Surf Life Saving Australia

Recommendations for the Safeguarding of Children and Young People

February 2016
 Acknowledgements

The Australian Childhood Foundation acknowledges all personnel from Surf Life Saving Australia and from across the Surf Life Saving movement who contributed to the outcomes of this report.

 Disclaimers

This report provides recommendations based on the scope of the contract arrangements between Surf Life Saving Australia and the Australian Childhood Foundation, entered into in June 2015. The recommendations are therefore not reflective of the requirements to achieve the certified Safeguarding Children Accreditation Program.

It is also noted that this report has also been developed prior to Surf Life Saving Australia’s endorsement of the Surf Life Saving Australia Child Protection Statement. The recommendations outlined in this report are contingent upon Surf Life Saving Australia’s Child Protection Statement being robust and accountable.
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## Acronyms / Abbreviations

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<tr>
<th>Acronym</th>
<th>Full wording</th>
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<tbody>
<tr>
<td>ACF</td>
<td>Australian Childhood Foundation</td>
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<tr>
<td>AIS</td>
<td>Australian Institute of Sport</td>
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<td>MPP</td>
<td>Member Protection Policy</td>
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<tr>
<td>SCYP Committee</td>
<td>Safeguarding Children and Young People Committee</td>
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<tr>
<td>SLS</td>
<td>Surf Life Saving</td>
</tr>
<tr>
<td>SLSC</td>
<td>Surf Life Saving Club</td>
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<tr>
<td>SLSA</td>
<td>Surf Life Saving Australia</td>
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<tr>
<td>SLSF</td>
<td>Surf Life Saving Foundation</td>
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<tr>
<td>SLSNSW</td>
<td>Surf Life Saving New South Wales</td>
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<tr>
<td>SLSNT</td>
<td>Surf Life Saving Northern Territory</td>
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<tr>
<td>SLSQ</td>
<td>Surf Life Saving Queensland</td>
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<tr>
<td>SLSSA</td>
<td>Surf Life Saving South Australia</td>
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<tr>
<td>SLSWA</td>
<td>Surf Life Saving Western Australia</td>
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<tr>
<td>SLST</td>
<td>Surf Life Saving Tasmania</td>
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<tr>
<td>Respondents</td>
<td>This refers to individuals from across the Surf Life Saving movement who</td>
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<tr>
<td></td>
<td>participated in any of the project's activities (i.e. the survey, phone</td>
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<td></td>
<td>interviews, or jurisdictional forums)</td>
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<tr>
<td>WWCC</td>
<td>Working with Children Check</td>
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<td>YEP</td>
<td>Youth Engagement Program</td>
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Executive Summary

Surf Life Saving Australia and the Australian Childhood Foundation

A partnership has been developed between the Australian Childhood Foundation (ACF) and Surf Life Saving Australia (SLSA). This engagement aims to review, analyse and commence next steps for implementing a safeguarding approach to children and young people, based on the endorsed standards of the Safeguarding Children Program.

The Safeguarding Children Program helps organisations to implement best practice policies and standards to protect children and young people in their care. The Program also helps organisations promote a culture that protects children and young people from abuse and exploitation.

This Program is a unique voluntary organisational development scheme for organisations who take seriously their duty of care to children and young people, as well as their families and community. The Safeguarding Program will assist Surf Life Saving Australia to systematically increase its capacity to keep children and young people safe from abuse and exploitation while they participate in Surf Life Saving activities across Australia.

Current scope of the partnership

Australian Childhood Foundation is working with Surf Life Saving Australia to:

- enhance the collective culture across the Surf Life Saving movement to safeguard children and young people;
- review policies and practices to understand how children and young people are currently safeguarded;
- engage Surf Life Saving staff and volunteer members across Australia to hear their views of how children and young people are currently safeguarded;
- develop a comprehensive safeguarding children and young people policy specific to Surf Life Saving Australia, and to be implemented across Australia, and;
- explore strategies and a best approach for how all staff, management and volunteer members of Surf Life Saving Australia can better safeguard and respond to children and young people into the future.

Key deliverables

Key deliverables based on these activities, which are included as part of this report, include:

- Development of findings and analysis of the current state of Surf Life Saving Australia in relation to safeguarding children and young people, and;
- A set of recommendations for a best approach going forward for Surf Life Saving Australia to safeguard children and young people.

1 A copy of the communicated partnership arrangement, distributed across SLS across Australia, is attached at Appendix C.
Methodology - activities undertaken for the current project

A detailed methodology is included as part of Section 1 and Appendix A, which details the key activities undertaken to complete the current project. These activities have included:

- Australia-wide SLS document review and analysis.
- Australia-wide survey of views.
- Telephone interviews: targeting CEOs, HR / Development Managers and Branch Representatives across each State and the Northern Territory.
- Jurisdictional forums: group discussions targeting front-line members and staff of each State / Territory.

Report structure

The following diagram summarises the approach to ACF’s evaluation, and subsequently the layout of this report.

This diagram demonstrates that analysis of each of the key current situation components has guided ACF to develop a set of strategic and operational themes, which articulate a context for change for SLSA. Recommendations for effectively addressing the strategic and operational themes have then been developed, and to which ACF has suggested associated actions and timelines (i.e. immediate or future priority), as per the request of SLSA.

For the remainder of the Executive Summary, a high-level summary of the components of the Current situation analysis, the Context for change evaluation themes, and the Recommendations are provided.
Part 1: Current situation considerations

The following table summarises the analyses undertaken to develop a thorough understanding of the current state of practice and risk for Surf Life Saving Australia, in relation to safeguarding children and young people. This includes consideration of the key risks associated with SLSA’s governance and service delivery model, and a gap analysis of current SLSA policy, processes and systems with the ACF Safeguarding Children Program Framework. The table below summarises these activities.

<table>
<thead>
<tr>
<th>Current situation components</th>
<th>Relevant methodology activities</th>
<th>Purpose</th>
</tr>
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</table>
| 1. Service delivery model   | • Document review  
• Survey  
• Telephone interviews  
• Jurisdictional forums | Identification of potential areas of risk associated with the organisational governance and service structure. |
| 2. Practice and implementation gap analysis | • Document review  
• Survey  
• Telephone interviews  
• Jurisdictional forums | A gap analysis of the current SLSA policies, systems and processes, benchmarked against the recommended ACF Safeguarding Children Program Framework. |

Part 2: Context for change - key thematic findings

The following are the key emerging themes from ACF’s analysis activities. For further detail, please refer to Section 4 of this report.

**Strategic focus areas**

1. Increasing the rigour and accountability of SLSA’s commitment to safeguarding children and young people.
2. Developing a safeguarding culture towards young members aged 13-17 years.
3. Enhancing capacities to engage in continuous improvement.
4. Enhancing the effectiveness of the SLS model across Australia.

**Operational focus areas**

5. Clarifying that safeguarding responsibilities and expectations are applicable to both members and staff of the SLS movement, as well as other positions such as Board members.
6. Ensuring all SLS members have a base-line level of awareness and knowledge of child abuse and exploitation.
7. A more standardised approach to the use of policy, processes and other safeguarding documentation needs to be utilised across the SLS movement.
8. Minimising the gap between safeguarding-related policies, and their implementation in practice.
Part 3: Key recommendations

The following is a summary of key recommendations by ACF, for consideration by SLSA. For further detail, including the associated actions and priority timeframes for each recommendation, please refer to Section 5 of this report.

Standard One: Commitment to Safeguarding Children and Young People

1. Stronger governance and accountability between SLSA, State Centres, Regional Branches and Clubs.

2. SLSA must take a stronger role in providing guidance to the SLS movement about safeguarding children and young people, and promote a shared and open culture. (including the development of an SLSA Child Protection Commitment Statement)

3. State Centres take a stronger role in promoting and disseminating communication to Regions and Clubs, to ensure safeguarding children awareness is raised and maintained across the member and staff population.

Standard Two: Personnel roles and conduct

4. Development (based on existing material from SLS States / Territories) of a National Code of Conduct that is implemented across all jurisdictions.

5. Ensure members and staff understand and are aware of their responsibilities within the National Code of Conduct.

6. Embedding safeguarding children responsibilities and accountabilities into existing recording and reporting systems within SLSA and SLS, which enables self-education and understanding of the SLSA Child Protection Commitment Statement and National Code of Conduct.

Standard Three: Recruitment and screening process

7. Development of a national full suite of recruitment and screening policies and localised procedures for relevant personnel, implemented across SLSA, State Centres, Regional Branches and Clubs. This will take into consideration options for members to ensure the templates are adaptable, and the process isn’t overly tedious and laborious for Clubs.

8. Include safeguarding children and young people messages in all employment and member agreements, advertisements and position descriptors.

Standard Four: Personnel induction and training

9. All SLSA and SLS Executive and Leadership team undertake training in safeguarding children against the ACF Seven Standards.

10. A National development program for all SLS staff to undertake safeguarding children and young people training. This will assist Development Officers to achieve their current responsibility to support Clubs, members and staff with understanding best practice.

11. Exploring and facilitating methods to engage members and staff in training, with the purpose of effectively enhancing their understanding and awareness of child protection.
Standard Five: Involving children and parents


13. Create accessible and visible cues for children, young people and their families about their rights.

14. Develop formal mechanisms for children and parents to provide feedback to the relevant channels within SLSA or SLS.

Standard Six: Child abuse reports and allegations

15. Implementation of national incident/complaints/allegation categorisation system that has defined recording and reporting hierarchy in line with SLSA member grievance procedures.

Standard Seven: Supporting a child-safe culture

Key global, risk and quality management approaches should include:

- SLSA and SLS State Centres assess and agree on common set of practices and develop thoughtful and robust mitigation practices to ensure children and young are safe.

- At the completion of the determination of practices and strategies, integration must take place to ensure ongoing and appropriate communication and education to all SLSA and SLS stakeholders.

- SLSA drive accountabilities and monitoring of SLS based risk and quality management that is reflective of the risk that SLSA carry within the governance structure of the model.

Next steps

The recommendations outlined in this report are intended to set the direction for change to occur over a 2 - 5 year time frame and deliver annual outcomes connected to the long term vision. The recommendations have been developed to:

- support the overarching culture and leadership at both National and State levels as well as enhance the capacity of staff and volunteers at the operational level;

- build on the best of what is available in every SLS jurisdiction and integrate effective contemporary practice;

- educational resources so that children and young people are not made vulnerable because of where they live. These resources need to evolve so that they convey a deeper understanding of the underlying principles of child safe organisations as the basis for generating commitment to them from all those involved; and

- provide access to expertise to support and resource SLSA and SLS to develop the confidence and competence to operationalise the knowledge they acquire through training initiatives.
Going forward, the ACF and SLSA can continue working together as partners, developing and implementing the key action items against each recommendation.

