



GolfAustralia

Risk Management & Safety





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Risk Management

What is Risk Management?

Risk is the effect of uncertainty on objectives (whether positive or negative).

Risk Management is the identification, assessment, and prioritisation of risks, followed by actions to minimise, monitor, and control the probability and/or impact of unfortunate events. In other words, what do you need to do to stop things from going wrong?

At a golf club, there are many issues to consider when undertaking a Risk Management Assessment e.g:

- providing leadership to develop a welcoming and inclusive club
- developing and adopting Member Protection and Codes of Behaviour
- ensuring the Constitution and membership rules do not result in members being treated unfairly
- ensuring selection and other club decisions are fair and not based on stereotypes and irrelevant characteristics (e.g. team selection)
- choosing the right people and ensuring coaches and other personnel meet child protection requirements
- developing or adopting guidelines that support coaches and other personnel to provide safe environments for participation, particularly for children
- communicating policies and procedures to all personnel and members – including any screening and mandatory reporting responsibilities, who to complain to and how complaints will be dealt with
- providing education and training for administrators, coaches and other personnel to support them in their role
- taking complaints about discrimination, harassment and abuse seriously and acting quickly
- appointing a Member Protection Information Officer (MPIO) to handle all complaints

Junior Coordinators, Coaches and others who work with juniors have particular responsibilities. To assist you in meeting your responsibilities your club should:

- ensure that you undergo a Working With Children or other police checks as required by your State's legislation
- explain your duties and responsibilities (e.g., with a written job description)
- provide you with information about expected codes of behaviour
- support you to complete training to improve your skills and knowledge
- provide you with guidelines to support you in your role (e.g., heat guidelines, photographing children)





To create an inclusive environment for participation and to manage your risks as a Junior Coordinator/Coach you should:

- maintain control (e.g. don't lose your temper, harass or bully others)
- balance competition with participation in junior sport
- follow fair, transparent and consistent team selection processes
- consider flexible coaching practices (e.g. to include people with a disability)
- make sure you use appropriate coaching techniques (e.g. do not use punishment or over training to improve performance)
- maintain appropriate boundaries (e.g. avoiding intimate relationships)
- avoid being alone with a child or young person (e.g. in the change rooms)
- maintain appropriate physical contact (e.g. when demonstrating a skill)
- avoid transporting children one on one, and not without parental consent
- make sure any electronic communication with players is about team matters
- do not provide players with alcohol or drugs
- seek permission when taking images of players, particularly children – refer to the GA Member Protection Policy take action over any inappropriate behaviours (e.g. harassment or suspicions of harm against a child)

The website **Play by the Rules** (www.playbytherules.net.au) is an initiative supported by Federal, State and Territory Governments which provides a wealth of information on managing risks, legal issues and child protection.

Occupational Health & Safety

It is important that the Junior Coordinator and/or Coach are aware of the Club's or facility's obligations in regard to Occupational Health & Safety to provide a safe environment for employees, contractors, members and visitors. This commitment also extends to ensuring the facility does not place the local community at risk of injury or illness.

Therefore if an accident or incident occurs there are procedures which must be followed. Discuss these procedures with your Club if you are not aware of them.

Some key procedures include:

- Hazard Assessment and Reporting
- Injury/Incident Reporting
- Emergency Procedures

Note: Records of injuries/incidents involving children should be kept for 6 years after the child turns 18 years of age.

Refer to a **Sample Injury/Incident Reporting Form** and **Guidelines for Dealing with an Incident or Accident** at the end of this section.

It is also highly recommended that a Risk Assessment is carried prior to the commencement of any session.

Refer to the **Sample Risk Assessment Session Safety Check Form** at the end of this section.





Legal Responsibilities

The Coach will be judged not by what he/she knows, but what he/she should have known. Ignorance is no excuse in law. The Coach must then act in accordance with that knowledge.

If coaching at a club, Coaches must ensure that they are acting on behalf and with the full permission of the club, and that the club's insurance policy covers their coaching activities.

Insurance (see below) is not a substitute for safe and correct coaching practices. A coach, whether amateur or not, may be at risk of litigation from:

- Athlete injury
- Libel and slander
- Athlete selection
- Inadequate supervision
- Inappropriate administration of first aid
- Inappropriate training methods
- Assault
- Food/drink poisoning
- Inadequate safety advice
- Failure to ensure facilities and equipment are safe

The risks of litigation can be reduced by complying with the guidelines in this Kit.

