Child and Youth Risk Management Strategy

1.0 Introduction

UQ Sport's Child and Youth Risk Management Strategy has been developed in compliance with our obligations under the Working with Children (Risk Management and Screening) Act 2000 and the Working with Children (Risk Management and Screening) Regulation 2020 to promote and protect children and young people.

2.0 Framework Requirements

In order to comply with the legislative framework, this Strategy addresses eight (8) minimum requirements.

These requirements:

- address our organisation's commitment to creating a safe and supportive service environment;
- strengthen our organisation's capability to provide such an environment;
- assist our organisation to manage any particular concerns with respect to the safety and wellbeing of children and young people who are involved with the organisation; and
- promote the consistency of our organisation's approach to risk management, both within the organisation and with respect to compliance with the requirements under the Act.

2.1 Eight (8) Minimum Requirements

The eight requirements as stated by the framework consist of:

1. A statement of commitment to the safety and wellbeing of children and the protection of children from harm.
2. A code of conduct for interacting with children.
3. Written procedures for recruiting, selecting, training and managing staff and volunteers.
4. Policies and procedures for handling disclosures or suspicions of harm, including reporting guidelines.
5. A plan for managing breaches of the risk management strategy.
6. Risk management plans for high-risk activities and special events.
7. Policies and procedures for managing compliance with the blue card system.
8. Strategies for communication and support.

UQSL address these specific requirements with this strategy; UQSL documented policies, procedure, guidelines, forms and templates; the UQSL values and guiding principles; formal and informal training and inductions; and internal processes; and these will be referenced throughout this strategy document.

3.0 Statement of Commitment

UQ Sport Ltd (UQSL) is committed to the safety and wellbeing of children and young people accessing our programs and services in the sporting environment.

To meet this commitment, UQSL will provide a safe, empowering and supportive service environment for children and young people through the implementation of this strategy and child protection policies and procedures.

Our employees, contractors, and volunteers will treat all children and young people with respect and understanding at all times and listen to their concerns.

We are dedicated to continually improving our processes, policies and procedures to ensure the utmost protection of children and young people. This includes:

- Prohibiting any form of harm and abuse against children and young people.
- Fostering a culture of safety commitment and accountability for the protection of children and young people.
- Fostering an inclusive environment where children and young people from indigenous or diverse backgrounds and those with disability can safely participate in our programs and services.
- Carefully selecting and screening employees, contractors and volunteers whose role requires them to work with children and young people.
- Continually educating our employees, contractors and volunteers on child safe behaviour and ensuring UQ Sport's Code of Conduct for staff and standards of appropriate behaviour as outlined in this strategy and associated company policies are enforced.
- Complying with all relevant legislative requirements.
- Enforcing a robust reporting regime for documenting and investigating all incidents and complaints.
- Providing support to manage disclosures or suspicions of harm.

4.0 Child Safe Code of Conduct

UQSL has developed appropriate standards of behaviour that are expected of internal and external stakeholders when engaging or interacting with children and young people as a part of UQSL programs, services, activities or venues.

All UQSL Internal Stakeholders must comply with the, *Code of Conduct Policy, Code of Conduct Principles and Child Safe Code of Conduct – Internal Stakeholder Policy* as well as all other UQSL policies and procedures, and work in line with UQSL values and guiding principles. All UQSL internal stakeholders are responsible for upholding the integrity of the organisation and always placing the safety and welfare of children and young people above other considerations.

All UQSL External Stakeholders must comply with the *Child Safe Code of Conduct – External Stakeholder Policy* as well as terms and conditions of entry into UQSL venues, terms and conditions of memberships and/or program enrolments.

5.0 Recruitment, Selection, Training and Management

5.1 Recruitment and Selection

5.1.1 Commitment

UQSL's recruitment and selection processes aim to recruit and select employees and volunteers that provide a fun, safe and supporting environment when working with children. UQSL aim to ensure that employees and volunteers are appropriately qualified and suitable for working with children and young people. Recruitment and selection within UQSL is done in line with the *Recruitment and Selection Policy.*

5.1.2 Position Descriptions

To ensure that the right person is hired for undertaking work with children, UQSL has put into place effective controls in the recruitment and selection process. Where work with children is a requirement of the role, the Position Description will specify the responsibilities, attitudes, attributes, values, skills, experience and essential qualifications required particularly as they relate to children.

5.1.3 Job Adverts & Selection Criteria

When the position is advertised, specific reference to the health, safety and welfare of children is included in the job advert.