Future work beyond this may involve:

- participation in the Safeguarding Children and Young People Project Committee (SCYP Committee);
- development of a nationally endorsed SLSA Child Protection Commitment Statement;
- creation of a 2 year strategic framework that will set the vision and clear outcome markers to realise a strengthened SLSA and SLS sector with widespread capacity and commitment to protecting children from abuse and exploitation whilst they participate in the Surf community; and
- development of support material, training and communication approaches that will deliver reconfigured policies and practices out to all levels of SLSA and SLS.
1. Project methodology

ACF utilised a mixed method research and program design to identify and audit policies and practices relevant to safeguarding children and young people, that can be found across the SLS movement. Analysis was then undertaken from a contemporary, evidenced-based lens, and consultation held with a diverse sample range of stakeholders. These activities identified qualitative and quantitative data that has been triangulated to corroborate evidence and recommendations for SLSA in their next steps to further safeguard children and young people from abuse and exploitation.

The key activities are detailed below. Detailed information regarding respondents and activity settings can be found at Appendix A. Please note that all respondents were identified in a collaborative way between Australian Childhood Foundation and Surf Life Saving Australia. All participation was voluntary, and all respondents were required to be over 18 years of age.

1.1. SLSA jurisdictional forums

Five, two-hour State-wide forums were undertaken with front-line, Club members from each State and the Northern Territory, except for NSW^2^ and Tasmania^3^ . Each forum had a range of 8-20 representatives. Discussion was centred around what safeguarding children and young people means to SLS members, including their current levels of awareness, understanding and practice.

1.2. SLSA telephone interviews

Eighteen, one-hour telephone interviews were undertaken with Surf Life Saving middle and senior management staff representatives from across Australia. Individuals identified to participate were those who hold a key responsibility and / or anticipating understanding of safeguarding children and young people policy and practice within their respective jurisdiction.

Representatives included the Chief Executive Officers (CEO) from each State and the Northern Territory, and the SLSA CEO. Also interviewed were the Development Managers within each SLS State, the Human Resources Managers for SLSA and SLS NSW, and a Branch Representative from both NSW and Queensland.

1.3. SLSA survey

A detailed, anonymous survey was made available to all members and staff of the Surf Life Saving movement across Australia. The survey was available for a minimum of four weeks to those who wished to participate, and was promoted through the Development Managers across the SLS movement. The survey explored key components of safeguarding children and young people, including in relation to awareness and understanding, recruitment and screening, roles and responsibilities, training, culture and continuous improvement.

There were over 240 survey respondents in total, which met the targeted response rate of over 100 responses. Survey respondents were from across a range of locations across Australia, and in different roles across SLS.

^2^ NSW was provided the opportunity to have a forum held in their State, however, they requested to not participate in the process.

^3^ The Tasmanian forum was not undertaken due to low participant numbers.
1.4. SLSA document analysis

SLSA, and each SLS State and Territory were requested by ACF to provide a collection of their key policy and process documentation in relation to safeguarding children and young people. ACF provided a detailed guide for what could be included, based on the ACF Seven Standards. The documents provided have been detailed in Appendix B.
PART 1: CURRENT SITUATION

The premise for ACF’s engagement with SLSA has been founded on recent national exploration into the impact of child abuse. The Royal Commission into Institutional Responses to Child Sexual Abuse is a critical step in addressing the past trauma suffered by so many children caused by trusted adults in apparently trusted organisations. It has as its central focus historical evidence. However, there is a substantial knowledge base that demonstrates that children and young people continue to be at risk of abuse and exploitation by staff and volunteers who have a role in organisations which offer services or activities to children and young people.

Contemporary research has demonstrated that organisations can be vulnerable to the subversion by adults intent on harming children. Between 1988 – 1996, the Victorian Child Exploitation Squad found that 43% of sex offenders gained access to child victims through children’s organisations (Petratis and O’Connor, 1999). A Queensland Crime Commission investigation in 2000 highlighted numerous deficiencies in the approaches of organisations to the protection of children and young people from abuse. For example, less than one third of sporting, scouting and youth organisations contacted undertook any screening of employees and volunteers. Only three out of 51 community groups had formal policies for reporting allegations of child abuse involving employees or volunteers. More than half of these groups said they would not involve the police in an allegation of child sexual abuse (Project Axis, 2000).

It is important to recognize that organised community activities for children and young people, including sport is an integral part of the fabric of childhood in Australia. Participating in an activity like Surf Life Saving makes a positive social, physical and emotional/psychological impact on children’s development. 1.7 million (60%) of 2.8 million children aged 5 to 14 years in Australia participated in at least one organized sporting –oriented outside of schools hours activity in a 12 month period (ABS 2012), that means on average, they spent 5 hours per fortnight playing, training and participating in an organized physical activity.

Safeguarding and child protection are both relative newcomers to the research and policy agenda in this arena. What research does tell us is that there is:

- a lack of definitional clarity about child abuse and child abuse indicators;
- limited understanding of children’s experiences of organised physical activities, such as Surf Life Saving;
- a lack of evidence about what is effective in protecting children from abuse, exploitation and harm in organised activities, such as Surf Life Saving and sport; and
- almost no evaluation undertaken about outcomes.

This evaluation report provides SLSA and its stakeholders with critical baseline information and evidence as it pertains to the National Child Protection agenda. It will enable the movement to more accurately strengthen its child protection approaches and build upon its commitment to keeping children and young people safe from abuse and harm.
2. Service delivery model

This section explores key components of SLSA’s service delivery model, which are relevant to the capacity of SLSA to plan and implement safeguarding policy and practice.

The areas considered are: governance arrangements, types of personnel, key services offered, and facilities and infrastructure. Below is a brief summary of each, and key factors ACF have noted as requiring consideration for the safeguarding of children and young people.

2.1. Governance arrangements

Surf Life Saving Australia Limited (SLSA) utilises a federated service delivery model, whereby SLSA is the peak policy and decision making body for the Surf Life Saving (SLS) movement across Australia.

In total, there are approximately 169,000 members & 500 staff (across the SLS movement). The organisational structure is demonstrated in the diagram below.

*Figure 1: SLSA governance and organisational structure*

Source: SLSA Annual Review 2013-2014
SLSA entities

As at August 2015, the SLS movement was made up of 508 entities/groups. This includes a State Centre within each Australian jurisdiction, within which there are 311 separately incorporated Surf Life Saving Clubs (SLSC), 17 regional branches across NSW and Queensland, 101 support operations (regional rescue and response teams), and 66 paid lifeguard services.

These entities have a variety of legal and reporting structures with SLSA. Of note:

- Regional Branches, Clubs, Support Operations and Australian Lifeguard Services have no direct relationship with SLSA. Instead, they are affiliated with SLSA and their relevant State Centre. They are recognised under their relevant State Constitution, to administer surf lifesaving in its particular area in accordance with the State Constitution Objects and Rules and Regulations.

- The State / Territory Centre is a member of SLSA which is recognised under the SLSA Constitution, to administer surf lifesaving in its particular State / Territory in accordance with the SLSA Constitution Objects and SLSA Rules and Regulations. The State / Territory Centres form a direct relationship with SLSA, through representation in the Executive Management Group.

Outside of the Constitution, a key policy guiding the SLS movement is the Member Protection Policy. This is a national policy which commits and provides a framework for all subsidiary companies and affiliated clubs to ensure the safety of SLS members.

SLSA subsidiaries

SLSA operates two subsidiary companies (wholly owned by SLSA) to provide helicopter rescue services in NSW - Northern Region and Southern Region. Other helicopter rescue services operate in Queensland, South Australia, Victoria and Western Australia through their respective State centres.

The Surf Life Saving Foundation (SLSF) has recently become a wholly owned subsidiary of SLSA. It undertakes a national fundraising role on behalf of the movement. It is managed through SLSA’s Communication & Business Development Portfolio.

A final subsidiary company, Surf Sports Australia is responsible solely for the management and distribution of athlete prize money. There are no staff or members of SLSA.

Key factors to consider for safeguarding:

- As an Australia-wide, federated service delivery model, SLSA has a large organisational structure and geography. This means that there is a significant number and reach of constituents for SLSA to have oversight over in relation to safeguarding policy and practice.
  - This organisational structure has also been noted by respondents as resulting in some instances of message dilution. Particularly where messages from the SLSA National body are passed to Clubs via a State Centre, and sometimes also a Regional Branch.
- The type and extent of service delivery within each jurisdiction ranges substantially, as they are generally run independently of each other. This requires consideration during the planning and integration of policy and processes.
- The variety of legal and reporting structures requires consideration and planning when developing and implementing safeguarding policy and practice.
- Within SLSA’s governance structure, there is currently no independent investigatory body that has oversight over incidents, nor a centralised system for the reporting of incidents. Overall, there is only a minimal level of regulatory compliance oversight required for child protection, across the SLS movement.
2.2. Types of personnel

The key types of personnel across SLSA and the SLS movement include board members, paid staff (National, State, Branch and club level), members (volunteers), and life members. Members, as opposed to paid staff, form the overwhelming majority of SLSA’s personnel. Members can be as young as 5 years of age, with members under 18 years of age estimated to form approximately 50% of the SLSA membership.\(^4\) Alternatively, almost all staff are over 18 years of age.

<table>
<thead>
<tr>
<th>Key factors to consider for safeguarding:</th>
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<tbody>
<tr>
<td>- The number of children and young people associated with SLSA is substantial. This inherently increases the risk for SLSA that an abuse or exploitation incident may occur.</td>
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<tr>
<td>- A significant majority of the SLS movement is volunteer-led. This type of workforce is generally time-poor, and often subject to high turnover rates. This leads to difficulty in undertaking and monitoring a rigorous approach to key organisational activities, such as recruitment, induction, training and supervision.</td>
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2.3. Key services / programs delivered

A diverse scope of services are provided by SLS, and these include:

**Lifesaving Operations**

Lifesaving members and staff are engaged to conduct a variety of activities aiming to reduce the burden of drowning on the Australian community. This is a key service delivery that is provided across Australia as an emergency service response, and it takes place on a daily basis. This is SLSA’s key service delivery, and it touches on the responsibilities of almost all SLS members. Individuals involve are both SLS staff and members aged 13-70 years, and the general public are the key client group.

