

Queensland Rugby League

CHILDREN & YOUTH RISK MANAGEMENT STRATEGY

Adopted 29 May 2026



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1 Introduction

Queensland Rugby League (**QRL**) is committed to ensuring every child and young person involved in our game is safe, supported and treated with respect. Child safety is not negotiable; it is a shared responsibility across all levels of rugby league in Queensland.

This Child & Youth Risk Management Strategy (**Strategy**) outlines how QRL identifies, manages, and reduces risks of harm to children and young people. It reflects QRL's commitment to prevention, early intervention and continuous improvement and has been shaped by both internal review and external expert advice.

The Strategy ensures QRL meets its obligations under Queensland's *Child Safe Organisations Act 2024* and *Working with Children (Risk Management and Screening) Act 2000*. This includes compliance with the Queensland Child Safe Standards and the Reportable Conduct Scheme which require organisations to take proactive steps to prevent abuse and respond appropriately when concerns arise.

QRL also aligns with the National Rugby League's (**NRL**) Safeguarding Child and Young People Policy to maintain consistency across the game. Where Queensland's laws require higher standards, this Strategy includes additional measures to ensure full compliance.

The purpose of this Strategy is to:

- i. Affirm QRL's commitment to child safety and wellbeing;
- ii. Define who is responsible for keeping children and young people safe in our game;
- iii. Explain how risks to children and young people are identified, assessed and managed;
- iv. Provide clear steps for raising and responding to concerns;
- v. Support a culture of prevention, accountability and continuous improvement.

This Strategy applies to all QRL staff, volunteers, clubs, leagues, players, parents and affiliated organisations. It will be reviewed regularly to ensure it remains current, effective and responsive to the needs of our rugby league community.



2 Scope and Application

This Child & Youth Risk Management Strategy applies to all individuals and organisations involved in rugby league activities conducted under the auspices of QRL.

It applies to conduct that occurs:

- During games, training, events, meetings, camps, and official activities;
- QRL sanctioned venues, events and competitions; and
- In online and digital environments, including social media, messaging platforms and other forms of electronic communication connected to rugby league.

This Strategy applies to all persons engaged with QRL in either a paid or unpaid capacity including:

• Members and participants	• Referees, match officials and volunteers
• Players and athletes	• Medical and support personnel
• Parents, guardians and carers	• Support squad members and Member Protection Information Officers
• Spectators and supporters	• Board, committee and sub-committee members
• Coaches, assistant coaches and managers	• Affiliated clubs, leagues, associations, sponsors and partner organisations

This Strategy is a core component of QRL's compliance with the *Working with Children (Risk Management and Screening) Act 2000* (Qld) and the *Child Safe Organisations Act 2024* (Qld). It supports QRL's broader safeguarding responsibilities and operates alongside the QRL Member Protection Policy, QRL Rules and the NRL's safeguarding frameworks.

All individuals and organisations covered by this Strategy are expected to understand and uphold its requirements. QRL will provide appropriate training, guidance and support to ensure the Strategy is implemented consistently across the game.



3 Legal and Policy Framework

This Strategy is informed by and operates in accordance with Queensland and Commonwealth legislation as well as national and state-level safeguarding frameworks. QRL is committed to meeting its legal obligations and applying best practice in child safety, risk management and organisational accountability. This includes a strong focus on prevention, early intervention and compliance with both state and national standards.

This Strategy aligns with:

- i. The *Child Safe Organisations Act 2024* (Qld) including the Queensland Child Safe Standards and the Universal Principle of cultural safety;
- ii. The *Working with Children (Risk Management and Screening) Act 2000* (Qld) including requirements for Blue Card screening and the development of this Strategy;
- iii. The *Child Protection Act 1999* (Qld), including mandatory reporting obligations;
- iv. The *Criminal Code (Child Sexual Offences Reform) and Other Legislation Amendment Act 2020* (Qld);
- v. The *Human Rights Act 2019* (Qld) and the *Anti-Discrimination Act 1991* (Qld) which protect the dignity, equality and rights of all individuals;
- vi. The Queensland Reportable Conduct Scheme (**RCS**), which applies to QRL as a reporting entity and requires systems to identify, respond to and report certain types of conduct by workers and volunteers;
- vii. The Australian National Principles for Child Safe Organisations;
- viii. The NRL's Safeguarding Children and Young People Policy and related integrity frameworks;
- ix. The QRL Constitution, QRL Rules (including Part 5 – Disciplinary Processes) and the QRL Member Protection Policy.

