

Risk Management Plan

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RISK MANAGEMENT POLICY STATEMENT

Little Athletics Queensland (LAQ) and its affiliated Centres are committed to the health, safety and well-being of all its members and dedicated to providing a safe environment for participating in athletic activities.

LAQ will use a structured risk management program to minimise reasonably foreseeable disruption to operations, harm to people and damage to the environment and property.

Risk Management will continue to play an integral part of LAQ strategic direction through:

Education - Ensuring the Board of Directors, staff, Committee Members, officials, and coaches of the Association are trained at an appropriate level to implement risk management effectively. Members of the Association must continue to receive education in the role of risk management and the identification, evaluation and treatment of risk. In addition, provide education and documentation to athletes and their parents regarding risk elimination and/or minimisation.

Leadership - Risk Management is the responsibility of everyone. For it to operate effectively, the Board of Directors and staff, need to show leadership and be able to anticipate and manage issues that may impact upon how well strategies are implemented, to meet the objectives and goals of the organisation.

Directors are expected to provide strategic direction and take well-judged sensible risks to develop the organisation. Logical and effective application of risk management principles will ensure LAQ Directors are consistently forward thinking, rigorous, and systematic in the way they carry out their responsibilities with a clear view of the associated risks and opportunities.

Policies and Procedures- Policies and procedures will continue to be developed to eliminate, minimise and/or manage risks. These policies will be adopted and implemented as soon as practical after risks are identified. Such policies will reflect member and community expectations.

Review - To continually review LAQ best practices, to ensure they reflect community and member expectations by offering the best protection to LAQ and its members.

RISK MANAGEMENT

What is Risk Management?

Risk is defined by the Australian Standard as “the effect of uncertainty on objectives”. Risk is measured in terms of consequences and likelihood. The action taken to treat or reduce the risk, therefore, needs to address the likelihood of an event occurring and the consequences if it does occur, or both.

Risk management is a systematic approach towards effective management, be that of Little Athletics Queensland (LAQ) or a Centre. Risk management is not complex and does not require specialised skills. It is about creating opportunities, understanding the risks and managing them to achieve desired outcomes.

Risk Management Process

The steps in the risk management process are:

1. Establish the Context
 - Objectives
 - Discussions involving all stakeholders
 - Information gathered/received from other groups (State Govt etc)
2. Identify the risks
 - Inspection - external or an internal audit
 - What could happen?
 - How could it happen?
3. Analyse the risks
 - Review control measures
 - Likelihood of event occurring
 - Consequences of event occurring
 - Level of risk involved
4. Evaluate the risk
 - Evaluate (certain, almost certain, likely, moderate, unlikely, rare)
 - Rank the risk (extreme, very high, medium, low, negligible)
5. Treat the risks
 - Identify options
 - Select the best responses
 - Develop risk management plans
 - Implement
 - Review regularly

Types of Risk

1. Physical Risk
 - Personal injury
 - Athlete development
 - Environmental and weather conditions
 - Risk to the associations and/or Centres physical assets such as equipment, grounds, vehicles and buildings.
2. Financial Risk
 - Theft
 - Fraud
 - Damages claims
 - Best practices
 - Budgeting
3. Ethical or Moral Risk
 - Discrimination
 - Child abuse
4. Legal
 - Government Regulations
 - LAA Regulations

Ten Steps to Providing a Well-planned Risk Management Strategy

1. **Take risk seriously** - Think about risk, identify potential problems and set up protection against them.
2. **Become incorporated** - If something does go wrong, somebody could get sued. Make sure this is not going to be you by incorporating your Centre. For more information on incorporation, please contact the LAQ Office.
3. **Put somebody in charge** - Appoint a Risk Manager, or a risk committee, this could be as simple as each Centre Committee Member reporting on the risk in their designated position, e.g. the Equipment Officer ensuring all equipment is safe, digging the long jump pit, or the Officials Officer ensuring all the officials are aware of their responsibilities etc.
4. **Work out the likely hazards** - Review the Centre grounds, your financial procedures, your equipment, how you treat new and existing members, identify if there are any issues, put procedures and protections in place to correct these situations.
5. **Evaluate and Prioritise the risk** - After identifying the likely hazards, evaluate the importance and likelihood of each risk and prioritise these in order of most likely to least likely.
6. **Fix what you can fix** - Based on the risks which have been evaluated and prioritised, modify, make changes to, and replace the risks which can be fixed (e.g. broken equipment, more sand for long jump pit).
7. **Shift what you can shift** - If you cannot remove the risk, shift the burden. Make sure everyone is aware of the risks involved with athletics. Have parents read and sign the registration form 'Parent Declaration'.

8. **Insure what you can insure** - Insurance is not a substitute for risk management. It is, however, a risk management tool. If you have done everything possible to make you Centre safe and there are still risks you cannot avoid, insure against them. Australian Little Athletics has put together, with their brokers a comprehensive insurance scheme for all Little Athletics Centres encompassing Accident, Liability, Directors and Officers Insurance etc. It may however, be necessary to check for coverage on Centres equipment and buildings. Know your policy, know what it covers.
9. **Get ready for the worst** - Even if your Centre has taken all foreseeable precautions, there may still come a time when you have to act. Does your Centre have the numbers handy for the police, fire brigade and ambulance? Who knows first aid? Do you have an evacuation procedure?
10. **Build all this into a policy** - Put everything in writing, have a manual available, make sure everyone is aware of the policies and follows them. A number of risk management policies and procedures are already in place. These can be found throughout your Centre Administration and Operational Kits, in the Centre Constitution, Association Resolutions and By-laws, officials, competition, track and field marking information, Sunsafe Policy, Hydration Policy, Code of Conduct, Zero Tolerance Policy etc.

Minimising financial risk can be found in the Centre Constitution under Finances. Event and Equipment specifics for athletes of all ages can be found in the Competition Handbook. Dimensions for event markings can be found in the Track and Field Marking Manual.