The service ranges from activities such as community engagement, public safety campaigns, public safety risk management and coastal risk audits, as well as operations such as surf patrols and coastal surveillance, through to emergency response and rescue activities. Emergency response and rescue activities are on a 24/7 call out process known as the SLS Emergency Response System (13SURF), and this is in partnership with other emergency services. The specific roles across these operations are varied based on technical competencies related to the equipment and activities undertaken by the position. A key undertaking by SLS members as part of this service delivery is the Royal Life Saving Bronze Medallion, which is a nationally recognised certification considered the minimum standard for becoming a qualified lifesaver. Members may undertake this certification from the age of 15 years.

All lifesaving members and staff are likely to engage with the community and other members through the process of training or operational activities which target drowning prevention. This engagement is highly likely to be verbal and physical in a rescue, first aid or training context.

Member roles in delivering this service can start as young as 13 years of age, and include: Volunteer Life Saver for Surf Patrol or Support Operations, Communications Officers, and Professional Lifeguards. Staff are over 18 years of age, and include Lifesaving / Operations Managers, Coordinators, Officers and Assistants.

**Nippers**

SLS provides water awareness and engagement activities to children across all States and Territories. This program is targeted at children who are between 5-13 years of age, who have signed up to a

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\(^4\) SLSA Youth Policy, May 2007
Nippers program with a Club. Some Clubs have very large Nipper programs, whilst others do not offer Nippers at all.

Nippers is usually run on a weekly basis during the SLS season\(^5\), onsite at the local Club and its associated beach. There are generally a lot of people on the beach, and parents and club members provide all supporting services. These may include, marshalling areas for different activities, supervision of children not participating, selling merchandise, running a fundraising barbeque, handling registration enquiries, assisting children with activities.

Member roles in delivering this service can start as young as 13 years of age when as a Water Safety Personnel. Other member roles must be adults, including Age Managers and Junior Activities Coordinators. Staff are over 18 years of age, and include a Junior Activities Coordinator and Managers.

**Leadership programs**

SLS provides a range of leadership development programs to members, in all States except the Northern Territory. Programs target members who are between 11 – 30 years of age.

Included in this are 2 national camps, and various other camps run at the State / branches / club level. They are held at Clubs (e.g. some clubs have residential dorms) as well as public venues (e.g. hotels or universities) across Australia. Some of these therefore involve travelling away from home for a period of time, whilst others may be run locally. Residential camps can often run for up to 10 days, and often integrate children and adult members with only limited supervision. Aside from the national camps, any locally run programs are at the discretion of the Club to implement policy and process that safeguard children and young people. No further reporting is required.

Some States also deliver leadership exchange programs, which partner with countries such as New Zealand and Sri Lanka.

Member roles in delivering this service can start as young as 15 years of age, and include: Program facilitators, Guest speakers and Program support. Staff are over 18 years of age, and include State / Branch / National Program Managers, and Administration support.

**Youth programs**

SLS State Centres, Branches and Clubs provide a range of programs to inspire and retain young people within SLS. These programs typically target young people from 13-21 years of age. Youth programs are delivered across all States and Territories, and often onsite at a member’s Club. The activities may be year round, and they support the SLS activities that the young people are engaged in. e.g. competition, training, lifesaving.

Youth Programs are run similarly to leadership programs, whereby it is at the Club’s discretion for the policy and processes undertaken to safeguard children and young people. No further reporting is required.

SLSA has also developed a Youth Engagement Program (YEP) for Clubs to implement, which was developed in response to identified retention issues with 13-17 year olds. The YEP aims to provide a structured engagement program to keep them motivated and involved with SLS (similar to that provided to Nippers).

Member roles in delivering youth programs can start as young as 13 years of age when in a Support worker role. Other member roles must be adults, including Junior Activities Coordinators, Program Coordinators, Guest speakers and Mentors. Staff are over 18 years of age, and include Managers at a State and National level.

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\(^5\) Season dates vary between southern and northern Australia and different States.
**Australian Youth Life Saving Squad (High Performance)**

SLSA’s High Performance program is designed to help aspiring surf lifesaving athletes reach their sporting career goals. This involves SLSA selecting a squad of junior athletes who contest in the biennial World Lifesaving Championships and other national team competitions. Squad activities take place across various locations across Australia over an 18 month cycle, and is predominantly targeted at adolescents from 14 – 18 years of age.

Member and staff roles in delivering this service are over 18 years of age, and include a Head Coach, Assistant Coach, Team Manager, Physiotherapist, Sports Psychologist, Sports Nutritionist and a High Performance Pathways Coordinator.

**Registered Training Organisation (RTO)**

SLS provides nationally recognised training across Australia. Key target participants include high school children, members of the public and members of surf clubs from the age of 14 and over.

All training is offered in short-course mode, so may be as short as half a day to two days a week for a period of weeks. Most member training is offered in the evenings and at weekends, whilst commercial training (e.g. First Aid, Anaphylaxis) is generally offered Monday-Friday at the client’s premises. Most trainers, assessors and facilitators delivering training to members are volunteers working in their own Clubs. Administrative staff handle and process paperwork on behalf of Trainers, Assessors and Facilitators. These people may be paid or volunteer, located at club, branch, state or national level.

The member and staff roles in delivering this service can start as young as 16 years of age, which may be Trainers and Administrators. Other roles are delivered by members and staff over 18 years of age, and these include Assessors and Facilitators. There are also staff employed as the National and State Education Managers.

**Social functions, fundraising and events**

Social activities are also a key part of an individual’s experience with a Club. This may be through a Social Club which holds events (e.g. an awards night), or there may be an area of the Club (e.g. a bar area) where SLS members and members of the public can gather and interact. Social events often include alcohol, and members of all ages can often interact at events.

Socialising between members will also frequently occur in an informal way, which may be both physically as well as through social media.

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<tr>
<th>Key factors to consider for safeguarding, which were highlighted by SLS member and staff involved in this project:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• There are a number of members, and some staff, who are under 18 years of age and in leadership positions when delivering a service. It is important that these young people are still recognised as requiring systems and support that keep them safe as children.</td>
</tr>
<tr>
<td>• Young people achieving the Bronze Medallion (and associated responsibilities as a qualified lifesaver) have been noted as requiring further safeguarding systems and supports. In particular, ensuring the protection of these children when frequently integrating frequently with older members.</td>
</tr>
<tr>
<td>o There are varying policy, process and compliance requirements for youth and leadership programs developed by Clubs (i.e. as opposed to nationally-run programs). Many of these activities involve young people engaging with adults, in which they may frequently be in one-to-one situations together, and may be organised with limited accountability requirements (e.g. a coach deciding to hold an ad-hoc weekend training camp with a group of young people).</td>
</tr>
</tbody>
</table>
Key factors to consider for safeguarding, which were highlighted by SLS member and staff involved in this project:

- Social activities have been noted by members as an area requiring risk management within SLS, particularly where young people have ready access to alcohol, and are often unsupervised. Difficulties in controlling content and behaviour on social media has also been highlighted as an area of child safety needing attention.

- Club competitions have been noted by members as a potential source of extreme stress for young people, as well as sometimes leading to inappropriate behaviour (e.g. bullying) being experienced – and therefore an area requiring particular risk management within SLS.

2.4. Facilities and infrastructure

Another key area noted as potentially influencing the safeguarding capacity of SLS are the facilities and infrastructure utilised. Key areas of consideration include:

**Change rooms**

A number of Clubs noted that they have very limited options with the change rooms they utilise. Change rooms were noted as sometimes having only limited privacy (e.g. having no doors on toilets), and often shared with the public as a detached block from the main Club house.

**Club houses**

Club houses were noted as often being a shared space with the public, and sometimes be co-located with other services. Club houses with residential dormitory rooms (e.g. for camps) were noted as having limited capacity to separate genders and age-groups.

**SurfGuard**

SurfGuard is the national membership and Club administration database owned by SLSA. It is able to be accessed by SLSA nationally, as well as State Centres, Branches and Clubs. The key use of this database is to store profile information for members across Australia, to monitor WWCC information, and as a central point that communicates the expulsion of any individuals from the SLS movement.

Key factors to consider for safeguarding, which were highlighted by SLS member and staff involved in this project:

- Change rooms that are also accessed by the public require extra attention towards ensuring they are safe for children and young people. Furthermore, there needs to be awareness and education for members and staff around appropriate behaviour within change rooms, particularly where there are situational risk factors (e.g. no doors on toilets).

- The public accessibility of Club houses requires risk management to ensure that the safety of children and young people can be sustained in this environment. Where residential dormitories are unable to physically safeguard children from risk-related environments, then procedures need to be in place to address this instead.

- SurfGuard requires risk management to ensure private information about children and young people is not accessed inappropriately.
3. Practice and implementation gap analysis

The systems and practices of the Surf Life Saving movement across Australia has been analysed via ACF’s review of Surf Life Saving documentation, ACF survey responses, and feedback received during the telephone consultation and jurisdictional forums.

The analysis has then been framed according to the Safeguarding Children Program Framework. The framework consists of Seven Standards that target key organisation areas that can influence the capacity of an organisation to be child safe. The Seven Standards are summarised below.

<table>
<thead>
<tr>
<th>Standard 1</th>
<th>Commitment to Safeguarding Children</th>
</tr>
</thead>
<tbody>
<tr>
<td>Through its ‘safeguarding children’ statement our organisation documents its clear commitment to safeguarding children and young people from abuse and neglect.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Standard 2</th>
<th>Personnel roles and conduct</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our organisation ensures that each person involved in our delivery of services to children and young people understands their role, and the behaviour we expect in safeguarding children and young people from abuse and neglect.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Standard 3</th>
<th>Recruitment and screening process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our organisation has appropriate measures in place to minimise the likelihood that we will recruit a person who is unsuitable to work with children or young people.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Standard 4</th>
<th>Personnel induction and training</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our organisation’s induction, education and training programs are a vital part of our commitment to safeguarding children and young people from abuse and neglect.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Standard 5</th>
<th>Involving children and parents</th>
</tr>
</thead>
<tbody>
<tr>
<td>In developing a safe, inclusive and supportive environment our organisation involves, and communicates with, children and young people, and their parents. We encourage parental involvement and behaviour that helps to protect children and young people.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Standard 6</th>
<th>Child abuse reports and allegations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our organisation has measures in place to ensure that our ‘involved’ personnel understand their responsibility to report possible abuse or neglect of children or young people and understand our reporting procedure.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Standard 7</th>
<th>Supporting a child-safe culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our organisation is committed to maintaining and improving its policies, procedures and practices to safeguard children and young people from neglect and abuse.</td>
<td></td>
</tr>
</tbody>
</table>

These Standards are evidence-based, and aim to ensure that staff and volunteers have the appropriate resources and capacity to prevent or respond effectively to incidences of child abuse or exploitation.