This Strategy is designed to work in conjunction with these instruments. Where legislative or regulatory requirements change, QRL will update this Strategy to ensure it remains compliant and continues to reflect current best practice.

Where inconsistencies arise between national and state frameworks, QRL will apply this Strategy in a manner that prioritises child safety and ensures full compliance with Queensland Law.



4 Guiding Principles

QRL's approach to child and youth risk management is grounded in a set of core principles that reflect our values, legal obligations and commitment to creating safe, inclusive and empowering environments for children and young people.

These principles guide how we identify and manage risks, respond to concerns and continuously improve our practices:

Child Centred	The safety and wellbeing of children and young people are our highest priorities. All decisions and actions must consider the best interests of the child.
Participation and Voice	Children and young people are encouraged and supported to express their views, participate in decisions that affect them, and raise concerns safely. Their perspectives are valued and inform our risk management approach.
Prevention Focused	We take proactive steps to identify and reduce risks before harm occurs. Prevention is embedded in our planning, decision-making and day-to-day operations.
Shared Responsibility	Everyone involved in QRL – including staff, volunteers, clubs, families and children – has a role to play in recognising, preventing and responding to harm.
Transparency and Accountability	Our processes are clear, consistent and communicated openly. We are accountable for our actions and decisions, and we respond to concerns with integrity and fairness.
Continuous Improvement	We regularly review and strengthen our risk management practices based on feedback, incident reviews, legal developments and emerging best practice.
Cultural Safety and Inclusion	We are committed to creating environments that are culturally safe, inclusive and respectful of the diverse backgrounds and experiences of all children and young people – including Aboriginal and Torres Strait Islander children, children with disability and those from culturally and linguistically diverse communities.

These principles underpin the implementation of this Strategy and support QRL's broader commitment to the Queensland Child Safe Standards, the National Principles for Child Safe Organisations and the values of rugby league.



5 Roles and Responsibilities

Creating and maintaining a child-safe rugby league environment is a shared responsibility. Everyone involved in QRL – from clubs and volunteers to senior leaders – has a role to play in preventing harm and responding to concerns about the safety and wellbeing of children and young people.

Roles and responsibilities for implementing this Strategy are shared across QRL governance, leadership, staff, clubs, volunteers and the broader rugby league community.

Detailed role-specific responsibilities are set out in Appendix A – Roles and Responsibilities. These responsibilities support and do not replace obligations contained in the QRL Member Protection Policy, QRL Rules or associated procedures.



6 Risk Management Strategy

Risk management is a core part of how QRL keeps children and young people safe. It is embedded in everyday decisions, behaviours and activities across the game – not something applied only after an incident occurs. QRL's approach focuses on prevention, early identification of emerging risks and continuous improvement in child safety practice.

6.1 Risk Management Approach

QRL applies a consistent risk management process across environments where children and young people participate. The process is based on four linked steps:

Identify	Identify risks to children and young people (including physical, emotional, cultural and sexual harm).
Assess	Assess the root cause/source of the risk, the likelihood of occurrence and the potential consequences.
Control	Control risks by implementing controls (actions, policies and practices) that reduce risk and strengthen safety.
Monitor	Monitor controls and risk levels over time to ensure measures remain effective and respond to changes in risk.

This operating approach is supported by practical tools, including the QRL Child Safe Risk Management Plan Template and risk register resources, which can be applied consistently across QRL environments.

6.2 Risk Identification

QRL identifies child safety risks through a combination of:

- I. Observations of activities and environments;
- II. Discussions with staff, volunteers, children and families;
- III. Incident reviews, including complaints, incident reports and near misses;
- IV. Review of research, legal obligations and sector guidance; and
- V. Analysis of available data (e.g. trends emerging through reports and concerns).

Risk identification includes assessing:

Physical environments and facilities	Emotional and cultural safety risks
Online and digital environments	Participation contexts (e.g. training games, events, camps, travel and tours)

QRL also recognises that children and young people can be harmed by:



- I. People and activities connected to rugby league, and
- II. Individuals not connected to rugby league (for example – a care giver, family member or other person).

Regardless of where or by whom harm occurs, QRL recognises its responsibility to respond appropriately, and report concerns and to apply learnings to strengthen safeguards.

6.3 Common Child Safeguarding Risks

While risks vary across settings common child safeguarding risks include:

Grooming or boundary violations	Unsafe coaching or training practices (including belittling that causes emotional harm)
Inadequate supervision or unsafe ratios	Unsafe physical environments
Poor digital safety practices	Inappropriate behaviour, bullying or peer-to-peer harm
Insufficient training or screening of staff and volunteers	Cultural safety risks (including racism or exclusion)
Privacy breaches or mishandling sensitive information	Failure to identify harm and report to the relevant authority.

