer is to facilitate the complaints management process and refer the matter to the Queensland Police Service and the Department of Communities, Child Safety and Disability Services for further investigation.

Any person that witnesses unacceptable conduct or any conduct that may constitute a breach of the Strategy should refer their complaint to the QAS Designated Liaison Officer.

Where an allegation of serious or criminal conduct is made, the QAS Designated Liaison Officer must refer the matter to the relevant agencies (i.e. Queensland Police Service and the Department of Communities, Child Safety and Disability Service) for further investigation.

The QAS Designated Liaison Officer is also responsible for the facilitation of support services that are available to a child/young person or QAS employee/contractor who receives a complaint of abuse or harm to a child or young people. Where applicable, the QAS Liaison Officer works with the Member Protection and Information Officer (MPIO) from the relevant state or national sporting organisation when providing information, advice or referring a complaint.

Contact information for the QAS Designated Liaison Officer is provided and made available on the QAS webpage. However, if a child or young person or QAS employee or contractor is not aware of the name or contact details for the QAS Designated Liaison Officer, they should contact the Human Resources Section, QAS as soon as possible.

Confidentiality

All QAS employees and contractors must adhere to the guidelines specified in the Confidentiality of Information section of the NPSR Appropriate Behaviour Policy and the NPSR Information Privacy Compliance Policy.

Complainants, respondents and managers/supervisors are to keep diary notes relating to incidents, along with any other documentation relating to the matter (e.g. the Confidential Record of Child Abuse Allegation) that must be stored securely and confidentially at all times.

The matter must only be discussed with other persons who are able to provide support or advice about a specific process.

Breach of Strategy

This section outlines the steps to be taken following a breach of the Strategy in order to address the breach in a fair and supportive manner.

As outlined above in the definitions section, a breach is any action or inaction by any QAS employees or contractors, children or young people or parents who fail 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
- Codes of Conduct for interacting with children and young people (including the coaches Code of Conduct)
- Procedures for recruiting, selecting, training and managing paid employees and volunteers
- Policies and procedure 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
- Strategies for communication and support.

QAS employees and contractors, children and young people and parents/guardians are to be made aware of the action or inactions that form a breach, as well as the potential outcomes of breaching the Strategy.

Process to manage a breach

Breaches will be managed in a fair, unbiased and supportive manner.

The following procedures are to be followed:

- 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 outcomes will be recorded
- Matters discussed in relation to the breach will be kept confidential, and
- An appropriate outcome will be decided.

Further information regarding the process for QAS employees is set out in detail in the Investigation and Discipline Procedure.

Suitable outcomes for breaches

Where a QAS employee or contractor is alleged to have committed harm to a child, their roles and duties must be reviewed by the QAS Executive Director.

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

- Providing additional training to employees relating to the QAS Child Protection Policy and Procedure
- Providing closer supervision of a particular QAS employee/contractor and/or review their roles and duties, and
- Consideration of further action in accordance with the NPSR Appropriate Behaviour Policy and the NPSR Investigation and Discipline Policy.

The complaint or allegation will be referred by the QAS Designated Liaison Officer to the appropriate delegate who will investigate the incident or appoint an independent investigator to investigate the substance of the allegations.

Any findings of unacceptable conduct resulting from an investigation either internal or by an external law enforcement agency will be considered in accordance with the NPSR Investigation and Discipline Procedure and the NPSR Appropriate Behaviour Policy. This may result in further disciplinary action being taken against the employee.

Further information regarding suitable outcomes for QAS employees is set out in detail in the Investigation and Discipline Procedure.

QAS Blue Card requirement

The NPSR Employment Screening Policy and Procedure and associated guidelines outline the relevant processes for conducting employment screening of new and existing employees.

All QAS employees and contractors (including volunteers and trainee students) must hold a valid Working with Children Blue Card. Blue Cards are issued by Blue Card Services, Public Safety Business Agency and the Queensland Government. Forms to apply for a Blue Card may be obtained from the Human Resources Officer at the QAS 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

QAS employees and contractors without valid Blue Cards must not access QAS facilities³, nor work with children or young people.