3.1. Standard One: Commitment to safeguarding children and young people

Current situation

During this project, SLSA has informally demonstrated to ACF that they hold a strong commitment towards safeguarding children and young people from abuse and exploitation. When engaging with members and staff from across the SLS movement, however, ACF found that there was a high variability in the level of understanding and awareness of child abuse and related factors. Some individuals were highly passionate and learned in the area, whilst others were very new to understanding the issue.

Members and staff were also often aware of the commitment by SLSA towards safeguarding children that exists within the Member Protection Policy, however, this has not consistently translated into a confidence in understanding SLSA’s commitment towards this issue. Beyond this, safeguarding children and young people from child abuse and exploitation is not a notion that has been integrated into SLSA communications, or broadly throughout SLSA or SLS policy and procedure.
Gap

- A coordinated approach to communication across the SLS movement regarding SLSA’s commitment to safeguarding children and young people.

- An agreed, formal statement by SLSA, such as an SLSA Child Protection Commitment Statement, which details clearly the commitment by SLSA towards safeguarding children and young people, and which is accessible and broadly understood by all members and staff.

Strengths

- ACF observed that all individuals, regardless of their understanding of child abuse, had a consistently strong commitment towards the general safety (e.g., occupational health and safety, such as water safety) of children and young people involved in SLS services. This is a positive and relevant platform from which a commitment to child protection can build upon.

- Regardless of their current level of awareness in relation to child abuse, members and staff are very keen to expand their understanding and knowledge of the issue.

- SLSA may wish to draw from the State-developed document below, when building their policy/process templates for use across the SLS movement:
  - SLSQ – Statement of Commitment Template (for Clubs).

3.2. Standard Two: Clear roles and responsibilities

Current situation

When asked about appropriate behaviour around children and young people, the Nippers Program was frequently referenced by members and staff as providing clear guidelines, and they were felt to be consistently implemented across the SLS movement.

For children not involved in Nippers, however, respondents were unsure of appropriate behaviour expectations. Respondents suggested it would be helpful to have further guidance for these situations. When asking respondents about the behaviour they currently undertake, it was frequently labelled as a ‘common sense’ approach. When asked about what the ‘common sense’ approach looks like in practice, there was difficulty in articulating this. Furthermore, many individuals were unsure of what safeguarding responsibilities should look like for individuals in different roles within SLS.

In relation to policy and process documentation, there is both a high variability between jurisdictions in what is used, and variability in what is available for staff or members (in particular a number of documents are only developed for staff, rather than for members as well). Additionally there are a number of national SLSA policies developed for use by the SLS States and Clubs, but these often are not utilised by Clubs. This was often attributed by Clubs as due to them not being aware of their existence, or that they did not think they were appropriate for use. Some individuals also demonstrated some resistance towards their being a need for guidance around behavioural expectations with children and young people.

Overall, this variability leads to inconsistency in how and whether policy and processes in Clubs across Australia guide child safe behaviour expectations.

Gap

- A clear set of guidelines, such as a National Code of Conduct, which articulates appropriate behaviour around all children and young people. This guideline must be applicable to all members and staff, across all SLS locations.
An approach for monitoring the level of awareness and understanding by staff and members of the National Code of Conduct (e.g. a declaration form).

Strengths

- ACF noted that the significant majority members and staff, across all jurisdictions, were keen to ensure they are behaving appropriately around children and young people (particularly teenagers), and that guidelines would be a helpful resource for facilitating this.

- SLSA may wish to draw from the State-developed documents below, when building their policy / process templates for use across the SLS movement:
  - SLSNSW – SLS Codes of Conduct (Appendix 6)
  - SLSQ - Codes of Conducts specified for various member roles
  - SLSQ - Social Media and Online Communications Policy
  - SLSQ - Photography Policy and associated Parent Consent Forms
  - SLSQ - Chaperoning and Supervision of Minors Policy
  - SLSQ – Checklist for overnight stays / activities
  - SLSQ - Under 7 Activities Policy
  - SLSQ - Parental Consent Forms for Minors (U18)
  - SLSQ - Plan for managing breaches (to the Code of Conduct and other child protection guidelines or policy)
  - SLSSA – Code of Conduct Policy
  - SLST – Staff Handbook.

3.3. Standard Three: Recruitment and screening

Current situation

Overall, there are varying processes and requirements undertaken for the recruitment and screening of members and staff, across all SLS jurisdictions and clubs. Frequently, it was found to be up to a Club to decide their own recruitment and screening processes, and the documentation utilised and maintained from this process.

The volunteer basis of personnel who undertake recruitment activities was frequently noted as a key barrier from undertaking more rigorous recruitment and screening processes. It was also noticed by ACF that there was a general over-emphasis on the capacity of a WWCC to contribute to child safety, and an under-emphasis on other recruitment activities (e.g. interviews, reference checks).

In relation to recruitment and screening best practice activities, there was limited or variable evidence of undertaking face-to-face interviews and reference checks with staff and members who have a direct responsibility for children. When looking at materials such as advertising, position descriptions, handbooks and agreements, ACF noted very limited or no referencing/messaging in relation to the importance of safeguarding children and young people from child abuse and neglect (e.g. the SLS membership process requires a confirmation of acceptance of policy and procedures, however, this does not include a formal statement about safeguarding children or expected behaviours).

Gap

- A suite of recommended recruitment and screening policy and practice requirements and materials. This should include standard messaging regarding safeguarding in all employee and member agreements, advertisements and position descriptions. These need to address requirements for both staff and members, be relevant to role requirements, and able to be tailored for use across Clubs around Australia.

- Ensuring all members / staff involved in recruitment are aware of the recruitment and screening requirements and materials.
Oversight over the undertaking of recommended recruitment and screening activities.

**Strengths**

- SLSA may wish to draw from the State-developed documents below, when building a suite of templates for use across the SLS movement:
  - SLSNSW – Child Protection and the NSW WWCC
  - SLSNSW – Member Protection Declaration
  - SLSNSW – Recruitment and Selection Policy
  - SLSQ - Interview Questions and Reference Checks – procedure / templates and factsheet
  - SLSQ - Blue Card Screening Policy
  - SLSQ - Screening checklists for Volunteer Co-ordinators
  - SLSQ - How to do a Screening Report from SurfGuard
  - SLSQ - Blue Card Scenarios Factsheet (information for members / staff)
  - SLSQ – Employee Files Checklist
  - SLSQ – Human Resource Officer / Administrator – Procedures Manual
  - SLSQ – Child and Youth Strategy Document Flow Diagram
  - SLSSA – Appendix to MPP – Screening Check Clarification
  - SLST – Member Services Guide (includes Induction Manual, WWCC registration process)
  - SLSWA – Member Screening Policy (and associated templates and flow charts).

### 3.4. Standard Four: Personnel induction and training

**Current situation**

The type and implementation of induction and safeguarding-related training is variable across SLS jurisdictions. It also varies according to members and staff, with it more unlikely that members have undertaken these activities compared to staff. Key factors attributed to this were the poor time availability of Club leaders to either deliver or oversee that their members are completing an induction, and safeguarding-related training was noted as difficult to attend due to geographical, capacity and availability constraints.

Key training opportunities raised by respondents were the Member Protection Information Officer training, Nippers Age Manager training and the Play by The Rules AIS training. There were other safeguarding-related training initiatives locally sourced by a State Centre or Club, generally according to a staff or member’s own understanding of what was available / possible.

Where there were templates developed by SLSA or a State Centre for the Clubs (in relation to induction and training), there appears to be limited oversight or compliance requirements to monitor the extent to which they are implemented, and this is therefore fairly unknown.

Overall, a significant proportion of member-respondents stated that they had not had an induction, nor had they attended a safeguarding-related training.

**Gaps**

- All individuals in leadership positions to have undertaken induction and safeguarding training, to assist in their capacity to monitor and provide guidance across the organisation in undertaking these activities.
- An approach to reach all members and staff with an induction related to their role, to ensure they are aware of key policy, processes and expectations associated with their role.
- An approach to reach all members and staff with safeguarding-related training, to ensure they have an appropriate understanding and awareness in child protection.

**Strengths**

- There were some examples of safeguarding-related initiatives / training, which have been developed by the States, Branches or Clubs in collaboration with local government agencies or authorities (please see examples in final dot point below). These were also reported to have contributed to more streamlined approaches across service practice, for example, familiarity with the local police has contributed to improved rescue assistance as well. Development and implementation of these initiatives were up to the specific State Centre / Branches, rather than a requirement of SLSA.

- The State Centres reflected a strong commitment to sharing these initiatives with other States.

- SLSA may wish to draw from the State-developed documents / processes / initiatives below, when building their policy / process templates for use across the SLS movement:
  - SLSNSW – Induction Policy
  - SLSNSW – Alert system between SLS NSW and NSW Police (initiative to keep each agency informed of potential threats to the community)
  - SLSQ – Induction Program Ideas and Checklist Template
  - SLSQ – Social media safety training (implemented by Queensland Police)
  - SLSSA – Nipper Safe Training (developed in collaboration between SLSSA and SA Police)
  - SLSSA – Keeping Children Safe in Recreation and Sport (delivered by Government of SA)
  - SLST – Police assistance with delivering safeguarding-related training.

3.5. Standard Five: Involving children and parents

**Current situation**

Whilst there was broad agreement by respondents that it is positive and helpful to hear feedback from children and their families, there was a general lack of formal approaches or documentation to undertake such a process.

There are no formal mechanisms that incorporate children and young people in SLSA governance structures and committees. It is noted, however, that this may be occurring informally by nature of the SLSA membership demographics (i.e. children and families form a significant cohort of the membership).

Broadly, a culture which specifically promotes two-way communication between children / families (whether they are SLS members or from the public) with the SLS movement, and with the purpose to improve children’s safety in relation to preventing abuse and exploitation, has not been consistently demonstrated. This culture is important not only for practice and process improvement, but also for building the confidence of children and families to speak up should a serious safeguarding issue occur.