6.4 Risk Assessment

Identified risks are assessed using a risk matrix approach that considers:

- I. **Likelihood** of the risk occurring;
- II. **Consequence** if harm occurs; and
- III. **Existing controls** and their effectiveness.

Risk assessment outputs are documented in a Child Safe Risk Register (risk area, description, causes, likelihood, consequence, rating, controls, actions, responsible person and timeframe).

Example risk areas used in the register include:

- I. Physical environment;
- II. People/behaviour;
- III. Game days;
- IV. Travel and transport;
- V. Online/digital environments;
- VI. Cultural safety/equity and diversity; and
- VII. Parent/spectator conduct.



6.5 Risk Controls and Mitigation

Controls are the practical measures used to reduce risk and strengthen safety. Controls may include policies, training requirements, screening measures, supervision practices, environment design changes, communication tools or other safeguards appropriate to the context.

The risk management tools supporting this Strategy include:

- I. A Child Safe Risk Management Plan; and
- II. A risk mitigation tool designed to identify strategies that reduce the likelihood of harm by eliminating risk factors and/or strengthening proactive factors.

6.6 Child Participation and Communication

Risk management is strengthened when children and young people can safely raise concerns and contribute to safer environments. This Strategy includes dedicated prompts within the Child Safe Risk Management Plan for:

- I. Child participation (how children and young people's feedback informs risk identification and improvements); and
- II. Communication (how the risk management plan and expectations are shared with staff, volunteers, families, children and young people).

6.7 Monitoring, Reviewing and Continuous Improvement

Risk management is not static. Risk controls must be checked and updated as environments, activities and risks change. QRL provides practical tools, including the QRL Child Safeguarding Reflection Checklist, to support consistent risk identification, discussion and improvement at club level.

Risk management plans are reviewed:

- At least every three months, and
- After an incident to ensure learnings are captured and safeguards strengthened.

Incidents and near misses are used to inform future risk identification and prevention efforts, supporting continuous improvement over time.



7 Prevention and Safe Environments

QRL is committed to creating environments where children and young people feel safe, respected and supported. Preventing harm is more effective than responding after it occurs and this Strategy places strong emphasis on proactive measures that reduce risk and strengthen safety across all rugby league settings.

Safe environments are created through a combination of clear expectations, informed people, appropriate supervision, safe physical and digital spaces and a culture that encourages concerns to be raised early.

7.1 Creating Safe Physical Environments

QRL works with clubs, leagues and affiliated organisations to ensure physical environments are designed and managed with child safety in mind. This includes:

- I. Ensuring facilities are well-lit, well-maintained and accessible;
- II. Managing entry and exit points to reduce opportunities for unsupervised contact;
- III. Avoiding one-on-one situations in isolated spaces where possible;
- IV. Applying appropriate supervision ratios during training, games, events, camps and travel;
- V. Identifying and addressing safety risks through regular inspections and risk assessment.

Physical environment risks are reviewed as part of QRL's broader risk management process and updated when environments, activities or participation contexts change.

7.2 Safe Behaviour and Professional Boundaries

Clear behavioural expectations are a cornerstone of prevention. All persons involved in QRL activities are expected to model respectful behaviour, maintain appropriate professional boundaries and act in a way that prioritises the safety and wellbeing of children and young people.

Key preventative measures include:

- I. Codes of conduct for staff, volunteers and participants;
- II. Clear guidance on acceptable and unacceptable behaviour;
- III. Education on recognising grooming behaviours and early warning signs;
- IV. Reinforcing that safeguarding expectations apply both on and off the field.

Unsafe behaviour, even where no harm has yet occurred is taken seriously as a risk indicator and addressed early.



7.3 Safe Online and Digital Environments

QRL recognises that risk to children can occur in digital environments as well as physical ones.

Preventative controls include:

- I. Guidance on appropriate online communication between adults and children;
- II. Use of monitored platforms where possible;
- III. Expectations around social media, messaging apps and digital content;
- IV. Education for staff, volunteers and families about online safety risks and reporting pathways.

Digital safety risks are assessed alongside physical and behavioural risks as part of QRL's child and youth risk management process.

7.4 Recruitment, Screening and Training

Prevention of harm starts with ensuring the right people are involved in rugby league. QRL requires:

- I. Screening and suitability checks for roles involving children;
- II. Ongoing monitoring of screening requirements;
- III. Child safeguarding education as part of induction and ongoing training;
- IV. Targeted education for higher-risk roles or environments where relevant.