Job applications for positions requiring a Blue Card are assessed on the basis of merit. Where a Blue Card is a requirement for a position, this requirement will be checked and validated during the recruitment and selection process.

Selection criteria for positions are integrated in UQSL job advertisements. Candidates are requested to address the criteria within their CV and 1 page cover letter when applying for the position.

5.1.4 Interviews

Shortlisted candidates will be interviewed and asked behavioural questions that explore how they have behaved in employment-related situations. The questions allow the selection panel to understand how the candidate would respond in challenging circumstances as they relate to children.

An *Interview Guide* is provided by Human Resources to the Manager/Supervisor in which the role reports, to ensure that there is a consistent, fair and equitable approach to the selection process; the structure of the interview is controlled; and the same questions are asked of each interviewed candidate.

Compliance questions are also asked of each candidate including working rights in Australia, and ensuring they have or will obtain the correct qualifications or compliance (including a Blue Card), for the position if successful.

5.1.5 Reference Checks

A final control in the recruitment and selection process is conducting reference checks. Reference checks are conducted in line with the *Employment Reference Policy* and *Recruitment and Selection Policy*. A *Reference Check Template* is used to ensure a fair and equitable process across candidates for the selected role. These are conducted on candidates to confirm their previous employment, experience, skills, behaviour, and suitability to work with children and young people.

It is UQSL policy and standard practice to ask for a candidate's current or previous supervisor to conduct the reference check. Permanent positions require a minimum of two reference checks, whilst casual positions require a minimum of one reference check.

A successful reference check/s is/are required before any appointments are confirmed. The reference check will include questions about the suitability of the individual to work with children and young people. Sample questions for reference checks may include:

- Would you employ the person again?
- Have you directly supervised the applicant and directly observed their work with children?
- Do you have any concerns about the applicant working directly with children?
- Can you give an example of a time when you observed the applicant managing a child with challenging behaviours?

5.1.6 Identification and Qualification Checks for Candidates

As a part of UQSL's commitment to child and youth safety every successful candidate needs to verify their identify, their Australian work rights and provide evidence of essential qualifications including, Blue Card (if required for their role, per their position description) as a part of the onboarding process. These are required prior to the candidate being confirmed for employment or starting employment at UQSL.

5.2 Training & Management Strategies

5.2.1 Induction

UQSL requires all employees, contractors and volunteers to complete mandatory online induction. UQSL employees will also receive an in-person induction prior to interacting with children. This holistic induction covers UQSL processes and procedures, and the standards of behaviour required of workers in their interactions with children and young people.

Additionally, all UQSL workers requiring a Blue Card must read the *Blue Card Policy* and receive online working with children training before commencing their employment.

To ensure that UQSL employees continue to promote the safety and wellbeing of children and young people, they must undertake annual refreshers of this induction. UQSL will keep attendance records to demonstrate the information, instruction and training provided to the relevant employees.

5.2.2 Probation

All UQSL employees undergo a probationary period of three months at the start of their employment where they are assessed to determine their suitability for the job, per the *Managing Performance Policy*. Where three months is not sufficient to make an objective decision about the continuation of employment, UQSL may extend the probationary period for another three months. During this period, the employee will receive constructive feedback regarding their performance and their ability to adapt to the culture of the organisation.

5.2.3 Training & Development

Learning & Development Policy outlines UQSL's commitment to providing learning and development opportunities to enhance the standard of performance of all employees. UQSL recognise the importance or assessing employee competencies and identifying areas for development.

5.2.4 Management

5.2.4.1 Performance Appraisals

Due to the high number of casuals in the UQ Sport workforce, performance appraisals are only utilised through a KPI based performance system and Formalised Project Plans for permanent employees as outlined in the *Managing Performance Policy*.

UQ Sport rewards employees based on performance informally and formally as specified in the *Employee Reward and Recognition Guidelines*. The Formal rewards are issued in the form of bonuses within the KPI Structure, Project Plan structure as well as recognising outstanding performance in day to day activities or significant contributions with outstanding performance payments as set out in the *Performance Payment Procedure*.

5.2.4.2 Performance Management

Managing Performance Policy outlines that UQ Sport is committed to supporting and improving organisational, team and individual performance to meet strategic goals and business objectives. This policy covers probationary processes, performance improvement as well as rewarding good performance.

5.2.4.3 Complaints Management

UQ Sport have a *Grievance Resolution Policy* and *Grievance Resolution Procedure* that outlines the aim to provide a harmonious work environment where employees have access to process for the resolution of grievances. The policy outlines the responsibility of each party in terms of their involvement with a Grievance and steps for resolution and the procedure outlines resolution strategies and levels for escalation of a complaint.