**Gap**

- Child-friendly and parent-friendly information (in a number of accessible forms) which assists children and parents to be aware of their safeguarding rights and expectations whilst engaging within the SLS movement.

- A capacity for children and families to provide feedback to Clubs (or other SLSA entities) regarding their experiences with SLS, which is supported by a culture of two-way communication.
Strengths

- Respondents strongly agreed that it’s important for children and families to feel confident to provide feedback about their experiences with SLS.

- SLSA may wish to draw from the State-developed documents below, when building a suite of templates for use across the SLS movement:
  - SLSSA – Club Noticeboard Template (regarding Nipper Safe and encouraging parents to report any concerns. Template includes definitions of abuse, and pictures of SLS representatives for parents to report a concern to)
  - SLSSA – Nipper Safe Information Sheet.

3.6. Standard Six: Child abuse reports and allegations

Current situation

SLS members and staff have demonstrated an inconsistency in their understanding in relation to making a child abuse report. They also varied in their confidence to make a report about another member / staff if a concerning behaviour was observed. This was commonly attributed by respondents as both due to individual’s having a limited understanding of what constitutes a reportable behaviour, as well as a lack of confidence in a culture existing within their Club / SLS entity to make such a report.

In relation to handling incidents / complaints / allegations, each Club undertakes their own approach to the management, collection, analyses and reporting of such issues. Whilst there are policy and processes provided by SLSA and State Centres to assist Clubs with the handling of incidents, it was found during this project that a number of Clubs either choose not to adopt them, and / or were unaware of their existence. Furthermore, a number of respondents noted a lack of confidence in the transparency of processes when they were themselves involved in an incident.

There is only limited compliance requirements for Clubs in relation to reporting incident occurrences or outcomes to the State Centres. In particular, State / Branches generally only become informed if the Police become involved in the handling of the issue, or if the Club requests assistance to handle the incident. Neither the States / Branches or Clubs are required to inform SLSA of incidents that have occurred. The only reporting requirement is that any member charged with a criminal conviction has their membership expelled, and their profile updated in SurfGuard to reflect this.

As a result, there is a general inconsistency between Clubs in the handling of child abuse incidents, and the extent of documentation maintained. Furthermore, the SLSA CEO and Board have no centralised, regular or systematic overview of child protection related incidents or allegations occurring across the SLS movement (aside from those related to a national incident – which would then be handled by SLSA). Finally, there is no clear, formalised point for children or their families to report concerns directly to a State Centre, SLSA or other independent body, if they do not wish to go to a Club in relation to their safety concerns.

Gap

- Development of an agreed incident response process that is utilised consistently across all Clubs in Australia. The approach should include an agreed methodology for categorising incidents / complaints / allegations, and associated responses and reporting requirements.

- Tools to support Clubs with the response and reporting of incidents / complaints / allegations.

- An independent avenue for children and families to report any concerns that is outside of their own Club.
• Communications to ensure all relevant SLSA individuals are aware of incident / complaint / allegation requirements.

Strength

• A number of members during this project requested assistance with incident management processes and templates. This is both in relation to an improved awareness of templates available, as well as developing a better understanding of appropriate incident management processes for when children and young people are involved in the incident.

• SLSA may wish to draw from the State-developed documents below, when building a suite of templates for use across the SLS movement:
  - SLSQ - Receiving and Reporting Disclosures or Suspicions of Harm Policy
  - SLSQ - Dealing with Police Investigations Policy
  - SLSQ - Flow Charts - for dealing and reporting with a youth protection complaint / disclosure
  - SLSQ - Incident Report Form – Member Harm
  - SLSSA - Implementation of a Club Reporting Officer (required in all Clubs, and has been specially trained by SA Police in how to respond to child abuse allegations / disclosures / concerns)
  - SLSSA – Child Safe Environments, Reporting Child Abuse and Neglect presentation and course, delivered by Government of South Australia
  - SLSSA – Mandatory reporting and reportable behaviour guidance - SA Police and SLSSA Joint Venture Information Handouts.

3.7. Standard Seven: Supporting a child safe culture

Current situation

The SLSA national body receives very little information or data regarding outcomes at the Club level. This means that SLSA has limited information to utilise as an evidence base for future planning and development.

In addressing this, members and staff noted that implementing additional regulation or compliance requirements in Clubs is difficult, due to the volunteer nature of the membership (i.e. and therefore the limited time capacity to undertake additional administrative tasks). It was also noted that even where there are policies and processes developed in relation to safeguarding, the extent of their implementation is mostly unknown, and outcomes unable to be monitored.

Generally across the SLS movement, safeguarding-related policy and procedure have varied processes for their implementation, monitoring and review.

Gaps

• An agreed framework across SLS for monitoring and evaluating safeguarding risk, and an agreed and measurable approach for its implementation.

• The utilisation of a centralised collation of data, which can be utilised in SLSA continuous improvement activities such as future planning and development.

Strengths

• ACF noted that there is a general preference across the SLS movement for the SLSA National Body to develop any new templates / documents based on what’s already been developed within the SLS movement. SLS members reflected that this would ensure SLSA are developing templates that will be effective and appropriate for Clubs.
• SLSA may wish to draw from the State-developed documents below, when building a suite of templates for use across the SLS movement:
  o SLSQ - Child and Youth Risk Management Strategy Action Plan (checklist for Clubs to assess and plan the development of safeguarding-related policy, processes and documentation)
  o SLSQ - Club Risk Management Plan for Activities and Events (template for Clubs to assess and manage potential child safety risks at activities and events)
  o SLSSA – Implementation of the Child Safe Officer role (required in all Clubs, and has responsibility to ensure Clubs comply with relevant child safety policy and procedures, and as a point of contact for members, parents and staff in relation to child safety concerns)
  o SLSSA – Club Support Officer Role, with responsibilities to review and have oversight over Member Protection Policy requirements and Nipper Safe program
  o SLSSA – Member Protection Compliance Chart
PART 2: THE CONTEXT FOR CHANGE

The protection of children in Surf Life Saving from abuse, exploitation and the resultant harm such experiences cause has emerged as a critical area of focus for SLSA. At state and national levels, a number of initiatives have focused on strengthening practice and educating their constituents to understand and implement strategies which build the capacity to create and maintain child safe cultures.

However, like many other institutions with a duty of care to children and young people, SLSA and SLS have not been immune to a failure of policy, procedures and systems to protect children from abuse and exploitation by coaches, administrators and other participants. The current Royal Commission into Institutional Responses to Child Sexual Abuse has highlighted the scope of horror that has traumatised the lives of so many children in schools, child care, sporting activities, churches as a result of sexual abuse by adults in positions of trust and authority.

In summary, ACF found that the following key elements within SLSA and SLS:

- A strong commitment for safety of children from any form of abuse or harm.
- The national and state leadership of SLSA and SLS are committed to creating a child safe culture.
- The capacity to implement effective child protection strategies is not uniform within and across jurisdictions.
- The influence of current child protection policies of SLSA decrease as they are rolled out down organisational structures to the club level.
- There is still confusion about how to engage in effective decision making.
- Education is the key to building capacity, but not the only answer.

In its evaluation of SLSA, ACF found that there is currently no robust national strategy to support child protection across Surf Life Saving. To date, each of the State and Territories have largely been left to develop their own approaches based on the prominent legislative, political and community context in each jurisdiction. There is wide variability in the understanding, confidence and behaviour of those involved in Surf to create and ensure child safe environments at a local level where the activity is actually actioned and administered.

The Member Protection Policy has provided some form of a child protection approach, however, there is mixed evidence as to how influential and well known these policies are. The exception is the wholesale uptake throughout SLSA and SLS of the Working with Children Checks as required through legislation in almost all jurisdictions. As such, SLSA and SLS have an opportunity to further strengthen existing practice via the development of a strategic plan for protecting children that is nationally defined and locally embedded with due reference to State and Territory legislation and regulations. The national plan will need to be based on and deliver a cohesive narrative that can be communicated clearly to a range of audience groups ranging from the leadership of SLSA all the way to the participants on the beach.

The recommendations being posed by ACF in this report draw heavily from the principles of organisational change management. This applies a systematic approach to transitioning SLSA’s child safety culture from where they are to where they need and want to be in order to more effectively address child protection.

The suite of recommendations builds commitment, minimises resistance and helps individuals/teams to develop the required knowledge and ability to implement the change. As a change management plan, the proposed recommendations will be sustainable over time and be anchored to structures and processes that are independent of the people who are the decision makers today.
4. Key themes

Drawing from all analyses undertaken during this project, the following key themes have emerged. The intent of these themes is to provide SLSA with a clear context for change, to assist SLSA with key areas of focus in relation to the future safeguarding of children and young people.

The themes have been grouped according to whether they have a more strategic or operational focus, to guide their relevance within SLSA. How each of these have been drawn from the current situation analysis has also been detailed, as well as opportunities for SLSA when considering addressing the theme, based on key strengths identified by ACF during the evaluation.

4.1. Strategic focus

<table>
<thead>
<tr>
<th>Theme 1: Increasing the rigour and accountability of SLSA’s commitment to safeguarding children and young people</th>
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</thead>
<tbody>
<tr>
<td><strong>Current context</strong></td>
</tr>
<tr>
<td>As a key sporting and emergency services organisation which has a significant involvement with children and young people, SLSA (including all SLS programs, locations, members and staff) needs to ensure it demonstrates an alignment of its commitment to child protection with that of contemporary expectations in Australia.</td>
</tr>
<tr>
<td><strong>Service delivery model</strong></td>
</tr>
<tr>
<td>Some SLS programs and services, such as Club-led youth and leadership programs, are currently able to operate with minimal safeguarding accountability requirements to SLSA.</td>
</tr>
<tr>
<td>There are some significant safeguarding risk factors within SLSA’s service delivery model which are currently not receiving risk management attention, resemblant of that of a commitment to safeguarding. For example, facilities and Club houses which pose situational safeguarding risks (e.g. mixed gender dormitory rooms), and a currently non-standardised, non-transparent approach to managing child-related incidents.</td>
</tr>
<tr>
<td><strong>Practice and implementation gap analysis</strong></td>
</tr>
<tr>
<td>SLS members and staff have reflected a lack of awareness of SLSA’s commitment towards safeguarding children and young people.</td>
</tr>
<tr>
<td>There is no specific, agreed formal statement by SLSA, such as an SLSA Child Protection Commitment Statement, which details the commitment by SLSA to safeguard children and young people.</td>
</tr>
<tr>
<td>There currently is not a coordinated approach to communicate SLSA’s commitment to safeguarding children and young people.</td>
</tr>
<tr>
<td>A commitment to safeguarding children is currently not reflected throughout the strategy and approach of all SLSA programs and policy. It is not currently reflected as an organisationally driven value that is upheld across all services and practice.</td>
</tr>
<tr>
<td><strong>Opportunity</strong></td>
</tr>
<tr>
<td>There is already strong general commitment held by SLS members and staff towards the general safety of children and young people. This can be directly built upon by SLSA when developing and communicating its commitment to safety in relation to the prevention of child abuse and exploitation.</td>
</tr>
</tbody>
</table>
### Theme 2: Developing a safeguarding culture towards young members aged 13-17 years

#### Current context
The beach and surf context can create a particularly vulnerable environment for teenagers. In particular, the capacity for a young person to achieve a Bronze Medallion as a young person, the prevalent use of social media and alcohol in this age group, their stage of sexual development, and the nature of limited clothing in beach settings.