These rules, by-laws, specifications and policies have all been put into place to manage risk.

PHYSICAL SAFETY

All Centre personnel have a duty of care to Little Athletics. Duty of care has two main aspects:

1. The duty to provide adequate supervision
2. The duty to provide safe and suitable premises and equipment

This section describes practices and procedures that may be undertaken by Centres to ensure adequate supervision and safe, suitable premises and equipment. Safety procedures are provided which Centres may choose to adopt for training and competition purposes. These procedures may be added to where necessary.

Detail of Practice or Procedure

Below are definitions used throughout the remainder of this document.

Event or factor	Name event or potential contributing factor. E.g. Hurdles, or bad weather.
Required practice	Practice or procedure required by law.
Common practice	Is a standard of practice that is commonly used by Centres, officials and coaches.
Suggested practice	Suggested practice is a practice worthy of consideration and should be used if it can be applied to the specific situation. Often, a new measure may become common practice in time.
Links to other practices or procedures	To avoid duplication, you may be referred to other relevant documents, manuals, practices and procedures.

Prevention of Injury

Many injuries gained through sport can be easily avoided by taking a number of precautionary steps.

Stretching, Warm Up and Cool Down

Warming up is an important aspect of injury prevention, preparing athletes both physically and mentally for the activity ahead.

The ideal warm up will help to raise body temperature and increase heart rate. Fun running games of various sorts will ensure that these appropriate responses are achieved. Stretching should always follow this initial warming up stage.

Stretching assists with flexibility. Flexible muscles and joints reduce the risk of injury, as they are able to better respond and adapt to sudden movements.

Cooling down is just as important as warming up! It prevents muscles feeling tired and sore after exercise, stretches out muscles contracted from vigorous exercise and lowers the body temperature and heart rate.

Event or factor:**Stretching, Warm Up and Cool Down****Common practice**

1. All athletes to warm up and stretch prior to the commencement of any event.
2. All athletes to cool down and stretch, particularly following strenuous events.

Suggested practice

1. Warm up and cool down should take approximately 5 - 10 minutes, however, environmental conditions need to be considered. (E.g. in cold weather the warm up should be longer).
2. The warm up should lead into the activity. Therefore, if there is a long break between events athletes should warm up again.
3. Stretching activities should be interspersed throughout the warm up.
4. The warm up should be fun and include games relevant to the events.
5. Warm up, stretching and cool down should be supervised.
6. Seven rules for stretching to ensure maximum safety:
 - 6.1 Warm up prior to stretching
 - 6.2 Stretch before and after exercise
 - 6.3 Stretch all muscle groups that will be/have been involved in the activity through the full range of movement to be/being preformed
 - 6.4 Stretch gently and slowly
 - 6.5 Never bounce or stretch rapidly
 - 6.6 Stretch to the point of tension, never pain
 - 6.7 Do not hold your breathe when stretching
7. Cooling down should mimic the initial warning up routine.

Further Information

- Little Athletics Australia Introduction to Coaching Manual.

Providing a Safe Environment

Rules in Little Athletics

Track and field rules have been designed for two reasons:

- to standardise activities and performances and
- to ensure that the activity is safe for competitors and spectators.

Rules should be clearly indicated to children before the start of competition and enforced by officials and parents.

Little Athletics was one of the first sporting movements to adopt a 'modified' approach to sport. Children have always been free to take part in modified events, making them compatible to children's physical attributes and capabilities. It is for this reason that Centres need to carefully follow the standards set for events by Little Athletics Australia (LAA). Standard Equipment & Event specifications, as approved by LAA, are detailed in the LAQ Competition Manual or by contacting LAQ.

Playing Area, Facilities and Equipment

It is the Centre's responsibility to ensure that the facilities and equipment used by athletes, officials and spectators are safe and free from the risk of injury. Wherever possible, safety measures should be put in place to reduce the risk of accidents.

Comment

The athletics environment is defined as the area surrounding the competition arena. The area may include spectator areas, club rooms, canteens, playground areas and car parks. Each Centre should examine their venue and decide what constitutes the "Athletic Environment". In these areas, there are many potential safety threats and Centres should exercise the same level of management control as they would on the competition arena.

Event or factor: Spectator Areas

Common practice

Most athletic activities are conducted in public venues such as parks, school yards or purpose built venues. Centres should carry out an inspection of the venue before the days activities to ensure the immediate surrounds are free of debris, such as broken glass and that the venue is safe for spectators, athletes and officials.

Suggested practice

1. Ensure the arena is inspected for used syringes or other material that may pose a health and safety risk to people. Used syringes should be collected and disposed of in a biohazard container.
2. Each Centre should have a published policy on use of play areas and equipment during competition. This should include climbing trees when athletes are in free time between events.

Event or factor: Club Rooms and Storage Sheds/Rooms**Common practice**

Many Centres make use of club rooms for recording or computer data entry during competition activities and these areas are generally off limits to spectators and athletes. Storerooms generally remain open during competition to allow equipment to be retrieved or put away after use.

Suggested practice

1. Centres should have a published policy on use of club rooms to ensure that they are properly used and that risk of harm is minimised.
2. If club room is left open during competition, it should not be left unattended.
3. Storerooms should be locked when not in use, as children may enter and injure themselves. Each Centre should undertake a risk assessment of their storeroom, where necessary, implementing safety practices such as providing a locked cupboard for poisons and safe racks for equipment storage.
4. Plan storage of equipment to minimise the physical demands of packing and unpacking.
5. Follow the guidelines displayed in the storage area and return equipment to the designated position.
6. Regularly check all equipment for faults and/or degeneration and report to your Equipment Officer if maintenance or repairs are required.