³ Maintenance contractors do not require a blue card to access the premises. But these persons must sign in using the contractor's book and wear a contractors pass (see the Contractors book section).

The Workforce Relations and Safety unit, Corporate Services processes the criminal history checks and Blue Card applications for all new QAS employees.

The QAS Performance Service Officer maintains a confidential register containing the personal details and Blue Card details of all existing employees. 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).⁴[WA5]

The QAS Performance Service Officer also maintains a written record of the following information for all QAS employees:

- 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 QAS informed Blue Card Services of the change, and
- Any changes of personal information of an employee, including the date they informed Blue Card Services.

Within 60 business days of the renewal date for an employee's blue card, the QAS Performance Service Officer notifies the employee that they need to apply for a blue card before that date. The QAS Performance Service Officer highlights that the QAS covers any application costs associated with an employee or contractor's renewal of their blue card. The QAS Performance Service Officer sends a follow up reminder within 40 business days.

The QAS Performance Service Officer also advises employees, once a year and when reminding them to renew their blue card, that they must notify Blue Card Services using the appropriate form of any change to their personal details within 14 days, highlighting that a failure to notify is an offence.

Notifying Blue Card Services

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

⁴ Paid employees must submit a renewal application before the expiry date of their blue card to continue working in regulated child-related employment.

Where an employee or contractor stops being employed by the QAS, the QAS Performance Officer will also submit a 'no longer with organisation' form to Blue Card Services.

Where a person is to relieve/backfill in a QAS position that has been determined as a role requiring a Blue Card, the person must hold a current Blue Card prior to their commencement in the role (regardless of the period of relieving/backfilling). Confirmation occurs when the relevant QAS delegate undertakes the appropriate employment screening checks, in accordance with the Department's Employee Screening Policy and Procedure.

Managing employees and contractors (coaches)

Where a complaint is made regarding a QAS employee, the process set out in the NPSR Employee Complaints Management Policy and Procedure must be followed. If a complaint is made regarding a coach who is employed by a State Sporting Organisation (SSO) the complaint is referred to the SSO, unless it is a complaint involving harm to a child, in which case the process outlined in this document must be followed.

QAS employees are subject to the NPSR Investigation and Discipline Procedure. Coaches employed by an SSO are subject to that organisation's policies and procedures.

Training

QAS recognises that training in child protection related matters enhances skills and knowledge of employees and contractors and, therefore, minimises the risk of harm to children and young people.

QAS provides support and information to new staff when they begin their role through an induction process. New and existing QAS employees and contractors receive annual training during team meetings and other training exercises in the following areas:

- Identifying, assessing and minimising risks, such as the different types of harm that may occur (e.g. physical, emotional, sexual, psychological abuse and neglect and guidance in relation to the signs which may indicate that harm may be occurring or where this information can be sourced from)
- The Strategy and QAS' policies and procedures
- Compulsory training as required by industry standards or legislation, and
- Handling a disclosure or suspicion of harm, including reporting guidelines.

QAS Athletes are required to undertake an online induction.

Communication and Support Strategies

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

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.

QAS employees and contractors, children and young people, parents and guardians should be involved in a review. Furthermore, these documents must be reviewed in their entirety and accurate, complete records must be made of the review, including the date, location of review, who participated in the review and any discussions.

The review is to consider any issues QAS 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 QAS' 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.

QAS employees and contractors, children and young people, parents and guardians must be advised of any changes to policies and procedures, and training must be provided to QAS employees and contractors if necessary.