#### Service model delivery
A number of SLS programs often target this age group, and a key safeguarding consideration identified was that programs can involve situations which may be conducive to inappropriate behaviour (e.g. mixed age and sex residential dormitory rooms being used in Youth Camps).

#### Practice and implementation gap analysis
Members and staff noted that they have minimal understanding and confidence regarding appropriate behaviour for children and young people who are not involved in Nippers.

#### Opportunity
There are a number of individuals across the SLS movement who have demonstrated a high level of understanding of child abuse, as well as a passion towards its prevention. These individuals could be utilised as Safeguarding Champions, who can drive cultural change particularly for this age group of young people.

Utilisation of some of the safeguarding initiatives implemented locally at SLS clubs. For example, a Queensland Club undertook a social media training with the local police.

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### Theme 3: Enhancing capacities to engage in continuous improvement

#### Current context
The notion of child protection in Australia is now considered an issue that requires ongoing consideration and review. Organisations are therefore expected to demonstrate their awareness that safeguarding risk assessment and risk management are an ongoing requirement, and should therefore be an integrated component of quality management processes.

#### Service model delivery
Accountability and compliance mechanisms are not currently integrated across SLSA program and service implementation requirements

There is a large turnover of volunteers at the Club level, which can make compliance activities such as information collection difficult.

SLS activities already require a high amount of administration and compliance requirements by Clubs, and therefore requires careful planning when considering how to integrate further compliance.

#### Practice and implementation gap analysis
Documention regarding Club activities and activities is generally kept locally at the Club. This documentation is therefore not monitored, with the extent of documentation as well as the level of detail unknown.

There is no formalised feedback of data or information from the Club level to the Branch, State or National level. SurfGuard is a great tool, however, only used in a limited capacity.

#### Opportunity
Translating the ever-present commitment by SLSA and SLS to protect children and young people into a suite of child-safety centric resources and approaches that focus on safeguarding children and young people, will ensure that the child protection becomes embedded into the continuous improvement and quality assurance cycles. It will enable outcomes to be both measured and tested, and encourage the collection and collation of data that will guide future strategic and operational direction.
## Theme 4: Enhancing the effectiveness of the SLS model across Australia

| Current context | Protecting children in organisational settings is a relatively new area of focus to the research and policy agenda for Australia. Going forward, government and other regulatory bodies are mandating minimum expectations in child safety, and for organisations to demonstrate their accountability to these requirements. |
| Service model delivery | The SLS movement has a very large reach across Australia, and a large structural hierarchy to manage. There are varying sizes of jurisdictions, which need to be managed in terms of capacity and resources for engagement and implementation. Furthermore, messaging can suffer from dilution issues when passed between hierarchical layers. A significant majority of the SLS movement is volunteer-led. This type of workforce is generally time-poor, and often subject to high turnover rates. This leads to compromised accountability to undertake a rigorous approach to key organisational activities, such as recruitment, induction, training and supervision. There is very limited information sharing and relationship development between the SLS jurisdictions, as they are mostly run independently of each other. |
| Practice and implementation gap analysis | Individuals noted that they were unsure of who to contact in relation to an issue in relation to safeguarding children and young people, or how to find out more information about specific policy and procedure. The level of awareness of SLSA policy and procedure varies across jurisdictions and Clubs. |
| Opportunity | The development of a suite of integrated and universally applied messages, such as a National Child Protection Commitment Statement and Code of Conduct, that protect children and young people from abuse and exploitation. In addition, they will support the creation and maintenance of a culture of inclusion and safety, that is understood, endorsed and put into action by the SLS movement. |

### 4.2. Operational focus

## Theme 5: Clarifying that safeguarding responsibilities and expectations are applicable to both members and staff of the SLS movement, as well as other positions such as Board members.

| Current context | Safeguarding children and young people is now considered in Australia as the responsibility of all individuals who have direct contact or responsibility over the well-being of children and young people, regardless of whether they are paid or volunteer. |
| Practice and implementation gap analysis | There are currently varying processes and requirements across a number of key organisational activities, with this frequently based on whether an individual is paid, rather than their level of contact with children (e.g. declaration requirements, recruitment and screening activities, induction and training processes) A number of respondents were unsure of how and when safeguarding responsibilities should apply to different individuals within an organisation. |
| Opportunity | SLS Queensland has been mandated by the Queensland Government to develop a Child and Youth Risk Management Strategy. This Strategy is required to meet a number of the contemporary responsibilities and expectations of an organisation such as SLSA, with particular emphasis on the whole-of-organisation approach to safeguarding. A number of Queensland SLS’s templates are therefore encouraged to be closely considered by SLSA as good practice examples that integrate safeguarding requirements. |
### Theme 6: Ensuring all SLS members have a base-line level of awareness and knowledge of child abuse and exploitation

<table>
<thead>
<tr>
<th>Current context</th>
<th>Service model delivery</th>
<th>Practice and implementation gap analysis</th>
<th>Opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td>The policy agenda for child protection in Australia now has a key focus on ensuring organisations involved with children have undertaken clear and systematic steps to prevent child abuse. This includes activities such as ensuring staff and volunteers have an appropriate level of understanding in child abuse and exploitation. Monitoring and compliance practices that ensure the effectiveness of these steps are also of growing expectation within Australia.</td>
<td>The long-standing and largely volunteer nature of the SLS membership means that the organisation has a large and complex member profile. Within this, there are a number of factors which may influence training participation, including: location / geography, education levels, learning capacity, personal attitudes, and availability.</td>
<td>A significant number of members have not appeared to have had access to an SLS induction or safeguarding-related training. The previous minimal integration of safeguarding requirements across policy and processes across the SLS movement, as well as respondents’ reflections of their limited understanding of child abuse and exploitation suggests the need for an investment in raising awareness and knowledge across the SLS movement.</td>
<td>Establishing partnerships with other agencies and authorities to assist in delivering training, which is currently a successful approach in a number of SLS jurisdictions. There are a number of SLS governance structures that can be leveraged from, such as advisory groups, committees and conferences. Leveraging on pre-existing safeguarding-related training and education already provided by the SLS movement, such as the Member Protection Policy / Information Officer training, Nippers Age Manager training and AIS Play By The Rules. To utilise the skills and resources of the Registered Training Organisation arm of SLS, and the dedicated State / Territory Centre role of Development Officers. To build upon pre-existing training programs that have a broad reach with the SLS membership, such as the Bronze Medallion and Nippers programs.</td>
</tr>
</tbody>
</table>

### Theme 7: A more standardised approach to the use of policy, processes and other safeguarding documentation needs to be utilised across the SLS movement

<table>
<thead>
<tr>
<th>Current context</th>
<th>Service model delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>The development of appropriate policy and process documentation is a key element of child protection focus in Australia, in relation to an organisation’s demonstrated commitment and capacity to be child safe. A key component of appropriateness includes standardisation that is demonstrated across safeguarding documentation (e.g. terminology used), as well as in their standardised across an organisation’s relevant service delivery entities.</td>
<td>The current culture and governance arrangements of SLSA appear to promote the development of policy, processes and other documents across a range of entities, including Clubs, State Centres and the SLSA National Body. The sharing of policy, processes and other safeguarding documentation can become diluted or misunderstood, due to the hierarchical communication requirements of the SLSA organisational structure.</td>
</tr>
</tbody>
</table>
### Opportunity

In developing a standardised set of templates for use by all Clubs across Australia, SLSA have a very large resource pool to draw upon, with a number of templates already developed by Clubs and State Centres.

Respondents have provided consistent advice to ACF about their preference for any newly developed safeguarding-related templates. They have emphasised the importance of their applicability to the Club context, which is demonstrated by key elements such as:

- The document uses simple language, and succinct in content.
- There is key, core language, themes and guidance that is consistent across all safeguarding relevant documentation.
- The document is easily adaptable by a Club, regardless of their size and location.
- The documents / templates are based on what has already been developed by Clubs or State Centres.

### Theme 8: Minimising the gap between safeguarding-related policies, and their implementation in practice

#### Current context

Contemporary measurement of the effective prevention of child abuse and exploitation by organisations now has a key focus of ensuring that policy and processes are translated into improved safeguarding practice. This may be monitored through compliance requirements, as well as activities such as audits.

#### Service model delivery

The governance arrangements currently do not require compliance reporting from Clubs or State Centres to SLSA, in relation to the implementation of safeguarding-related policy or procedures.

Aside from Nippers, the implementation of services (e.g. youth and leadership) were noted by respondents as often guided by a culture that is quite flexible, rather than with the expectation to strictly adhere to policy expectations or requirements.

#### Practice and implementation gap analysis

SLSA and many of the State Centres have developed a number of policies which address the safeguarding children and young people, however, these have been consistently noted as having inconsistent or unmeasurable implementation at the Club level.

The implementation of safeguarding-related policy or procedures was frequently noted as dependent on certain Clubs (i.e. people-driven) rather than consistently implemented across Clubs (i.e. systems-driven).

Many respondents were unaware of the existence of a number of relevant policies and processes, which is a direct barrier to their implementation. Where individuals were aware of policies that they did not implement, reasons given included: a lack of confidence in how to implement them, resistance to their implementation if they were felt to be inappropriate, and / or a lack of awareness of the importance of their implementation.

There were a number of respondents who did not feel confidence in the consistency and transparency of implemented processes, particularly when involved of an incident.