Training focuses on:

- I. Child safeguarding obligations;
- II. Recognising harm and grooming indicators;
- III. Cultural safety and inclusion;
- IV. How to raise concerns safely and appropriately.

7.5 Empowering Children, Families and Communities

Safe environments are strongest when everyone understands their role. QRL supports prevention by:

- I. Providing clear information to children and families about expected behaviour and reporting options;
- II. Encouraging children and young people to speak up if something does not feel right;
- III. Promoting visible, accessible safeguarding information at clubs and events;
- IV. Reinforcing that raising concerns is encouraged and supported.

Children and young people's feedback is an important input into identifying risk and strengthening safeguards.



7.6 Early Action and Continuous Improvement

Prevention requires vigilance and a willingness to act early. QRL uses:

- I. Incident reports and near-misses as learning opportunities;
- II. Trend analysis to identify emerging risks;
- III. Regular review of safeguarding controls and environments;
- IV. Feedback from clubs, volunteers, families and children to improve practice over time.

Prevention action may include changing processes, strengthening supervision, providing additional education, or redesigning environments to remove risk before harm occurs.



8 Reporting and Incident Management

QRL is committed to responding promptly, fairly and appropriately to concerns about the safety and wellbeing of children and young people. Effective reporting and incident management are critical to protecting children, preventing further harm and strengthening safe environments across the game.

This Strategy focuses on early reporting, clear pathways and consistent organisational response, while detailed procedures for managing complaints and disciplinary matters are set out in the QRL Member Protection Policy and associated procedures.

8.1 When a Concern Should Be Reported

A report should be made whenever there is:

- I. A concern for the safety or wellbeing of a child or young person;
- II. Suspected or actual harm, abuse, neglect or exploitation;
- III. Concerning behaviour, boundary violations or grooming indicators;
- IV. Inappropriate conduct involving a child or young person;
- V. An incident or near-miss that signals a safeguarding risk.

Concerns do not need to be proven before they are reported. If something does not feel right, it should be raised.

8.2 Who Can Raise a Concern

Anyone involved in QRL activities may raise a concern, including:

- I. Children and young people;
- II. Parents, guardians and carers;
- III. Staff, volunteers, coaches and officials;
- IV. Club members, spectators and community members.

Raising a concern is encouraged and supported. QRL does not tolerate retaliation, victimisation, or disadvantage for reporting concerns in good faith.

8.3 How Concerns Can Be Raised

Concerns can be raised through a range of accessible pathways, including:

- I. A Member Protection Information Officer (MPIO);
- II. A club official, coach or trusted adult;
- III. A Regional Integrity Officer;
- IV. A Regional Manager or the State Integrity Manager;



- V. QRL reporting channels identified in the Member Protection Policy.

Children and young people will be supported to raise concerns in ways that feel safe and appropriate for them.

8.4 Immediate Safety and Mandatory Reporting

Where a concern suggests that a child or young person is at immediate risk of harm – safety comes first. This may require:

- I. Urgent protective action;
- II. Referral to police or child protection authorities;
- III. Escalation to QRL Integrity and senior leadership.

QRL recognises that certain concerns must be reported to external authorities under Queensland law, including through the RCS Scheme and other mandatory reporting requirements. These obligations apply regardless of where the harm occurred or who was responsible.

8.5 How QRL Responds to Reports

When a concern is raised, QRL will:

- I. Acknowledge the report and ensure initial safety considerations are addressed;
- II. Assess the nature and seriousness of the concern;
- III. Determine the appropriate response pathway;
- IV. Refer, escalate or investigate as required;
- V. Manage the matter in a way that is proportionate, fair and child centred.

Not all concerns result in disciplinary action. Some matters may be resolved through early intervention, education, changes to practice or additional safeguards.

8.6 Procedural Fairness and Confidentiality

QRL is committed to:

- I. Procedural fairness for all parties;
- II. Handling information sensitively and confidentially;
- III. Sharing information only where necessary to protect safety, meet legal obligations, or manage risk.

Confidentiality does not prevent reporting to external authorities where required by law or where necessary to protect a child or young person from harm.



8.7 Support for Those Involved

QRL recognises that raising or being involved in a safeguarding concern can be distressing. Support may include:

- I. Access to safeguarding and wellbeing support;
- II. Clear communication about processes and next steps;
- III. Trauma-informed responses, particularly for children and young people.

The needs and best interests of children and young people are prioritised throughout the response process.