Reference materials

The QAS Child Protection Policy and Procedure has been adapted from information provided in the:

- Child and Young People Risk Management Strategy Toolkit – Blue Card Services, Public Safety Business Agency, Queensland Government
- Information Privacy Complaint Management Procedure – Department of National Parks, Sport and Racing, Queensland Government
- Investigation and Discipline Procedure – Department of National Parks, Sport and Racing, Queensland Government
- Employee Complaints Management Policy and Procedure – Department of National Parks, Sport and Racing, Queensland Government
- Appropriate Behaviour Policy – Department of National Parks, Sport and Racing, Queensland Government
- Risk Management Guideline for Working with Minors – Department of National Parks, Sport and Racing, Queensland Government
- Standard of Practice – Department of Education, Training and Employment, Queensland Government
- Queensland Family and Children Commission Website – Department of the Premier and Cabinet, Queensland Government
- Child Protection Policy - AFL Queensland
- Child Protection Policy - Swimming Australia
- Various Materials - Australian Sports Commission Website

- Various Materials - Child Protection In Sport Unit UK Website
- Child Protection Risk Management Policy – Equestrian Queensland Inc

Attachment 1 – Code of Conduct for Interacting with Children and Young People for QAS employees and contractors (except for coaches)

Statement of Commitment

Queensland Academy of Sport (QAS) employees and contractors hold a special position of trust arising out of the unique nature of their work in developing athletes to achieve their sporting aspirations. To ensure athletes are kept safe and protected at all times, it is imperative that all QAS employees and contractors strive to establish, build and maintain positive relationships with athletes, particularly children and young people, by abiding by the practices and procedures contained in the QAS Child Protection Policy and Procedure. QAS employees are also bound by the QAS Child Protection Risk Management Strategy and the Queensland Public Service Code of Conduct.

Who must comply with the code of conduct?

This code of conduct applies to any person who is engaged by the QAS, including but not limited to paid employees, contractors and volunteers, except for coaches who have their own code of conduct for interacting with children and young people.

The Standard of appropriate behaviour for QAS employees and contractors:

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 influence • Building relationships based on trust • Empowering children and young people to share in decision making 	<ul style="list-style-type: none"> • Favouritism or giving gifts • Spending excessive amounts of time alone with children and young people • 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 e.g. the QAS uniform • 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, texts, photos etc.
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In the event that the Code of Conduct for Interacting with Children and Young People is breached, actions will be taken in accordance with QAS' plan for managing breaches of the Child and Youth Risk Management Strategy.

"I have read, understood, and will act in accordance with the above code of conduct."

Name: _____ Signature: _____ Date: _____

Attachment 2 – Code of Conduct for Interacting with Children and Young People

Statement of Commitment

Coaches hold a special position of trust arising out of the unique nature of their work in developing athletes to achieve their sporting aspirations. To ensure athletes are kept safe and protected at all times, it is imperative that all coaches strive to establish, build and maintain positive relationships with athletes, particularly children and young people, by abiding by the practices and procedures contained in the QAS Child Protection Policy and Procedure. Coaches employed by the QAS are also bound by the QAS Child Protection Risk Management Strategy and the Queensland Public Service Code of Conduct.

Who must comply with the code of conduct?

This code of conduct applies to all coaches, regardless of whether they are employees of QAS, employees of State Sporting Organisations (SSOs) or sole operators.

The standard of appropriate behaviour for coaches:

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 influence Building relationships based on trust Empowering children and young people to share in decision making 	<ul style="list-style-type: none"> Favouritism or giving gifts Spending excessive amounts of time alone with children and young people 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 e.g. the QAS uniform 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, texts, photos etc.

As a coach I will:

- Respect the rights, dignity and worth of every person, regardless of their abilities, gender, religion or cultural background
- Support all efforts to remove any form of abuse in this organisation and encourage a safe and supportive service environment
- Ensure that any physical contact with others is appropriate to the situation and necessary for the person's skill development
- Refrain from developing close personal relationships with the players outside of the coach/player relationship
- Refrain from using abusive, derogatory or offensive language
- Refrain from irresponsible use of alcohol and the use of illicit substances
- Impart knowledge and skills of the game in a respectful and encouraging manner
- Respect the decisions of the staff/officials and encourage players to do the same
- Always consider the health, safety and welfare of all athletes
- Not show favouritism toward a talented athlete, and
- Wear appropriate clothing at all times

In the event that the Code of Conduct for Interacting with Children and Young People for coaches is breached, actions will be taken in accordance with QAS' plan for managing breaches of the Child and Youth Risk Management Strategy.