There are a number of facilities which require specific policy consideration (e.g. how to maintain child safety when there are limited residential dormitory options) to ensure that implementation of policy is not hindered by a Club’s facility circumstances.
### Opportunity

The development of central oversight of safeguarding policy and practice implementation. SLSA should formulate clear agreements with the SLS movement about expectations in relation to the behaviour of those involved personnel with children and young people. This would provide greater protection for the children and young people both accessing and providing services within the movement by establishing an agreed set of principles to which all would adhere.
PART 3: RECOMMENDATIONS

Based on the thematic findings and undertaken analyses, the following recommendations have been developed for SLSA as a best approach going forward for safeguarding children and young people.

These recommendations have been developed with the lens that they are integrated and co-dependent, where their effectiveness is contingent upon their contextualisation with other recommendations. Furthermore, the implementation of recommendations requires the establishment of a Safeguarding Children and Young People Project Committee (SCYP Committee). This committee will drive and hold over-arching accountability for all safeguarding children and young people initiatives across SLSA and SLS across Australia.

The scope of responsibility of the SCYP Committee must include:

a) Overseeing and guiding the best practice approach for children and young people in SLSA and its Stakeholders, with a view to it being to be comprehensive, timely and reflective of relevant Member and Stakeholder views.

b) Agreeing ACF recommendations, as well as the action plan for implementation by SLSA and Stakeholders.

c) Providing advice and insights regarding the implementation practicality and cost effectiveness of best practices in protecting children and young people.

d) Ensuring appropriate resources (human and financial) are available within SLSA and its stakeholders, to fund agreed safeguarding action across SLSA and SLS.

e) Communicating agreed key messages throughout the SLSA community to support the successful implementation of safeguarding initiatives.

f) To report (min quarterly) to the SLSA Board about the progress of safeguarding initiatives across SLSA and its stakeholders, as agreed by the SCYP Committee.
5. Key recommendations, actions and timelines

Standard One: Commitment to Safeguarding Children and Young People

SLSA and the SLS movement across Australia shows a strong commitment to keeping children and young people safe. There are a suite of policy and process documents that outline child safe practices; the challenge is how these are monitored and reviewed, and how well the messages are being achieved through practice improvements on the beach.

<table>
<thead>
<tr>
<th>Key recommendations</th>
<th>Action item/s</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Stronger governance and accountability between SLSA, State Centres, Regional Branches and Clubs</td>
<td>The establishment of the Safeguarding Children and Young People Project Committee (SCYP Committee), to include membership from SLSA and all key stakeholders.</td>
<td>Immediate</td>
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<td></td>
<td>The development of agreed Terms of Reference for the SCYP Committee.</td>
<td>Immediate</td>
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<td></td>
<td>The SCYP Committee Chair to report to the SLSA Board on progress of safeguarding initiatives across SLSA and its stakeholders on a quarterly basis, at a minimum.</td>
<td>Future</td>
</tr>
<tr>
<td>2. SLSA must take a stronger role in providing guidance to the SLS movement about safeguarding children and young people, and promote a shared and open culture.</td>
<td>For the General Manager Capacity and Capability to take the lead as both the Chair and Secretary of the SCYP Committee.</td>
<td>Immediate</td>
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<tr>
<td></td>
<td>Development of an agreed, SLSA Child Protection Commitment Statement (and which utilises the pre-existing Queensland State Centre template). It must be in a format which is accessible and able to be understood by all members and staff.</td>
<td>Immediate</td>
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<tr>
<td></td>
<td>Development of a communications strategy by SLSA to share information and activities arising from the SYCP Committee</td>
<td>Immediate</td>
</tr>
<tr>
<td>3. State Centres take a stronger role in promoting and disseminating communication to Regions and Clubs, to ensure safeguarding children awareness is raised and maintained across the member and staff population.</td>
<td>Tangible steps to raise the profile of safeguarding children and young people across the SLS States, and which is accessible for members. For example, website, surveys, Play By The Rules AIS training, event marketing, and others.</td>
<td>Immediate – future</td>
</tr>
</tbody>
</table>
Standard Two: Personnel roles and conduct

There are excellent examples of Codes of Conduct within SLS that describe appropriate behaviours in relation to children and young people. The risk is that there is isn’t a universally adopted Code of Conduct that provides clear guidance on boundaries that reduce the guesswork of your involved personnel, areas of concern and highlights appropriate behaviour. Limited evidence of professional boundary and conflict of interest policies in place.

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>4. Development (based on existing material from SLS States / Territories) of a National Code of Conduct that is implemented across all jurisdictions.</td>
<td>Developing expected behavioural guidelines for members and staff interacting with children and young people who engage in any SLSA or SLS program, service or event. The Guidelines must specify at minimum: who it applies to, relevant legislation and policies, relevant role requirements, general community expectations in relation to appropriate behaviour between adults and children, the key behavioural elements, and any exceptions.</td>
<td>Immediate</td>
</tr>
<tr>
<td>5. Ensure relevant members and staff understand and are aware of their responsibilities within the National Code of Conduct</td>
<td>Incorporation of the National Code of Conduct into key member and staff development activities and communications, such as induction, handbooks, and training.</td>
<td>Future</td>
</tr>
<tr>
<td>6. Embedding safeguarding children responsibilities and accountabilities into existing key practice activities, such as recording and reporting processes, which enables self-education and understanding of the SLSA Child Protection Commitment Statement and National Code of Conduct.</td>
<td>Finalisation and incorporation of the SLSA Child Protection Statement and National Code of Conduct into existing practices and processes (e.g. it is referenced across other relevant member policy and procedures).</td>
<td>Immediate</td>
</tr>
</tbody>
</table>
Standard Three: Recruitment and screening process

The organisation displays variance in its recruitment and screening activities across all levels. It does not refer to any safeguarding wording in its recruitment material and position descriptions. Overall there is not one documented approach to recruitment and screening for SLSA, SLS State Centres, Regional Branches, or Clubs. There was variable evidence of doing behavioural based interviews of personnel, and minimal engagement with reference checks.

<table>
<thead>
<tr>
<th>Key recommendations</th>
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<th>Priority</th>
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</thead>
</table>
| 7. Development of a national full suite of recruitment and screening policies and localised procedures for relevant personnel, implemented across SLSA, State Centres, Regional Branches and Clubs. This will take into consideration options for members to ensure the templates are adaptable, and the process isn’t overly tedious and laborious for Clubs | Development of the following key elements and tools:  
• Recruitment and screening policy and procedure  
• Relevant child safety interview questions  
• Relevant child safety reference check questions | Future |
| 8. Include safeguarding children and young people messages in all employment and member agreements, advertisements and position descriptors. | The development of agreed, standardised wording for use in all staff and member advertisements and position descriptions. | Future |
Standard Four: Personnel induction and training

Across the organisation there was strong evidence of a desire to learn more as it pertains to keeping children and young people safe. There were inconsistent approaches in education opportunities across SLS, with Development Officers role lacking specific tasks related to child abuse training and focus. The SLS membership registration process requires all members to confirm their acceptance of the policies and procedures however there is no formal statement about safeguarding children and young people.

<table>
<thead>
<tr>
<th>Key recommendations</th>
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<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.</td>
<td>All SLSA and SLS Executive and Leadership team undertake training in safeguarding children against the ACF Seven Standards.</td>
<td>Development of an on-site child safety program that reflects the SLSA and SLS context, and key recommendations from this report.</td>
</tr>
</tbody>
</table>
| 10.                 | A National development program for all SLS staff to undertake safeguarding children and young people training. This will assist Development Officers to achieve their current responsibility to support Clubs, members and staff with understanding best practice. | Development of an onsite train-the-trainer model in achieving child safety in SLS, including:  
  - Understanding what child abuse is;  
  - Identifying indicators of child abuse; and  
  - Reporting requirements for child abuse incidents. | Future |
| 11.                 | Exploring and facilitating methods to engage members and staff in training, with the purpose of effectively enhancing their understanding and awareness of child protection. | Broader implementation of AIS Play By The Rules training, such as through the development of a standardised Induction program.  
  - Exploring online training options, as well as training provided through other key stakeholder groups, such as ACF, the Police, and Government Departments. | Future |
Standard Five: Involving children and parents

All SLSA and SLS State Centres display a commitment to and an understanding of the need to safeguard children and young people, however there is great variability in the way children and young people are actively engaged in providing feedback or being involved in planning practices and processes that affect them. For example, there is no evidenced way of gaining children and young people’s view on current policies, no formally documented participation of children and young people in governance structures and committees, and no clear point of reporting concerns for children, young people and their parents/carers.

<table>
<thead>
<tr>
<th>Key recommendations</th>
<th>Action item/s</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>12. Development of a child-friendly version of the SLSA Child Protection Commitment Statement, which reinforces the voice of the child and their safety and wellbeing.</td>
<td>Development of agreed child friendly words and visual imagery that is age and stage appropriate.</td>
<td>Immediate</td>
</tr>
<tr>
<td>13. Create accessible and visible cues for children, young people and their families about their rights.</td>
<td>Development of tools such as posters for display at clubhouse and change rooms, with which the child friendly words and imagery can be utilised.</td>
<td>Immediate</td>
</tr>
<tr>
<td>14. Develop formal mechanisms for children and parents to provide feedback to the relevant channels within SLSA or SLS.</td>
<td>The development of designated activities (such as survey’s) to access feedback on issues of relevant to children and their parents/carers. The inclusion of children, young people, parents and or carers in formal governance structures, such as representation in Committees. This to be complemented with the inclusion of safeguarding children and young people as a standardised agenda item at relevant meetings.</td>
<td>Future</td>
</tr>
</tbody>
</table>
Standard Six: Child abuse reports and allegations

There is inconsistent recording and reporting of incidents, complaints and allegations, and a lack of national specific procedures required when responding to a disclosure or allegation. There is no central repository that manages, collects, analyses and reports on incidents, complaints and allegations on a national platform. SLSA CEO and National Board appear to have no regular or systematic visibility of child protection related incidents or allegations.

<table>
<thead>
<tr>
<th>Key recommendations</th>
<th>Action item/s</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>15. Implementation of national incident/complaints/allegation categorization system that has defined recording and reporting hierarchy in line with SLSA member grievance procedures.</td>
<td>Development of policy and tools / mechanisms that incorporate and enable the:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• delineating between categories of complaint/incident/allegation</td>
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<td></td>
<td>• standard communication to complainants and alleged perpetrators</td>
<td></td>
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<td></td>
<td>• support for complaints (and alleged perpetrators) that is relevant, appropriate and provided.</td>
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<td>Future</td>
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</tbody>
</table>
Standard Seven: Supporting a child-safe culture

There is evidence that across SLSA and SLS State Centres that attempts are being made to identify and address potential risk to ensure the safeguarding of children and young people. However, there is variability in the risk and quality management practices across all the frameworks and the activities being implemented. The very nature of the operational environment poses high risk, therefore appropriate responses require consistent application and need to be managed through the use of evidence-based mitigation strategies, across all levels.