Event or factor: Playground Areas**Common practice**

Many athletic venues have community playground equipment as part of the environment. Some Centres allow children, when not involved in competition, to have access to this equipment on the basis that the children are outside of the competition venue. Other Centres have strict policies on supervised and unsupervised use of play equipment.

Suggested practice

Centres should undertake a risk assessment on any play equipment inside their venue and develop strict guidelines on how the equipment may be used. This guideline should be circulated and reinforced to all members.

Event or factor: Competition Safety

General

1. Smoking shall not be permitted in any competition or spectator areas during any Little Athletics competition.
2. Appropriate sun protection (e.g. uniform, hat and sunscreen) must be worn and appropriate shade structures securely put in place. For more information, please refer to the LAQ SunSafe Policy.
3. Encourage all athletes to have a good fluid intake prior to competition. For more information, please refer to the LAQ Heat Policy.
4. Ensure Officials report damaged or unsafe equipment to the Equipment/Technical Officer/Arena Manager.
5. Parents, Coaches and Officials should have general knowledge of the code of conduct, Centre and LAQ competition rules and procedures. Refer to Zero Tolerance Policy.

For more Specific Event Safety please refer to the Competition and Officials Handbooks.

Track

1. Earmuffs or earplugs must be supplied and worn by the starter.
2. Ensure that hearing protection complies with the Australian standards..
3. Starting caps are to be kept in their boxes or in a safety tray or container. Should only be loaded into starting pistol just before each race.
4. Starting caps must not be kept in pockets or held in hands, as they have been known to explode/ignite due to heat.
5. Keep naked flame away from any storage of caps.
6. Keep pistol and caps away from athletes / children and store in a safe place.
7. Officials using starting pistols must be at least 18 years of age.
8. When loading caps into the starting pistol do not use any sharp, hard object to push the caps into place, use only the pad area of your finger.
9. All disused or misfired caps are to be disposed of in a safe manner.
10. The Starter should ensure the gun is stored in an unloaded state.
11. Ensure that all people are kept as far away as is practicable from the starter during races.
12. The gun should not be discharged near the face or near any other person who is not wearing hearing protection.
13. Check all hurdles regularly to ensure they are in full working order.

Field: Jumps

1. At all events from Centre to State Championships, if the high jump bags/landing area is made up by more than one mat, the mats must be strapped together (around the edges) to form one unit and wherever possible must be bound together by a one-piece fabric fitted cover that binds the mats together into a single unified landing surface.
2. In High Jump, athletes are to be advised to jump so that they land in the centre of the bags (landing area). If officials are concerned with the manner in which an athlete is jumping (i.e. in an unsafe manner), they should ask the referee to consider the situation and the athlete may be asked to cease jumping and seek coaching in the event. (Officials are to warn athletes of the dangers of high jump, if it is not executed correctly. This should be outlined prior to start of competition.)
3. Ensure that the Long/Triple jump pit has been dug over and inspected for foreign objects prior to the event commencing.
4. The mat/board for Long Jump or Triple Jump should be placed in a suitable position so that all athletes in the age group are able to land safely in the pit.
5. Care should be taken that the Long/Triple Jump mat should be firmly on ground and that landing will not cause it to slip.
6. Ensure that the runway is clear of objects.
7. Sweep loose sand from runway, especially at the take off area.
8. Rakes and/or shovels should not be looked after by athletes or used by athletes for any other purposes.
9. When laid on the ground, rake spikes should point toward the ground.

Field: Throws

1. As throws events are usually taking place simultaneously with other track and / or field events, care must be taken in locating the events.
2. The sector lines should be extended well in excess of the best thrower (65m) and their ends marked with a red flag.
3. Where the Javelin cannot be conducted away from the competition area, it is recommended that the javelin runway and flight path be directly parallel and midway between the two (2) straights of the track.
4. A safety net should be provided around the Discus circle.
5. All participating athletes and spectators must be kept to the side and well away from these events in case of an inaccurate throw. Only officials should be in the sector and in close proximity to the competition areas.
6. Officials must maintain strict control over all throwing; including 'casual' throwing during warm-up and between competition throws. Athletes also have a safety responsibility.
7. Once competition has begun, athletes are not permitted to use, for practice purposes, the runway, implements, sectors or circles.
8. A javelin is a form of spear and as such is a lethal weapon, which can be deflected by gusts of wind. Officials in the field should be alert at all times, because as the javelin comes toward them it may appear to be a smaller object than it is, and is not easily seen.
9. Officials should always face the thrower and watch the implement.
10. Officials must stand outside the Discus net while an athlete is throwing.
11. Ensure that all athletes stand behind the throwing area while the event is in progress.
12. Athletes must stand well clear of the Discus safety net/cage to prevent injury.
13. All throwing implements must be carried back, not thrown, or rolled. Upon retrieval, the Javelin must be walked back and carried in an upright position.
14. Athletes must not play with spare throwing implements while waiting to throw.

Event or factor: General Equipment Maintenance

Suggested practice

1. Regular maintenance of Centre equipment will ensure a longer life. Report all breakages, cracks in equipment and wear.
2. Monitor older items more closely.
3. Equipment should be cleaned regularly and dried down on wet or dewy days.
4. High jump mats should be checked for rips and repaired immediately.
5. Stopwatches should be serviced annually.
6. Hurdles and finish posts should be re-painted annually to preserve their usage.
7. Have a plan in place to be able to afford to repair broken equipment, or buy replacement equipment where necessary.

Environmental Conditions

Event or factor: Twilight meetings

Suggested practice

1. Centres need to consider the available light.
2. Events are scheduled to use optimal lighting conditions, in particular field events where spotters may have difficulty tracking implements or athletes may have difficulty defining specific zones.

Event or factor: Cold weather

Suggested practice

1. Extended time between activities should be avoided. Long breaks between events or exercise means young bodies can cool down, increasing the likelihood of muscle related injuries.
2. Athletes should be encouraged to keep warm and wear adequate clothing.
3. If there has been an extended period of no activity, athletes should warm-up and stretch again.