Working with Children Obligations

Child protection is not a subject that is separate from the day-to-day activities in golf - it is an intrinsic part of the running of a Golf Club or golfing events. It is an integral part of planning, risk assessment and organisational processes. In a sporting context, risks for the welfare of children can come from a number of sources:

- From specific individuals who have involved themselves in sport so that they can exploit their position of influence or responsibility for their own objectives, rather than for the benefit of children. This can include the sexual, emotional or physical abuse of children
- As a result of unrealistic expectations being placed on children to perform beyond their ability or capability by parents, coaches or officials. This can often be seen in the "pushy parent" or the strict coach
- As a result of bullying by other children or adults, for example, where a Junior Coordinator shows favouritism towards some children and treats certain others harshly
- As a result of poor planning or lack of awareness of the specific needs of children when participating in sport

Adults who are involved in the administration of children's sport, junior coaching or supporting junior activities have a responsibility to:

- Review their own behaviour in sport to ensure that they demonstrate the highest possible standards
- Introduce and adhere to appropriate procedures to safeguard children's welfare and protect themselves as adults involved with children
- Be informed about and be able to recognise the signs and symptoms of abuse
- Take appropriate action should they be concerned about an adult's behaviour or a child's welfare

Golf Australia (GA) has a comprehensive **Member Protection Policy** which can be accessed on its website, and from which much of the following has been sourced.





Every person and organisation bound by the policy (which includes individuals sitting on boards, committees, and sub-committees, employees and volunteers, coaches, affiliated clubs) must always place the safety and welfare of children above all other considerations.

GA acknowledges that their staff and volunteers provide a valuable contribution to the positive experiences of juniors. GA aims to ensure this continues and to protect the safety and welfare of its junior participants. Several measures will be used to achieve this such as:

- Prohibiting any form of abuse against children
- Providing opportunities for juniors to contribute to and provide feedback on program development
- Carefully selecting and screening people whose role requires them to have regular contact with children
- Ensuring people have completed a statutory Working with Children Check
- Ensuring codes of conduct, particularly for roles associated with junior sport, are promoted, enforced and reviewed
- Providing procedures for raising concerns or complaints
- Providing education and/or information to those involved in our sport on child abuse and child protection

GA requires that anyone who reasonably suspects that a child has been or is being abused by someone within our sport, to report it immediately to the Member Protection Information Officer or the police or relevant Government agency and CEO/MPIO of GA or the respective State/Territory organisation or the respective Affiliate Member Club.

Most states and territories now require that anyone who is intending to work with children to have a formal **Screening** or **Working with Children Check**. These can involve criminal history checks, signed declarations, referee checks and other appropriate probity checks to assess people's suitability to work with children.

Screening requirements vary across Australia. Contact the relevant agency to find out more information about police checks and Working with Children Checks in your state or territory.

If your state or territory does not have a statutory requirement, the GA Policy contains a **Screening Process** which Clubs should use for anyone who occupies or applies for any role that involves people under the age of 18 years.

Taking images of children is a particular activity that needs careful thought and planning. Images of children can be used inappropriately or illegally. GA requires that individuals and associations, wherever possible, obtain permission from a child's parent/guardian before taking an image of a child that is not their own and ensure that the parent knows the way the image will be used. GA also requires the privacy of others to be respected and disallows the use of camera phones, videos and cameras inside changing areas, showers and toilets.

If GA uses an image of a child it will avoid naming or identifying the child or it will, wherever possible, avoid using both the first name and surname. GA will not display personal information such as residential address, email address or telephone numbers without gaining consent from the parent/guardian. GA will not display information about hobbies, likes/dislikes, school, etc as this information can be used as grooming tools by pedophiles or other persons. GA will only use appropriate images of a child, relevant to the sport and ensure that the child is suitably clothed in a manner that promotes the sport, displays its successes, etc.

GA requires their members, member associations and clubs to do likewise.





Also included in the Policy are **Codes of Conduct for Coaches, Volunteers, Members, Parent/Guardians and Spectators**. It also contains an Investigation Procedure to be followed in the case of alleged child abuse, along with pro-formas for recording complaints and allegations. To assist in consistency and accuracy in following procedure and reporting on the issues covered by GA's Member Protection Policy, the following documents, which can be accessed from the GA web site should be used:

- E1 Confidential Record of Informal Complaint – to be used by MPIOs or others who receive a complaint or allegation
- E2 Confidential Record of Formal Complaint – to be used when a formal complaint is received by GA
- E3 Confidential Record of Child Abuse Allegation – to be used by MPIOs or others who receive complaints or allegations of child abuse

Refer to a **Sample Parental Consent Form** and **Codes of Conduct for Coaches, Administrators/Volunteers, Members, Parents/Guardians and Spectators** at the end of this section.