"I have read, understood, and will act in accordance with the above code of conduct."

Name: _____ **Signature:** _____ **Date:** _____

Attachment 3 – Code of Conduct for Athletes

A. Working towards the attainment of your full potential in your sport

- (a) Seek continual improvement through commitment to quality training
- (b) Comply with the training requirements of your sport as specified by the coaches and to accept and respond in a positive manner to their constructive criticism

B. Behaving in a manner expected of a QAS scholarship holder

- (a) Display control, respect, dignity and professionalism to all involved with the QAS and the sport - including opponents, coaches, officials, administrators, the media, parents and spectators
- (b) Display high standards in language, manner, punctuality, preparation and presentation
- (c) Wear the official QAS uniform designated for your sport when at QAS training/competition and for official functions
- (d) Ensure facilities and equipment are used appropriately and returned to the QAS
- (e) Report any mishaps or broken equipment immediately to QAS staff
- (f) Encourage public recognition and support of the QAS and co-operate in public relations activities

C. Rejecting the use of performance enhancing drugs in sport and abiding by the guidelines by National and international regulatory bodies

- (a) Abide by the Regulations of your National and International sport governing bodies and ASADA in relation to testing protocols
- (b) Neither possess nor use prohibited drugs nor participate in any other practices prohibited by the QAS.
- (c) When requested, provide a sample of fluid for analysis by ASADA

D. Being aware of and operate within the rules and spirit of your sport

- (a) Follow the guidelines of national and international bodies governing your sport
- (b) Abide by the spirit, as well as the rules of your sport
- (c) Accept victory and defeat with dignity and grace

E. Reporting sickness and injuries to relevant QAS staff

- (a) Follow a modified training program where appropriate
- (b) Seek medical advice when required
- (c) Follow medical advice and perform rehabilitation exercises as advised
- (d) Maintain personal habits of health conducive to sporting excellence