Event or factor: Warm Weather - Sun and Heat Exposure

Required practice

All Centres must abide by LAQ's Heat, Uniform and Sunsafe Policies.

Common practice

1. Sunscreen is promoted and provided by the Centre. All members including athletes, coaches, officials and spectators are encouraged to apply sunscreen to exposed body parts.
2. Athletes and officials are encouraged to drink before they arrive at competition and to drink fluids regularly. Thirst is NOT an adequate indicator of the need for fluid. Water is the best fluid replacement.
3. All members should be encouraged to continuously replace fluids.
4. Ensure access to fresh drinking water is freely available.
5. Maximise use of natural shade provided from buildings, trees and other structures.
6. Hats and Sunsafe Clothing must be worn by all athletes.

Suggested practice

1. Where possible, events and training times should be scheduled outside the hours of 10am and 2pm.
2. Centres promote the Sunsafe Policy to members, and encourage the wearing of hats and sunglasses where practical. Also encourage coaches, officials, parents and spectators to wear collared shirts.
3. Centre Canteens should make water and sunscreen available for sale, if it is not provided to athletes free of charge.
4. Officials should act as Sunsmart role models.
5. Where natural shade does not exist, Centres provide portable shade structures for use by athletes and officials.
6. Programmes, newsletters and public announcements to be used to promote sunsafe behaviour.
7. Officials should be aware of the symptoms of heat illness and continually monitor athletes for signs of heat illness.

Event or factor: Bad Weather and Lightning

Common practice

1. Do not train or compete during a thunderstorm
2. Take shelter in a solid building or hardtop vehicle. Avoid small open structures or fabric tents. Never shelter under small groups of (or single) trees.
3. In a thunderstorm, stay away from metal poles and fences.
4. In wet and cold conditions:
 - 4.1 Avoid standing exposed for long periods
 - 4.2 Wet clothing should be changed as soon as practical
 - 4.3 Wear appropriate clothing
 - Dress in layers to trap the heat and prevent heat loss
 - Add or remove layers of clothing as necessary
 - Wear hat and gloves to reduce the amount of heat lost.

Suggested practice

1. Temporary postponement of the event or practice is required in the event of lightning or severe storms. If you hear thunder 30 seconds after seeing a lightning flash, all individuals should already be inside in a safe shelter
2. In wet and cold conditions allow athletes to dress for the occasion.
3. In wet conditions, it may be necessary to postpone/cancel certain events, for example high jump, long jump, triple jump and hurdles due to slippery run-up and track conditions.
4. Landline telephones should not be used during a thunderstorm. In the case of emergency, a mobile phone should be used.

Personal Safety

Event or factor: Personal Safety

Required practice

1. Persons over the age of 18 who are not the parent or guardian of children competing at a Centre, LAQ Event or training session, but are volunteering their time must have a Working with Children Check (Blue Card) issued by Blue Card Services.
2. LAQ has a Zero Tolerance Policy which, among other things, covers personal safety.

Suggested practice

1. All applicable Centre members must have a Blue Card.
2. Parents should attend competitions and training sessions.
3. If parents are unable to be at an event, they should meet their children inside the athletics area.
4. Children should go to the toilet in pairs.
5. Athletes should be encouraged never to go with someone they do not know.
6. Little Athletes should be encouraged to tell someone if they feel unsafe or unsure with a person or situation.
7. Centres should act in accordance with the LAQ Child Protection Policy and report incidents to the relevant authority.
8. Centres should promote personal safety in Programmes and newsletters.
9. Centre should be aware of LAQ's Zero Tolerance Policy for all members and enforce it where appropriate.

Event or factor: Transporting Athletes in Private Cars

Comments

This procedure refers to athlete transportation organised by the Centre. e.g. car-pooling to a carnival.

Required practice

1. The driver(s) must have a current driver license relevant to the vehicle being driven (e.g. a driver of a bus over 12 seats must have a light rigid licence).
2. The vehicle(s) must have current vehicle registration
3. The capacity of the car must not be exceeded.
4. All occupants must wear a seatbelt.

Suggested practice

1. When a private vehicle is used to transport athletes, the parent/guardian should be advised of the name of the driver(s) and requested to give consent for their child to travel in a vehicle(s) driven by the named driver(s). (Example listed below)
2. Accurate records should be kept by the Centre of the names of athletes travelling in each vehicle. In the event of an accident, this information may be needed by emergency services.
3. The vehicle should have comprehensive insurance with damages liability.

Suggested Consent Form

Child's Name: _____

Address: _____

Age: _____

Home telephone number: _____

Emergency contact number: _____

I, _____, parent or legal guardian of the above mentioned

child, give permission for my son/daughter to travel to _____ with

_____ in their private motor vehicle, on _____ (date).

Name of parent or legal guardian: _____

Signature: _____

Date: _____

Event or factor: Footwear

Required practice

Centre members must wear shoes at all times, as per the LAQ Footwear Policy.

Common practice

1. Athletes should wear suitable shoes as foot covering.
2. Spikes are permitted for certain age groups. Consult the LAQ Competition Manual for further information on which age groups, events and the lengths of the spikes that are permitted.
3. In age groups where spikes are not permitted, wearing spike shoes with the actual spikes removed, or similar footwear, is not permitted.
4. When spikes are worn in an event, they must be carried onto the track, then put on. When the event is concluded spikes must be taken off before leaving the track.

Suggested practice

Centres should educate parents and athletes on appropriate shoes to wear. Appropriate shoes should:

- Be of good quality (this does not necessarily mean expensive).
- Fit the foot type, offer stability and be able to absorb shock.
- Ensure the shoe is compatible to the athlete's foot (local shoe stores or podiatrists should be able to suggest which shoe is most compatible).