General principles to be followed when completing a report of a complaint:

- Treat all complaints seriously
- Report the complaint to the Member Protection Information Officer
- Deal with complaints promptly, sensitively and confidentially
- Maintain a calm attitude
- Ask the complainant if they will consent to you taking notes
- Write the description of the complaint /problem using the complainants own words (as much as is possible)
- Find out the nature of the relationship between the complainant and the person complained about (for example, coach/competitor, team members, etc) and if there is any relevant history
- Take a note of the facts and do not pre-judge the situation
- Ask the complainant whether they fear victimisation or other consequences
- Find out what outcome the complainant wants and if they need any support
- Ask the complainant how they want to the complaint to be dealt with under the policy
- Keep the complaint confidential and do not disclose it to another person without the complainant's consent except if disclosure is required by law (for example, a report to government authorities) or if disclosure is necessary to deal effectively with the complaint

Insurances

All affiliated golf club members have Personal Liability Cover (with a limit of \$20m) provided through Golf Australia's insurance policy. Accredited Amateur Coaches (who are qualified under GA's recognised coaching programs and are members of a golf club) are also covered for Professional Indemnity up to \$5m. Full details of the cover can be found on Golf Australia's website.

Cover for Personal Injury and Equipment are separate – check with your Club.



Safety & Injury Prevention

We have a fundamental obligation to provide a safe environment for juniors and adults alike. We want our participants to:

- Have fun
- Develop their skills
- Attain a sense of achievement
- Be protected from exposure to injury
- Come back again

Sports Medicine Australia has published Safety Guidelines for Children and Young People in Sport and Recreation (available on their website www.sma.org.au), which provides helpful principles and practices for coaching children. Golf, of course, has specific requirements.

Golf Safety Rules

1. Instructor

- Approach children from face on





2. Check the Playing Area

- No stones or obstacles

3. Warm Up/Stretch/Warm Down (see below under Injury Protection)

4. Golf Clubs

- Leave clubs on ground when not in use
- Use a whistle to signal stop
- Teach children to stop and look before each swing: **Stop – Look – Swing**
- Swinging of clubs only done in designated areas
- Ensure no one is within at least 4 club lengths (3 metres) when swinging a club
- Ensure no child is in front of a person hitting or swinging
- When instructing, children should hold their clubs by the head to discourage swinging

5. Balls

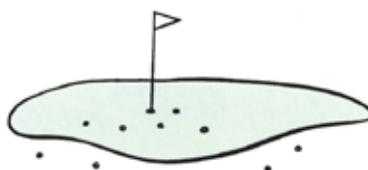
- Before shots are played make sure that those in front are well out of range

6. Group Sizes

- Groups of 2 or 3 children, and only one child should be using the club with other children in the designated safety area, at least 4 club lengths (3 metres) away

7. Fore

- Yelled if a ball is heading towards another player



Injury Prevention

- Ensure sun screen is applied and hats are worn in hot weather
- Check that clothing is appropriate (hot and cold weather)
- Have a first aid kit
- Become first aid accredited
- Have an emergency plan
- Be aware of and keep a record of medical conditions of all participants before the session
- Keep a record of medical conditions, contact details for participants and injury register
- Fluids should be available in the vicinity of playing area
- Consider supplying drink containers
- Thirst is a poor indicator of fluid replacement
- Fluids should be consumed before, during and after a coaching session

Warming up increases blood and oxygen flow to the muscles. A light aerobic activity is recommended e.g. jog at a slow pace for 2 – 3 minutes. This should be followed by a series of stretches, using the following principles:

- Stretch slowly
- No pain should be felt
- Hold stretch for 10 seconds
- Avoid bouncing
- Stretch both sides of body
- Repeat each stretch 2-3 times

To warm down, use the same exercises as used for the warm up, and finish with some stretching.

Refer to the **Golf Australia Community Golf Coach 1 Manual** for examples of stretches that are specific for golf.



Sample Risk Assessment & Session Safety Check Form

Venue.....

Date.....