5.2.4.4 Disciplinary Procedures

The *Misconduct and Serious Misconduct Policy* outlines behaviours or situations which constitute misconduct or serious misconduct. The *Misconduct and Serious Misconduct Procedure* as well as the *Compliance and Employee Discipline Guidelines* outline the disciplinary procedures that managers and HR are to follow in the situation of non-compliance, misconduct or serious misconduct, as well as the outcomes for disciplinary actions in the case where misconduct or serious misconduct has been verified either through management intervention or formal investigation proceedings.

5.2.4.5 Exit Procedures

The *Ending Employment Policy* outlines the different situations in which employees are exited from the business.

6.0 Handling disclosures or suspicions of harm

UQSL acknowledges that there are times where a child or young person participating in UQSL programs and services may disclose harm or where harm to a child or young person is suspected. It is important that individuals working for UQSL are aware of how they are expected to deal with these circumstances.

UQSL employees and volunteers should remain alert to any warning signs or indicators and pay close attention to changes in the child's behaviour, ideas, feelings and the words they use.

Internal and External stakeholders to UQSL can suspect harm when:

- a child or young person tells you they have been harmed
- someone else, for example another child, a parent, or an employee, 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 (it is possible that they may be referring to themselves)
- you are concerned at significant changes in the behaviour of a child or young person, or the presence of new unexplained and suspicious injuries, or

- you see the harm happening

UQSL requires that any employee, contractor or volunteer who sees or reasonably suspects that a child or young person has been or is being harmed or abused to report it immediately in line with the *Child Protection Policy and Child Protection Procedure* to the Dedicated Child Protection Person (DCPP) by way of completion of *a Child Protection Incident Report Form.*

This form is available on the UQSL website. If the concerns relate to the conduct of a member of staff, these should be reported to the DCPP at the earliest opportunity. Any disclosure of harm is highly sensitive and should be dealt with in a prompt, sensitive and confidential manner, and in line with the UQSL's *Privacy Policy.*

DCPPs for the organisation are identified as below:

Fitness Centre Manager

- Tel: **1300 755 293**
- E-mail: childprotection@uqsport.com.au

In the absence of the Fitness Centre Manager, the DCPP is as follows:

Aquatics Centre Manager

- Tel: **1300 755 293**
- Email: childprotection@uqsport.com.au

Operations Manager

- Tel: **1300 755 293**
- Email: childprotection@uqsport.com.au

7.0 Managing Breaches

A breach is any action or inaction by any UQ Sport employees, contractors, volunteers, children, parents or carers who fail to comply with any part of this strategy and or related policies and procedures

Investigations of any breaches will be handled by the DCPP or in their absence the Human Resources Manager or WHS Advisor.

Breaches will be managed in a fair, unbiased and supportive manner. Where a UQ Sport employee is alleged to have committed a breach, the *Misconduct and Serious Misconduct Policy and Misconduct and Serious Misconduct Procedure* will apply and the individual may be subject to disciplinary action up to and including termination of employment.

Where an external party is alleged to have committed a breach the DCPP will consider the report and either refer this immediately to the authorities or, after taking appropriate advice (which may include discussing the circumstances on a confidential basis with the Child Safety and Disability Services Unit), decide not to refer the concerns to the authorities but keep a full record of the concerns.

8.0 Compliance with the Blue Card system

UQSL is committed to complying with the requirements of the Blue Card system and the *Working with Children (Risk Management and Screening) Act 2000.* To meet its legislative obligations, UQSL has developed and implemented a *Blue Card Policy* which sets the guidelines for the requirement to hold a Blue Card at UQSL.

In conjunction with the *Blue Card Policy*, UQSL also has processes to verify, manage and maintain Blue Cards for its workers.

8.1.1 Identification of positions requiring a Blue Card

Not every position at UQSL requires a Blue Card. UQSL has conducted an extensive review of positions within the organisation to identify whether they require a Blue Card dependent on the frequency of contact with children and young people. For a position to require a Blue Card, it must involve activities directed mainly at children for at least:

- eight consecutive days;
- once a week, each week, over four weeks;
- once a fortnight, each fortnight, over eight weeks; or
- once a month, each month, over six months.

Positions which do not meet the minimum frequency of contact with children will not require a Blue Card.