- If shoes tend to wear on one side or the other this could be an indication of a foot problem and a podiatrist or sports medicine specialist may need to be consulted to prevent a possible injury.

Event or factor: Lifting and Manual Handling

Suggested practice

1. Before beginning, assess whether you are capable of lifting, pushing or pulling the equipment safely.
2. If the load is beyond your capabilities, seek assistance, reduce the load; or use an aid such as a trolley.
3. Safe lifting includes
 - 3.1 Standing close to the load.
 - 3.2 Keep your back as straight as possible, but not upright, bend your knees and hips and take a firm grip of the load.
 - 3.3 Hold the load close to your body.
 - 3.4 Use a slow, smooth action throughout the lift.
 - 3.5 Turn with your feet, avoid twisting your back.
 - 3.6 Remember, take the same care when putting the load down.
4. Safe pushing or pulling includes
 - 4.1 Make sure you have a good grip with your hands and firm footing.
 - 4.2 Keep your back as straight as possible, use your legs to apply force
 - 4.3 Where possible, push rather than pull, as this is less stressful.
5. When lifting as a team, select a leader who should give the command to lift. If you lose your grip tell the leader, stop and start again.
6. High jump mats should be lifted by four or more adults.
7. Carry only 1 to 4 hurdles at a time.
8. When shovelling, place one foot in front of the other, keep your back straight, bend at the hips and knees and use your legs to lift the load. Take small shovel loads, use your feet to turn and use an appropriate size shovel.

Emergency Management Plan

Centres try to prevent injuries through risk management, it is also important to consider what needs to be done in the event of an injury. Each Centre should have a prepared Emergency Management Plan.

Event or factor: First Aid

Common practice

1. Centres have a first aid kit to meet their needs. These kits include ice packs, bandages and wound dressings.
2. Centres have a designated first aid person.

Suggested practice

1. It is recommended that Centres have a trained first aid person available.
2. Centres have a first aid area equipped with the following:
 - 2.1 Container for disposal of medical items used in first aid
 - 2.2 Soap and nail brush
 - 2.3 First aid kit container (solid, sturdy and dust proof). Clearly identified with a green cross on a white background. Not locked and transportable.

Event or factor: Bloodborne Infection

Suggested practice

1. If bleeding occurs during competition or practice, the wound should be covered with a closed to the air dressing (occlusive) as soon as possible.
2. Clothing or equipment covered in blood is changed, before the athlete returns to competition.
3. Disposable gloves are available and always worn by a person working with bodily fluids. Gloves are never reused.
4. Mouth pieces, resuscitation bags, or other ventilation devices are in the first aid kit and available for use.
5. If athlete is able to continue competing, dressings should be suitable to withstand the demands of competition.
6. Coaches, athletes and officials cover their own wounds with occlusive dressing prior to the event.
7. A person with a current first aid certificate is in attendance.
8. Members and athletes report bleeding injuries as soon as possible.
9. Hand washing facilities are available.
10. Coaches and officials are aware of basic first aid and infection prevention.
11. Each Centre should have safety gloves, tongs, a shovel and solid plastic biohazard container for the disposal of items such as used syringes. If an item such as a syringe is found, when examining the venue prior to activities, it should not be picked up by hand. All councils should provide safety containers and a means of proper disposal of biohazard items.
12. If blood gets on the skin, wash well with soap and water.
13. Clean a blood spill area with paper towel and dispose of paper towel in a sealed plastic bag. Wash area with disposable towel using a 1:10 bleach solution. Bleach is a poison and proper care should be taken when using it, always wear gloves, do not let it touch unexposed skin.

The Emergency Management Plan

- will become part of the Centre Safety Plan.
- should include the following and each aspect should be documented:

Who is responsible for...?

- administering first aid
- calling the relevant authorities e.g. ambulance
- documenting the incident
- checking the first aid kit
- opening gates, directing emergency vehicle etc to the site of the accident.

Equipment that needs to be prepared, available and easily accessible.

- First aid kit
- Designated first aid room (if available), or area
- Registration forms and emergency telephone numbers of all athletes, coaches and officials
- A list of all relevant emergency numbers, posted prominently, describing where the closest telephone is and the appropriate money attached to the notice (if applicable)
- If access is via a gate/s, keys should be in a well known location.

Please refer to the 'Emergency Information' Form following

First Aid Kit

All Centres should have a Sports First Aid Kit, which at the very minimum should contain the following:

- First Aid Manual
- Large and medium sized sterile wound dressings
- 1 x 25mm roll of hypo-allergenic tape
- Normal saline
- 1 metre adhesive dressing strip
- Pair of blunt/sharp ended scissors
- Anti-irritant solution for bites & stings
- Roll of cotton wool
- Antiseptic solution swabs (single use)
- Splinter remover
- Assorted roller bandages (50mm & 75mm)
- Sterile combine dressings
- Assorted safety pins
- Sterile non-adherent dressings
- Band-aids
- Sterile packets of tulle gauze dressing
- Betadine swabs (single use)
- Sterile wipes (single use)
- Cold pack/ice pack
- Triangular bandages/sling
- Disposable latex gloves
- Tubular-gauze finger dressing set
- Eye pads
- Tweezers
- Kidney dish
- Various sized adhesive dressing strips

Children are sometimes allergic to various medical preparations, adhesive plasters and antiseptic solutions. These allergies should be listed on the Athletes Registration Form.

INSURANCE

LAQ and all its affiliated Centres are covered by Insurance, including Accident and Injury Insurance, Professional and Products Liability, Directors and Officers Insurance under the Little Athletics Australia Insurance Scheme. For information relating to these Policies, refer to LAQ website.

Injuries and Incidents

Every injury sustained or incident which occurs at Little Athletics, no matter how small, should be recorded on an Incident Report Form.