Playing Area:

Check that the area and surrounds are free from obstacles. Is the area fit and appropriate for the planned activities? Yes/No

Describe any hazards and actions taken to mitigate the risk

Equipment:

Check that all equipment is sound and suitable for use.
Are all equipment items safe for the planned activities? Yes/No

Describe any unsafe equipment and actions taken

Players:

Check that the Participants Register is up to date with medical information and contact details.
Check that players are appropriately dressed.

Is the Register in order? Yes/No

Describe any deficiencies and actions taken

Are the players appropriately dressed? Yes/No

Describe any deficiencies and actions taken

Emergency Details:

Check that emergency vehicles have clear access, that a working telephone and emergency numbers are available, and that exit points are clear.

Is access, and are exit points clear? Yes/No

Describe any deficiencies and actions taken



Is a working telephone, with emergency numbers, available?

Yes/No

Describe any deficiencies and actions taken
.....
.....

Safety Information:

Check that evacuation procedures are posted and clearly visible. Ensure that staff and volunteers have access to information relating to health & safety, and emergency procedures.

Are emergency procedures published and accessible?

Yes/No

Describe any deficiencies and actions taken
.....
.....

Does the Club need to take any further action?

Yes/No

Please specify
.....
.....

Signature

Name

Position

Date



Sample Parental Consent Form

Name:.....Male/Female (please circle)

Address:.....Postcode.....

Date of Birth:..... Email:

School Year:..... School Attending:.....

Name of Parents/Guardians:.....

Telephone:..... (H)..... (W)..... (Mobile)

I wish to enrol my child in the junior golf program conducted by Golf Club.

Signed:..... Date:.....
(Parent/Guardian)

MEDICAL REPORT

Medical/Hospital Insurance Name :.....Number:.....

Medicare Number:.....Ambulance Membership Number:.....

Is your child presently taking tablets and / or medicine? Yes/No (please circle)

If YES, please state name of medication and dosage:.....

Please tick if your child suffers any of the following:

Fits of any type Dizzy spells Travel Sickness Asthma Heart Condition Migraine Other

Allergies to: Penicillin: Any Foods: Drugs: Other:.....

Comments.....

What Special Care is recommended?.....

I the undersigned, hereby authorise the:
(FIRST NAME) (SURNAME)

.....Golf Club or its nominated representative, to make such arrangements as are deemed necessary by the attending medical practitioner in the event of emergency medical treatment being necessary in respect of my child.

Signed:..... Date:.....



Sample Provision Of Consent To Use Photographs & Filming Form

- a) I give my consent to theGolf Club to copy or reproduce images of my child (whether by photo, film or other electronic or printed media) without the acknowledgment of myself or my child and without my entitlement to any remuneration or compensation now or in the future.

- b) I acknowledge that the images are the property of the..... Golf Club.

- c) The Golf Club agrees not to use any image in a manner that may be deemed adverse or defamatory, and will only use the image(s) to promote the Club, its aims and programs.

Authorisation

I hereby agree to the terms and understand the conditions set out in a), b) & c) above.

Signed:..... Date:.....
(Parent/Guardian)



Sample Injury /Incident Report Form

Surname:.....Other names:

Gender: Male Female

Department/area:.....Date of injury:..... Time:.....

Description of injury: Injury Type: eg cut, strain, burn etc.
.....
.....
.....

Location where injury/incident occurred:

Witnesses: (name & contact number or address)

1. Phone:

2..... Phone:

Employee/Supervisor signature:.....(indicate which) Date:

Has a WorkCover claim been made? Yes / No

This form must be forwarded towithin 24 Hours of the accident





Guidelines for dealing with an Incident or Accident

- Stay calm, but act swiftly and observe the situation. Is there further danger?
- Listen to what the injured person is saying.
- Alert the first aider who should take appropriate action for minor injuries, and advise on action for more serious injuries.
- If needed or in doubt, call the emergency services.
- Ensure the rest of the group is safe and adequately supervised.
- Do not move someone with major injuries – wait for the emergency medics.
- Contact the injured person's parent/guardian without delay.
- Complete the Injury/Incident Report Form.