8.1.2 Nomination of a contact person and their responsibilities

UQSL has appointed the *Human Resources and Office Administrator* as the designated contact person for managing Blue Cards and Exemption Cards within the organisation. This individual has access to the Blue Card Organisation Portal and receives all notifications from Blue Card Services, including the status of a person's Blue Card. Additionally, the *Human Resources Manager* has oversight of the portal and all associated Blue Card processes.

8.1.3 Managing Blue Card applications

UQSL adheres to the 'no card, no start' law. UQSL employees and volunteers who require a Blue Card will not be able to start work until their application for a Blue Card has been approved by Blue Card Services.

UQSL encourages its staff to apply for a Blue Card online, however it also supports paper-based applications.

The following steps are taken to manage Blue Card applications:

- At the stage of recruitment and appointment, the employee or volunteer is provided with a Position Description which stipulates whether they require a Blue Card.
- Information on how to apply for a Blue Card online is provided to the employee or volunteer. This is a standard email to guide staff in the Blue Card application process. The email includes a disclosure which states that it is an offence for a disqualified person to sign a Blue Card application form. Further, it notifies all applicants that by signing the application form, they are consenting to the Blue Card screening process.
- For paper-based applications, the *Human Resources and Office Administrator* certifies that they have sighted documents to confirm the employees' or volunteers' identity as prescribed in the Act.
- The *Human Resources and Office Administrator* is informed by the Blue Card Services of the applicant's Blue Card status and links the individual to the organisation through the Blue Card

Organisational Portal. Human Resources maintains a copy of the applicant's positive notice on their file.

- Thereafter, details of the employee's Blue Card, including an image of the card or position notice, the card number, date of issue, and expiry date is entered on the Human Resources (HR) system. The HR system manages notifications for when a Blue Card is nearing expiry and when its status changes to invalid.
- Contractors requiring a Blue Card will be responsible for applying for a Blue Card and producing evidence thereof when requested by UQSL. Where a contractor is required to hold a Blue Card, the contractor will be responsible for their compliance with this requirement which includes maintaining a register of their employees' Blue Card information. UQSL may request documentation evidencing compliance from contractors.

8.1.4 Managing existing Blue Card holders

UQSL has an ongoing process for managing compliance related to the Blue Cards of existing employees and volunteers. When a person joins the organisation and already has a Blue Card, the validity of the card is verified by the *Human Resources and Office Administrator*.

Further, the Human Resources Department circulates a weekly compliance report to all supervisors and managers advising them of invalid Blue Cards and cards expiring within 90 days. Managers and supervisors are responsible for ensuring that staff with invalid Blue Cards are not rostered for work until they receive a positive notice and provide evidence thereof.

8.1.5 Managing changes in police information

UQSL's *Blue Card Policy* requires all employees and volunteers to notify Blue Card Services when there is a change in their police information.

8.1.6 Managing high risk individuals

UQSL will ensure that high risk individuals do not undertake any child-related work within UQSL. Appropriate policies and procedures are in place to manage risks of harm to children and young people that may arise as a result of the person's ongoing employment. When UQSL receives a notification that an employee is a high risk, their manager and the CEO will be notified. If the employee is undertaking child-related work, they will be immediately removed from that role and be classified as non-compliant for that role.

High risk individuals are employees who:

- Receive a negative notice or is a known disqualified person;
- Have their Blue Card or Exemption Card cancelled or suspended; or
- Have their Blue Card application withdrawn.

8.1.7 Managing Blue Card registers

UQSL has an employee register on the Blue Card Services Portal of all identified staff who hold a Blue Card. UQSL also has an HR information system that maintains details of employees' Blue Cards, including the issue date, expiry date, and Blue Card number.

9.0 Risk management plan for high-risk activities and special events

UQSL is committed to ensuring work, health and safety (WHS) hazards and risks are systematically identified, assessed, recorded, and managed. UQSL has a *WHS Risk Management Procedure* and Risk Assessment which work in conjunction with this strategy.

Not all activities and programs involving children at UQSL are deemed to be high risk. This includes all programs and services that are offered by UQSL on a regular and systematic basis. Where UQSL has been engaged to deliver a special event or high-risk activity, a risk assessment is required to ensure that appropriate control measures are implemented to manage the identified risks.

High-risk activities involving children is at management discretion. These activities may include activities that involve the participation of people external to UQSL or activities that take place at an external venue with a large amount of people and/or hazards.