Any injuries or accidents that may be subject to immediate claims through the LAA Insurance Policy, should be fully detailed on an Incident Report Form. LAQ should also be notified as soon as practicable. The appropriate Insurance Claim forms will need to be completed. These forms are available on the LAQ website.

CENTRE INJURY REPORT FORM

Name of injured person: _____

Athlete/Official: *(circle)* _____

LAQ Rego # _____ Age Group _____

Centre: _____

Competition: Yes/No Venue _____

Training: Yes/No Venue _____

Date of injury: _____

Time of injury: _____

Date injury reported: _____

To whom: _____

Position: _____

Witness: Name: _____

Address: _____

Phone No.: _____

Injury type: _____

How did injury occur? _____

****Injury reported to Centre Committee** **Yes / No**
Signed (Committee member) _____

Little Athletics Queensland Office Use

Date registered : _____

Insurance Company inquiry : _____

FINANCIAL MANAGEMENT

A Centre is accountable and responsible to its members, and to LAQ. The Centre must provide an Audited Financial Report to its members at the Annual General Meeting, and must forward a copy of the Report to LAQ.

A treasurer's first responsibility is custodian of the Centre's funds, and these funds must be dealt with according to the Centre's Constitution and the wishes of Centre members. The treasurer must keep a proper record of where money comes from (so it can be shown that amounts have been banked to the Centre's credit), and a proper record of all payments (so it can be shown exactly where money was spent). Once the Centre's money has been banked, the trusteeship falls on the Committee. The Committee must review the accounts for payment and the general financial operations at each monthly Committee Management Meeting.

If you are involved with a new Centre, you may like to approach people with experience in finance to help you set up your financial records. A local bank manager or accountant may be willing to assist you.

Budgeting

A budget is a projected estimate of your income and expenditure, usually for the next financial year.

There are two basic ways of working out an estimate:

- comparing and adjusting;
- calculating

Comparing involves looking at your own, or a similar Centre's, financial statements for the last year. Adjustments must then be made for inflation, expected increases in charges (eg. telephone, electricity), and any new programs proposed. This method can be supplemented by keeping trial records for one month to gauge regular program and competition income and costs. In translating the trial accounts to an annual budget, consideration needs to be given to likely fluctuations in income and expenditure.

Sometimes it is possible to calculate costs accurately. Quotes can be obtained for major projects or purchases, and suppliers of some services can give projected estimates for the year.

It will be necessary to determine the day to day running costs of competitions, training and other regular activities, as well as estimated income from these.

Once the budget has been established and agreed to by the committee, it should be used, not only by the Treasurer, but by the Committee to monitor the level of income and expenditure.

Recording

Transactions

Books of Record

The books which the treasurer maintains must include: -

1. receipt book
2. a bank deposit book
3. a cheque book
4. a cash book
5. a register of members (Registrar would normally maintain)

The following records may be required, depending on the nature and extent of activities: -

7. petty cash book
8. supplementary cash book (eg. canteen) and records
9. register of asset and liabilities

10. investment register

Receipts

1. A receipt must be issued for all monies received.
2. Receipts must be issued at the time of receiving the money.
3. Originals of cancelled receipts must be retained.
4. Sometimes a lot of payments are made at once and it is impractical to write out receipts for each one (eg. at the door of a function). In this case, a supplementary cash record can be prepared where names and amounts are recorded and signed by the person collecting the money. One receipt is then issued for the total.
5. All monies received should be banked intact. Under no circumstance should cash payments be made by deduction from monies received.
6. All monies received must be banked on the next working day.
7. Supplementary cash records must be signed by those responsible for collecting the money to confirm their accuracy.
8. When one member collects cash from a particular activity and then hands to the Treasurer for banking, the member needs to be able to prove what amount was delivered to the Treasurer. For the protection of all parties, a receipt needs to be issued so that the Centre has reliable information about the income it receives from particular activities.

Payments

Payments

1. With the exception of small payments, which can be made from a petty cash fund, all payments should be made by a separate cheque, electronic payment or through the use of a credit card drawn on the Centre's banking account.
2. If a chequebook is received, each form should be stamped '*not negotiable*' and with the name of the organisation. Alternatively, banks will pre-stamp cheques with the words '*not negotiable*', upon request.
3. **Blank cheques should never be pre-signed.**
4. At least two Centre members must be required to sign each cheque or authorise each electronic payment. Two members of the one family should not authorise payments together.
5. Rules of many organisations require that all payments must be ratified by the committee, so a list of the individual amounts to be passed for payment should be prepared for the minutes of committee meetings.
6. Where it is necessary to cancel a cheque, it should be marked accordingly and left in the chequebook.
7. Sufficient detail should be shown on a cheque butt to identify payment to facilitate entry in the cash payment book.

Payment Authorisation

1. Invoices for goods supplied must be endorsed by the appropriate Centre officer to acknowledge receipt of the goods or services in a satisfactory condition. Have extraordinary payments (honorariums, donations, etc) specially authorised by a resolution of the committee or, if necessary, at a general meeting.
2. Where necessary and unavoidable, a petty cash advance may be used for small payments, but disbursements from petty cash must also be supported by invoices and/or receipts.

Cash Book or Accounting Software

1. For most small organisations, the cashbook is the principal book of account. Centres may alternatively choose to use an accounting software package. Each summarises the receipts and payments to provide the basis for financial reports to committee meetings, and the annual financial statement.

Receipts

This sheet is compiled from the duplicates of receipts issued and should be written up when bank deposits are made. Each receipt number should be entered in its proper sequence. If a receipt is cancelled, the number should still be entered and the word '*cancelled*' shown against it with a dash in the money column.

Payments

This is compiled from cheques drawn, and, like cash inwards, the total of the items columns will equal the total of the bank column. Write up the cash inward book at least weekly preparatory to preparing the bank account. Write up the cash outward book at least monthly as a record from which the treasurer's statement to the committee meeting will be prepared.