Coach Code of Conduct

In addition to Golf Australia's General Code of Behaviour, you must meet the following requirements in regard to your conduct during any activity held or sanctioned by Golf Australia, a member association or an affiliated club and in your role as a coach appointed by Golf Australia, a member association or an affiliated club:

- Do not tolerate acts of aggression.
- Provide feedback to players and other participants in a manner sensitive to their needs. Avoid overly negative feedback and enforce that coming first is not always the priority.
- Recognise players' rights to consult with other coaches and advisers. Cooperate fully with other specialists (for example, sports scientists, doctors and physiotherapists).
- Treat all players fairly within the context of their sporting activities, regardless of gender, race, place of origin, athletic potential, colour, sexual orientation, religion, political beliefs, socio-economic status and other conditions.
- Encourage and facilitate players' independence and responsibility for their own behaviour, performance, decisions and actions.
- Involve the players in decisions that affect them.
- Encourage players to respect one another and to expect respect for their worth as individuals regardless of their level of play.
- Ensure that the tasks and/or training set are suitable for age, experience, ability, and physical and psychological conditions of the players.
- Ensure any physical contact with players is appropriate to the situation and necessary for the player's skill development.
- Be acutely aware of the power that you as a coach develop with your players in the coaching relationship and avoid any sexual intimacy with players that could develop as a result.
- Avoid situations with your players that could be construed as compromising.
- Actively discourage the use of performance enhancing drugs, and the use of illegal substances.
- Actively discourage the regular use of alcohol and tobacco.
- Abide by the relevant Child Protection Requirements and Legislation in the State you perform your duties.
- Do not exploit any coaching relationship to further personal, political or business interests at the expense of the best interest of your players.
- Accept and respect the role of officials in ensuring that competitions are conducted fairly and according to established rules.
- Know and abide by rules, regulations and standards, and encourage players to do likewise. Accept both the letter and the spirit of the rules.
- Be honest and ensure that qualifications are not misrepresented.

Reference: GA Member Protection Policy



Administrator (Volunteer) Code of Conduct

In addition to Golf Australia's General Code of Behaviour, you must meet the following requirements in regard to your conduct during any activity held by or under the auspices of Golf Australia, a member association or an affiliated club and in your role as an administrator of Golf Australia, a member association or an affiliated club:

- Resolve conflicts fairly and promptly through established procedures
- Maintain strict impartiality
- Be aware of your legal responsibilities
- Abide by the relevant Child Protection Requirements and Legislation in the State you perform your duties
- Act honestly, in good faith and in the best interests of the sport as a whole
- Ensure that any information acquired or advantage gained from the position is not used improperly
- Help coaches and officials highlight appropriate behavior and skill development, and help improve the standards of coaching and officiating

Reference: GA Member Protection Policy



Member Code of Conduct

In addition to Golf Australia's General Code of Behaviour, you must meet the following requirements in regard to your conduct during any activity held or sanctioned by Golf Australia, a member association or an affiliated club and in your role as an official appointed by Golf Australia, a member association or an affiliated club:

- Place the safety and welfare of the players/participants above all else
- Accept responsibility for all actions taken
- Be impartial
- Avoid any situation which may lead to a conflict of interest
- Be courteous, respectful and open to discussion and interaction
- Value the individual in sport
- Abide by the relevant Child Protection Requirements and Legislation in the State you perform your duties

Reference: GA Member Protection Policy





Parent/Guardian Code of Conduct

As a parent/guardian of a player/participant in any activity held by or under the auspices of Golf Australia, a member association or an affiliated club, you must meet the following requirements in regard to your conduct during any such activity or event:

- Respect the rights, dignity and worth of others
- Remember that your child participates in sport for their own enjoyment, not yours. Do not pressure them
- Focus on your child's efforts and performance rather than winning or losing
- Never ridicule or yell at your child and other children for making a mistake or losing a competition
- Show appreciation for good performance and skilful plays by all players (including opposing players)
- Demonstrate a high degree of individual responsibility especially when dealing with or in the vicinity of persons under 18 years of age, as your words and actions are an example
- Respect officials' decisions and teach children to do likewise
- Do not physically or verbally abuse or harass anyone associated with the sport (player, coach, umpire and so on)
- Respect the rights, dignity and worth of every young person regardless of their gender, ability, cultural background or religion
- Be a positive role model
- Understand the repercussions if you breach, or are aware of any breaches of, this code of behaviour
- Respect officials' decisions and teach children to do likewise

Reference: GA Member Protection Policy



Spectator Code of Conduct

As a spectator of an activity held by or under the auspices of Golf Australia, a member association or an affiliated club, you must meet the following requirements in regard to your conduct during any such activity or event:

- Respect the performances and efforts of all people
- Reject the use of violence in any form, whether it is by spectators, coaches, officials or athletes
- Respect the decisions of officials and administrators
- Do not use foul language, sledge or harass players, coaches or officials

Reference: GA Member Protection Policy