If UQSL deems an activity High Risk or classifies it as a Special Event a management plan will be formulated for the event or activity. The plan will include a detailed description of the activity, risk and hazard identification, analysis, evaluation, management, and review. The plan will also seek to identify potential issues including but not limited to:

- Supervision of children
- Ratios of adults to children
- Transportation of children
- Toileting/change room procedures
- Medications & Allergy management
- Illness and Injury procedures
- Emergency Procedures and training
- Environmental Risk management
- Supervision of Volunteers
- Accommodation requirements
- Consent forms, including emergency contact details.

10.0 Strategies for communication and support

10.1 Accessibility

The Child and Youth Risk Management Strategy is readily accessible to internal and external stakeholders to UQSL. This document is available on the UQSL website and the organisation's intranet. Further information regarding child protection may also be emailed to parents by program coordinators.

10.2 Communication Strategy

UQSL conducts regular online training on child protection, the process for reporting child abuse incidents and children related policies and procedures. These workshops ensure that all people in the organisation are aware of their responsibilities and understand what acceptable behaviour is for interacting with children. Additionally, they highlight the importance of UQSL's commitment to protecting the safety and wellbeing of children in the service environment and reduce the likelihood of breaches of the risk management strategy.

10.3 Review

To ensure Children and Youth Risk Management Strategy remains current and effective, this strategy will be monitored and reviewed annually, and the review will be coordinated by the *Human Resources Manager*. The review will consider:

a) Whether the Child and Youth Risk Management Strategy was followed.

b) Whether any incidents relating to children and young people's risk management issues occurred.

c) The process used to manage any incidents/issues.

On completion of the review, UQSL employees, volunteers, contractors, and parents will be advised of any changes to UQSL policies and procedures as a result of the review and where appropriate training will be provided.

10.4 Support Resources

10.4.1 Employees

Employees seeking support to deal with issues such as behaviour management, stress, conflict, bullying, child protection concerns, breaches of this or other child protection policies and procedures, or dealing with disclosures of suspicions of harm can reach out to any of the below resources to seek assistance.

- Designated Child Protection Person (DCPP): Fitness Centre Manager: **1300 755 293**
- Designated Child Protection Person (DCPP): Aquatics Centre Manager; **1300 755 293**
- Designated Child Protection Person (DCPP): Operations Manager; **1300 755 293**
- Human Resources Department Employees
- Workplace Health and Safety Employees
- Employee Assistance Program

10.4.2 Parents/Carers, Children & Volunteers

Parents or children seeking support to assist with managing concerns can reach out to any of the below resources to seek assistance:

- Email: childprotection@uqsport.com.au
- Designated Child Protection Person (DCPP): Fitness/Aquatics Centre Managers **1300 755 293**
- Designated Child Protection Person (DCPP): Operations Manager; **1300 755 293**
- Victims Assist: 1300 546 587
- Kids Helpline: 1800 551 800
- Aboriginal and Torres Strait Islander Family Wellbeing Services:1300 117 095
- Youth Legal Advice Hotline: 1800 527 527

11.0 Meta Data for Document Management

Web Links	Working with Children (Risk Mitigation and Screening) Act 2000 Working with Children (Risk Mitigation and Screening) Regulation 2020 https://uqsport.com.au/kids/ Child Protection Policy Child Protection Procedure Child Protection Incident Report Form childprotection@uqsport.com.au

	Child Safe Code of Conduct – Internal Stakeholder Policy Child Safe Code of Conduct – External Stakeholder Policy Child Safe Code of Conduct – Acceptance Form Code of Conduct Policy Privacy Policy Misconduct and Serious Misconduct Policy Misconduct and Serious Misconduct Procedure Grievance Resolution Policy Grievance Resolution Procedure Recruitment and Selection Policy Interview Guide Reference Check Template Learning and Development Policy Ending Employment Policy Employee Reward and Recognition Guidelines Compliance and Employee Discipline Guidelines Managing Performance Policy Employment Reference Policy Incident and Emergency – Children Procedure Supervision – Children Procedure Behaviour Management – Children Procedure Sun Protection – Children Policy Inclusion - Children Policy Aquatic Activities – Children Procedure Blue Card Policy Medication – Children Procedure Dropoff and Pick up – Children Procedure Hygiene and Infection Control – Children Procedure Workplace Health, Safety & Wellness Policy Fitness for Work Policy Smoking, Drugs and Alcohol at Work Policy https://www.qld.gov.au/law/crime-and-police/victim-assist-queensland https://kidshelpline.com.au/ https://www.familywellbeingqld.org.au/ Human Resources Manager Operations Manager HR & Office Administrator
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UQSL Website