Carry out reconciliation with the bank statement monthly.

Petty Cash Book

The petty cash book is filled out in the same way as the cashbook. Each column is headed up with items commonly paid out as petty cash.

The best way to handle payments made in cash is to draw a float a little bigger than the amount of cash needed between trips to the bank, and keep this float in a tin. Petty Cash is then paid out on receipt of a voucher. Receipts should be stapled to the voucher. When you go to the bank, cash a cheque made out to petty cash equal to the amount of petty cash paid out for that period. When you write that cheque into the cashbook, list it as petty cash (usually under sundries).

The petty cash vouchers for that time become the voucher for your cheque.

Bank Statements & Reconciliation

A bank statement is prepared by your bank at regular intervals, usually at the end of each month, to check the bank's records against your own cashbook. These two balances may not always agree, as not all transactions are recorded at the same time. For example, a cheque paid out is entered in the cashbook on the day it is paid, but does not appear on the bank statement until it has been presented for payment.

Entries originating from the bank statement - bank charges and bank interest - must be entered into the cash outward book or cash inward book (in the case of interest) at the time of the reconciliation, by inserting them in the 'bank' column and dissecting them to the relevant analysis column (bank charges or sundries).

Register of Assets & Liabilities

Most Centres possess some durable assets such as sports equipment, stock of sporting material, canteen equipment etc, which must be scheduled in this Register. The register assists in the preparation of financial statements and also of insurance schedules.

Liabilities, in the form of loans, must also be recorded in this Register and cancelled when final payment is affected.

Financial Reports

Committee Meeting Reports

Meetings should be held regularly (at least monthly during the season) to enable the committee to follow up the prompt payment of accounts received and prompt banking of monies received.

The written Treasurer's report at each meeting should detail income and expenditure since the last meeting - copy available to all members.

The Treasurer should present the vouchers for expenditure for authorisation at the meeting, together with the most recent bank statement.

The committee should inspect the vouchers and the bank statement and actually minute in the following manner "resolved that the Treasurer's Report showing income of \$....., expenditure of \$..... be accepted. Cheque Nos. 1234 - 1249 totalling \$..... are hereby authorised."

Annual Report

Centres must publish a statement of income and expenditure and balance sheet as the principal financial report to be adopted by their members. This shows the profitability or financial achievement of the year's activities, as well as the net worth of the Centre.

The report is based on the receipts and the payments, which have been summarised in the cashbooks. A balance sheet is a statement of what the organisation owns and what it owes, the difference being the 'net worth' or 'accumulated funds'.

Statement of Assets & Liabilities:

1. Even though a conventional balance sheet may not be prepared, the members should be provided with a statement of the Centre's affairs. This will list the assets segregated into general categories, showing a reasonable value for each item. The liabilities should also be listed in categories, and when deducted from the total assets will show the net worth of the organisation.
2. *Certification:* Irrespective of the form, the annual financial statements are presented to members, the treasurer has responsibility for their correctness. He or she should sign a paragraph similar to this example and place it at the end of the financial statement:
3. *To the best of my knowledge and belief, the particulars contained in the above statement of receipts and payments for the year ended June 30, 20.... are a true statement of the financial transactions for the year and the statement of assets and liabilities as at June 30, 20.... is a comprehensive summary of the state of the Centres affairs at that date.*

.....
Honorary Treasurer

.....
Auditor

In addition to a purely dollars and cents report, the treasurer may prepare a rundown of how money was spent through the year, where it was made, and a comment on the financial situation of the Centre.

Auditing of the Accounts

The members of each Centre must each year appoint an independent auditor to audit all the accounts and financial transactions for the financial year.

The auditor should be appointed by the members and not by the Committee, as it is the members to whom the auditor must report.

The auditor must not be a member of, or associated with, the organisation involved. He/she must have a working knowledge of accounting and be a qualified accountant. Refer to the Centre Constitution for further information.

Copies of the Auditor's report must be made available to members and to LAQ.

Your auditor will need: -

The books of account, consisting of the cashbooks written up and balanced for the year, and the journal and ledger if these records are maintained.

1. Bank statements for the whole year.
2. Copies of deposits and payments or cheque butts.

3. Receipt books containing the duplicates of receipts issued, as well as cancelled original receipts. The auditor also needs to sight books of unused receipts.
4. Vouchers for payments made, which must be placed in numerical sequence of cheques drawn.
5. Access to 'paid' cheques from the Centre's bankers - unless receipts have been obtained from payers for all payments made.
6. A copy of the last audited statements of account.
7. The financial statements for the year now being subjected to audit, together with all supporting working papers.
8. Minute books.

Any other records or evidence he/she may request to confirm the accuracy of transactions recorded and the existence of assets and liabilities shown in the books of account and the financial reports.

Financial Control

Financial control means regularly monitoring actual income and expenses against the budget. These checks will highlight any danger signals quickly; so appropriate action can be taken before the situation becomes serious. A small departure from budget doesn't matter but a significant departure does. An adverse variance from budget maybe due to poor performance in certain sections of the Centres unforeseen factors arising since the budget was drawn up, or even an unrealistic budget.

THE ENTIRE CENTRE COMMITTEE IS RESPONSIBLE FOR THE FINANCES OF YOUR CENTRE

Insurance

Through LAA, Centre members and personnel are covered for personal accident, professional indemnity, directors and officers, and public liability insurance. This insurance coverage does extend to Centre property and equipment. Centres with more than \$75,000 in assets are to submit their asset register to LAQ so that the brokers can be advised.

THE EQUITY POLICY

The mission of the Little Athletics Queensland (LAQ) and its Centres, in respect to equity, is to guarantee all children and adults have access to a complete range of participation, training and competition opportunities, and to ensure equity in all aspects of athletics, including the provisions of rewards and incentives, coaching, officiating and administration.