Key global, risk and quality management approaches should include:

- SLSA and SLS State Centres assess and agree on common set of practices and develop thoughtful and robust mitigation practices to ensure children and young are safe.

- At the completion of the determination of practices and strategies, integration must take place to ensure ongoing and appropriate communication and education to all SLSA and SLS stakeholders.

- SLSA drive accountabilities and monitoring of SLS based risk and quality management that is reflective of the risk that SLSA carry within the governance structure of the model.
## Appendix A: Detailed Methodology

### Child Safe Organisation Audit Validation Workshop
- **Date:** 22 December 2015
- **Location:** Sydney

### Survey of views
- **Date:** 11 August 2015 – 31 August 2015
- **Location:** Australia Wide
- **Response:** Over 240 responses

### Consultation Forums
- 3 October 2015
- 13 October 2015
- 14 October 2015
- 17 October 2015
- 21 October 2015
- **Cancelled**
- **Location:** Western Australia, Victoria, South Australia, Northern Territory, Queensland, Tasmania
- **Personnel:** Excess 90 personnel

### Child Safe Organisation Interviews
- **Date:** 4 – 9 September 2015
- **Location:** Various
- **See schedule**

### Child Safe Organisation Interviews – Schedule

<table>
<thead>
<tr>
<th>Position</th>
<th>Branch</th>
<th>Name</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEOs</td>
<td>SLSA</td>
<td>Melissa King</td>
<td>8-Sep 2015</td>
</tr>
<tr>
<td></td>
<td>NSW</td>
<td>Phil Vanny</td>
<td>8-Sep 2015</td>
</tr>
<tr>
<td></td>
<td>VIC</td>
<td>Andrew Foran (GM Lifesaving Club Development) on behalf of Nigel Taylor</td>
<td>4-Sep 2015</td>
</tr>
<tr>
<td></td>
<td>SA</td>
<td>Clare Harris</td>
<td>9-Sep 2015</td>
</tr>
<tr>
<td></td>
<td>NT</td>
<td>Sam Farrow</td>
<td>9-Sep 2015</td>
</tr>
<tr>
<td></td>
<td>TAS</td>
<td>Tony van den Enden</td>
<td>4-Sep 2015</td>
</tr>
<tr>
<td></td>
<td>WA</td>
<td>James O’Toole</td>
<td>8-Sep 2015</td>
</tr>
<tr>
<td></td>
<td>QLD</td>
<td>John Brennan</td>
<td>8-Sep 2015</td>
</tr>
<tr>
<td>HR Managers</td>
<td>SLSA</td>
<td>Felicity Colbourne</td>
<td>8-Sep 2015</td>
</tr>
<tr>
<td></td>
<td>NSW</td>
<td>Carolyn Wiseman Kate Higginbotham (Membership Development Manager)</td>
<td>9-Sep 2015</td>
</tr>
<tr>
<td>Development Managers</td>
<td>QLD</td>
<td>Brenda Lofthouse</td>
<td>8-Sep 2015</td>
</tr>
<tr>
<td></td>
<td>VIC</td>
<td>Aileen Trainor Carly McKnight (Membership Support)</td>
<td>4-Sep 2015</td>
</tr>
<tr>
<td></td>
<td>SLSA</td>
<td>Rhiannon Wright</td>
<td>4-Sep 2015</td>
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<tr>
<td></td>
<td>TAS</td>
<td>Leanne Johannesen</td>
<td>8-Sep 2015</td>
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<tr>
<td></td>
<td>SA</td>
<td>Steve Cornish</td>
<td>9-Sep 2015</td>
</tr>
<tr>
<td></td>
<td>WA</td>
<td>Josh Drummond</td>
<td>4-Sep 2015</td>
</tr>
<tr>
<td>Branch Representative</td>
<td>NSW</td>
<td>Rhonda Scruton</td>
<td>4-Sep 2015</td>
</tr>
<tr>
<td></td>
<td>QLD</td>
<td>Kirsten Phillips</td>
<td>9-Sep 2015</td>
</tr>
</tbody>
</table>
# Appendix B: Document Review Index

<table>
<thead>
<tr>
<th>State / Territory</th>
<th>Document Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surf Life Saving Australia</td>
<td></td>
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</tbody>
</table>
1. Member Protection Policy 2014  
2. Youth Policy 2007  
3. Dealing with Police Investigations Criminal Charges Guilty Pleas and or Convictions  
4. Coronial Inquests 2007  
5. Use of Social Media Policy 2009  
6. Photography Policy 2014  
7. Workplace Harassment Bullying and Discrimination Policy 2014  
8. Board Minutes and Resolutions May 2014  
10. Position Descriptions – CEO, ALS Team Head Coach, Chair of Sport  
12. Athlete Agreement 2016 Rescue Campaign  
14. Member Application and Declaration Form  
15. Member Induction Checklist  
16. Age Managers Course Presentation 2014  
17. Age Managers Guide  
19. Performance development plan and review template  
20. Performance review and individual planning process 2015  
21. Compliance Register  
22. Expression of Interest Template  
23. Head Coach Application Form  
24. Individual shortlisting scoring template  
25. Recruitment register and process  
26. Procedure and submission requirements for new or vacant positions  
27. Vacant and new position request form  
28. Circulars- Job Adverts – Various  
29. Interview questions example (Event Manager)  
30. Reference check template  
31. SurfGuard Member Verification screenshot  
32. Working with Children Check Register  
33. Invitation to Tender – Patrol Uniforms  
34. Example - signed Code of Conduct  
35. Enterprise Agreement 2013-2016  
36. Staff Handbook 2014  
37. Staff Induction Checklist 2012  
38. Staff Induction Pack  
39. Age Managers Workbook  
40. Example, signed attendance sheet for workshop  
41. Staff Safeguarding Training  
42. On Boarding Project Plan 2014  
43. Presentation of survey results and recommendations 2014  
44. Grievance Procedure (Members)  
45. SurfGuard flagging system  
46. Workplace disciplinary procedure  
47. Workplace grievance procedure  
48. Member Grievance register template and child protection references  
<table>
<thead>
<tr>
<th>State / Territory</th>
<th>Document Name</th>
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</thead>
</table>
| **New South Wales** | 1. 2015/16 Pre Season Information Pack  
  2. Member Protection Declaration Form  
  3. WWCC Guidelines  
  4. Surf Life Saving Code of Conduct  
  5. Position Description - Member Protection Information Officer, Member Services Officer, Human Resources Manager, Club Support Officer  
  6. Guidelines – Child Protection and NSW WWCC  
  7. Induction Policy  
  8. Recruitment and Selection Policy  
  10. Working with Children Policy |
| **Northern Territory** | 1. Position Descriptions – CEO, Finance Manager and Lifeguard Manager |
| **Queensland** | 1. Code of Conduct Commitment Statements  
  - Admin, Directors and Officers  
  - Coaches, Officials  
  - Members  
  - Team Managers, Age Managers, Chaperones  
  - Youth Leaders  
  - Information sheet for parents and carers  
  3. Child & Youth Risk Management Strategy – How do we use this resource  
  4. Club Risk Management Plan for Activities and Events  
  5. Member Protection Policy 2014  
  6. Photography Policy 2014  
  7. Inclusive Organisation Policy 2010  
  8. Social Media Policy  
  9. Chaperoning and Supervision of Minors Policy  
  10. Dealing with Policy Investigations Policy  
  11. Receiving and Reporting Disclosures for Suspicions of Harm Policy  
  12. Under 7 Activities Policy  
  13. Blue Card Screening Policy  
  14. Youth Policy  
  15. Summary for Surf Clubs to Manage Child & Youth Protection  
  16. Interview Questions & Reference Checks Fact Sheet  
  17. Procedure – Interview Questions and Reference Checks  
  18. Procedure – Induction Program Ideas  
  19. How to deal with receiving Youth Protection Complaint  
  20. Flowchart for report Youth Protection Complaint  
  21. Plan for Managing Breaches  
  22. Blue Card Scenarios Fact Sheet  
  23. Procedure- Entry of Blue Card information for SurfGuard  
  24. Procedure – Reminders from SurfGuard for expiring blue cards  
  25. Procedure- screening checklist for Volunteer Coordinators  
  26. Blue Card Scenarios Fact Sheet  
  27. Interview Questions Form  
  28. Reference Check Form  
  29. Induction Checklist  
  30. Training register template  
  31. Incident Report Form |
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Appendix C: Australian Childhood Foundation – Surf Life Saving Partnership Letter

The Australian Childhood Foundation’s (ACF) Safeguarding Children Program is excited to commence working with Surf Life Saving Australia.

This engagement is built on the establishment of a partnership between Surf Life Saving Australia and ACF, which aims to review, analyse and commence next steps for implementing a safeguarding approach to children and young people, based on the endorsed standards of the Safeguarding Children Program.

The Safeguarding Children Program helps organisations to implement best practice policies and standards to protect children and young people in their care. The Program also helps organisations promote a culture that protects children and young people from abuse and exploitation.

This Program is a unique voluntary organisational development scheme for organisations who take seriously their duty of care to children and young people, as well as their families and community. The Safeguarding Program will assist Surf Life Saving Australia to systematically increase its capacity to keep children and young people safe from abuse and exploitation while they participate in Surf Life Saving activities across Australia.

The Program personnel will support Surf Life Saving Australia to:

- enhance the collective culture across the Surf Life Saving movement to safeguard children and young people;
- review policies and practices to understand how children and young people are currently safeguarded;
- engage Surf Life Saving staff and volunteer members across Australia to hear their views of how children and young people are currently safeguarded;
- develop a comprehensive safeguarding children and young people policy specific to Surf Life Saving Australia, and to be implemented across Australia, and;
- explore strategies and a best approach for how all staff, management and volunteer members of Surf Life Saving Australia can better safeguard and respond to children and young people into the future.

Through the Safeguarding Children Program, Australian Childhood Foundation staff will work alongside Surf Life Saving Australia staff to undertake this review, analysis and strategy development.

We will work together to commence the next steps for the Surf Life Saving movement across Australia to further enhance the safety and protection of children and young people across the beach communities of Australia.