F. Being a positive role model for your sport

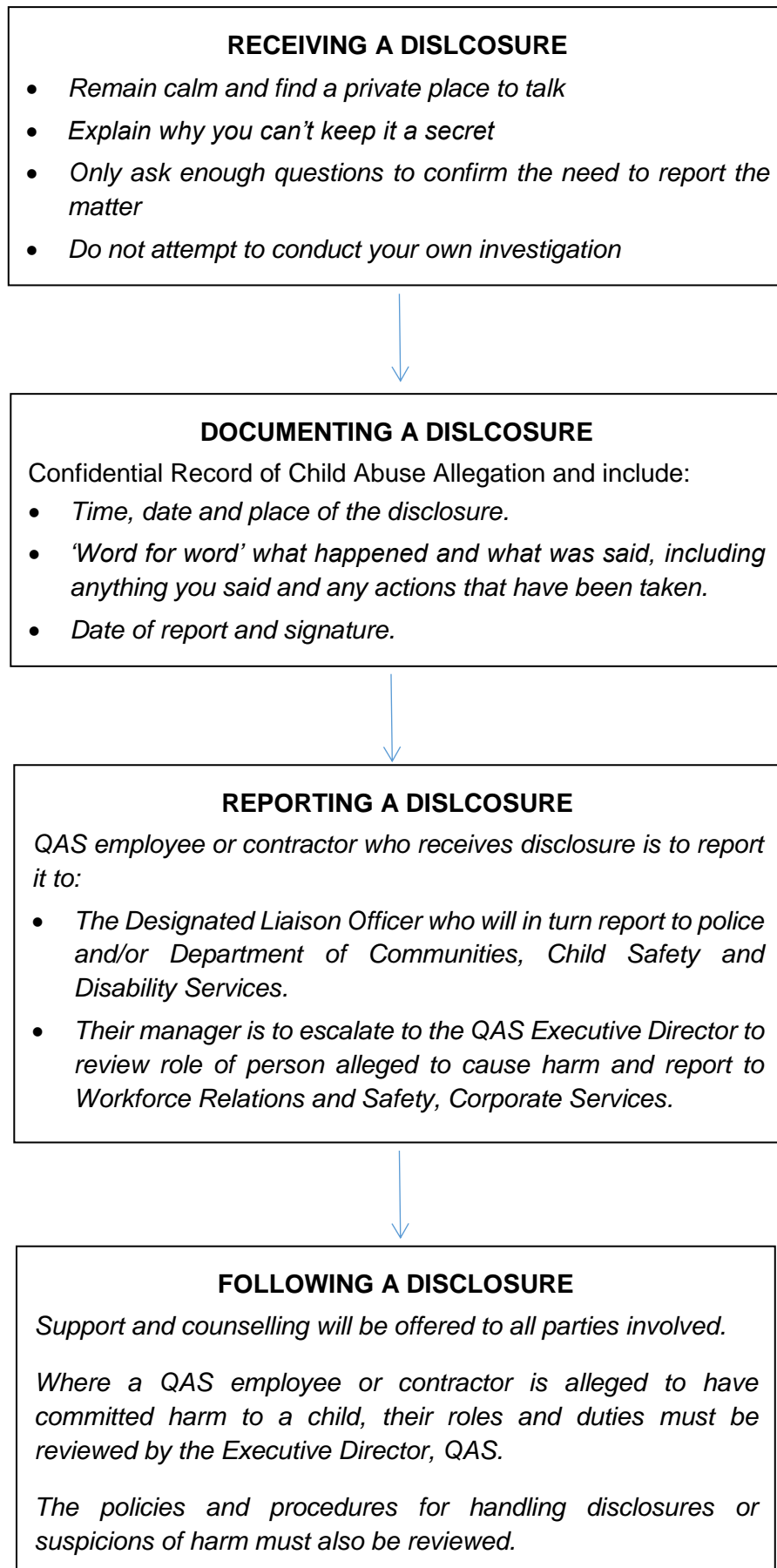
- (a) Assist others to develop good attitudes, skills and knowledge relating to the sport
- (b) Behave and dress in a dignified manner when representing the QAS both on and off the competition arena

Attachment 4 – Template for Risk Management Plan

Risk description	Consequence	Likelihood	Risk Level	Mitigation Strategies



Attachment 5 – Process for Responding to a Disclosure of Harm to a Child



Attachment 6 – Confidential Record of Child Abuse Allegation

Complainant's name: (if other than the child)		Date formal complaint received: / /
Role/status in sport:		
Child's name:		Age:
Child's address:		
Person's reason for suspecting abuse: (e.g. observation, injury, disclosure)		
Name of person complained about:		
Role/status in sport:	<input type="checkbox"/> Administrator (volunteer) <input type="checkbox"/> Athlete/player <input type="checkbox"/> Coach/Assistant Coach <input type="checkbox"/> Employee (paid) <input type="checkbox"/> Official <input type="checkbox"/> Parent <input type="checkbox"/> Spectator <input type="checkbox"/> Support Personnel <input type="checkbox"/> Other	
Witnesses: (if more than three witnesses, attach details to this form)	Name (1): Contact details: Name (2): Contact details: Name (3): Contact details:	
Interim action taken: (if any)		
QAS Designated Liaison Officer contacted:	Who: When:	
QAS Executive Director contacted:	Who: When:	
Corporate HR, Workforce Relations and Safety contacted:	Who: When:	

Police contacted:	Who: When: Where: Advice provided:
Child protection agency contacted:	Who: When: Advice provided:
Police investigation: (if any)	Finding:
Child protection agency investigation: (if any)	Finding:
Internal investigation: (if any)	Finding:
External investigation: (if any)	
Action taken:	
Completed by:	Name: Position: Signature: / /
Signed by:	Complainant (if not a child)