In this respect, LAQ recognises seven equity areas. These are:

- Gender
- Disabilities
- Older Adults
- Aboriginals and Torres Strait Islanders
- Non-English Speakers
- Employment Status
- Isolated Communities

PERSONAL PROTECTION

Little Athletics Queensland (LAQ) is firmly committed to a coordinated and comprehensive approach to promote the protection of children and adults and act in accordance with the LAQ Child Protection Policy.

To promote and protect the rights, interests and wellbeing of children in Queensland.

- a) every child is a valued member of society
- b) in decisions involving the child -
 - i) the best interest of the child are the paramount concern; and
 - ii) the child's views and wishes should be taken into account in a way that has regard to the child's age and maturity;
- c) every child is entitled -
 - i) to be treated in a way that respects the child's dignity and privacy; and
 - ii) to be cared for in a way that protects the child from harm and promotes the child's wellbeing; and
 - iii) to express the child's concerns and grievances and to have them dealt with in a way that is fair and timely and promotes the child's participation; and
 - iv) to receive information and help to enable the child to exercise the child's entitlement; and
 - v) To have the services necessary to meet the child's needs
- d) the family has the primary responsibility for the upbringing and development of its children, and should be supported in that role.

LAQ aims to promote a safe environment for all children and adults and to recognise and notify suspected child abuse and neglect.

LAQ is committed to the belief that all children have a right to feel safe at all times.

PERSONAL PROTECTION

For Adults:

1. Adult members respect the dignity of themselves and others.
2. Adult members demonstrate a high degree of individual responsibility, recognising that at all times their words and actions are an example to both adult and child members of the Association.
3. Adult members do not use LAQ to promote their own beliefs, behaviours or practices, where these are not compatible with LAQ policies.
4. Adult members act with consideration and good judgement in all interpersonal relationships.
5. Adult members avoid unaccompanied and unobserved activities with child members, wherever possible.
6. Adult members, for their own protection, should avoid potentially compromising situations by ensuring, where reasonably possible, that at least two adults are in attendance whilst supervising and/or accompanying child members. It is recognised that in certain circumstances it may be necessary for an adult, whilst acting responsibly and exercising their “duty of care”, to be alone with a child member.
7. Adult members accept that bullying, physical or verbal abuse, neglect or any other type of abuse is unacceptable conduct by any adult within the Association.
8. Adult members have a responsibility to report concerns about child abuse.

Adult Member Rights

Adult members have the right to:

1. Ongoing training and information on all aspects of child protection
2. Support in the reporting of suspicions of child abuse
3. Access to support agencies
4. Fair and equitable treatment from the Association
5. Be protected from abuse by child members
6. Be protected from abuse by other adult members and parents

Adult Member Responsibilities

Adult members of LAQ are responsible for:

1. Working as a team to ensure the safety of child members in their care
2. Using appropriate child behaviour management
3. Listening and responding to child members’ statements concerning alleged abuse
4. Ensuring the rights and responsibilities of child members are enforced
5. Reporting suspicions of child abuse to their Centre Manager, the LAQ Chief Executive Officer or his/her Delegate and the Police.
6. Not abusing child members physically, emotionally or sexually
7. Only disclosing sensitive information to proper authorities if relevant and appropriate

Child Members Rights

Child members of LAQ have the right to:

1. Be protected from abuse by adult members
2. Be safe
3. Be listened to
4. Be respected
5. Be protected from abuse by other child members
6. Be referred to appropriate professional help if needed

LAQ Rights

LAQ has the right to:

1. Expect all adult members to comply with its Child Protection Policy
2. Expect all child members to keep within the bounds of accepted community standards of behaviour
3. Take appropriate action if members contravene its Child Protection Policy
4. Expect that adult members will not abuse child members physically, emotionally or sexually
5. Take appropriate action in the event of malicious accusations
6. Ensure all members, where required by law, obtain a Blue Card.

LAQ Responsibilities

LAQ is responsible for:

1. Providing maximum safety to all child members
2. Widely promoting the Child Protection Policy to members and the wider community
3. Designating an Officer to co-ordinate and oversee all aspects of member protection and Codes of Conduct within LAQ
4. Encouraging open discussion on child protection issues
5. Providing support to members who report suspicions of child abuse
6. Treating information of suspected child abuse with confidentiality and disclosing information only to those who need to know
7. Making every effort to identify potential abusers via police
8. Ensuring all staff, whether paid, voluntary, permanent or casual are aware of the indicators of child abuse and neglect, their obligations to notify suspected child abuse and neglect and procedures for notification.

Child Abuse

Child abuse can be any of the following:

- **Sexual Abuse:** Any sexual act or sexual threat imposed upon a child. Pressure, either physical or psychological, is always present in child sexual assault.
- **Neglect** occurs when a child is harmed because a parent/guardian or caregiver fails to provide the basic physical and emotional necessities of life.
- **Physical Abuse** refers to non-emotional injury to a child, generally caused by an adult who is responsible for that child.
- **Emotional Abuse** is behaviour by a parent or caregiver, which can destroy the confidence of the child causing significant emotional distress or hurt.

COMMISSION FOR CHILDREN, YOUNG PEOPLE AND CHILD GUARDIAN

The Commission for Children and Young People Act (2000) requires people who work with children (under the age of 18), in certain categories of paid or voluntary employment, to undergo a criminal history check - the working with children check.

People who are found to be suitable by Blue Card Services are issued with a 'Suitability Card' or 'Blue Card', which must be produced to work with Children in Queensland.

The Blue Card aims to ensure only suitable people operate businesses, or work as employees or volunteers where they have regular contact with children or young people.

Persons over the age of 18, who do not have children competing at a Centre, Association Event or training session, but are volunteering their time, must have a Blue Card issued by Blue Card Services.

For further information on Blue Cards or Blue Card Services visit their website at www.bluecard.qld.gov.au.