8.8 Recording, Review and Learning

All safeguarding concerns, incidents and near-misses are recorded in line with QRL systems and legal requirements. QRL uses this information to:

- I. Identify trends and emerging risks;
- II. Strengthen prevention and safe environments;
- III. Inform training, communication, and continuous improvement;
- IV. Support accountability and governance oversight.

Learning from incidents is a key part of QRL's commitment to improving child and youth safety across the game.



9 Queensland Reportable Conduct Scheme Compliance

The RCS established under the *Child Safe Organisations Act 2024* (Qld) strengthens how organisations respond to certain types of serious child-related misconduct by workers and volunteers. The RCS is designed to promote early, consistent and transparent responses where concerning conduct occurs and operates alongside the Queensland Child Safe Standards.

9.1 QRL's Operating Context

QRL is a child safe entity by virtue of providing sporting activities and services for children and young people across Queensland. In addition to community rugby league delivered through affiliated clubs, QRL directly administers elite pathways and representative programs for children and young people.

These elite programs may include activities such as camps, tours or excursions that involve overnight stays and periods of direct supervision by QRL-appointed staff and volunteers. On this basis, QRL is implementing organisation-wide systems and controls to ensure readiness to meet its obligations under the Reportable Conduct Scheme, where applicable.

9.2 Purpose of RCS Readiness

QRL's approach to the RCS is guided by the following principles:

- I. The safety and wellbeing of children and young people is paramount;
- II. Clear systems support early identification, escalation and management of risk;
- III. Transparency and accountability strengthen trust and governance; and
- IV. Readiness ensures proportionate, defensible and consistent responses if serious concerns arise.

This Strategy does not seek to create duplication or conflict with existing safeguarding and integrity frameworks. Rather, it ensures QRL's child safety systems can meet Queensland-specific legislative requirements.

9.3 What the RCS Covers

Under the RCS, certain categories of conduct by workers and volunteers may be required to be reported, investigated and notified to the Queensland Family and Child Commission (QFCC). This includes allegations or convictions relating to:

- I. Sexual offences or sexual misconduct involving a child;
- II. Physical violence committed against, with or in the presence of a child;
- III. Serious emotional or psychological harm to a child; and



IV. Significant neglect of a child.

The RCS applies regardless of whether the conduct is alleged to have occurred during activities directly connected to QRL programs or outside those activities.

9.4 Integration with QRL Safeguarding and Integrity Frameworks

RCS compliance does not operate in isolation. It is integrated into QRL's broader safeguarding and integrity framework, including:

- I. The QRL Member Protection Policy;
- II. Reporting and incident management processes;
- III. Integrity oversight and escalation functions; and
- IV. Risk management, training and supervision systems.

The RCS focuses specifically on how certain serious allegations and convictions are escalated, assessed, investigated and reported to the regulator. Detailed operational procedures supporting RCS compliance are addressed within QRL's reporting and response procedures, rather than within this Strategy.

9.5 Organisational Responsibility and Escalation

Under the RCS, accountability sits with the 'head of the entity' to ensure appropriate systems are in place and obligations are met. Within QRL, this responsibility is supported through:

- I. Clear internal reporting pathways;
- II. Defined escalation points to senior integrity and leadership roles;
- III. Coordination of investigative responses where required; and
- IV. Oversight and reporting to the Board and Senior Leadership Team.

These responsibilities are non-delegable at an organisational level, even though operational tasks may be undertaken by appropriately authorised personnel.

9.6 Alignment with National Frameworks

QRL aligns its safeguarding practices with national policies and frameworks adopted by the NRL and Sport Integrity Australia wherever possible. Where Queensland law imposes additional or refined obligations, including through the RCS, QRL implements supplementary measures to ensure full compliance.

This approach supports national consistency while recognising that state-based legislative responsibilities ultimately rest with QRL as the delivering organisation.



9.7 Continuous Review and Readiness

QRL's readiness for the RCS is not static. Systems, procedures and training are reviewed regularly to ensure they remain effective, proportionate and aligned with evolving regulatory guidance.

Feedback from incidents, reviews, and engagement with external regulators is used to strengthen practice, reduce risk and promote continuous improvement across QRL's safeguarding framework.



10 Training, Education and Communication

QRL recognises that effective child and youth risk management depends on people understanding their role in keeping children and young people safe. Policies and procedures alone are not sufficient – safeguarding capability must be built through ongoing training, clear communication and accessible education for the rugby league community.

Training, education and communication are core risk controls within QRL's child and youth safety framework and support both prevention and early identification of harm.

10.1 Training and Capability Development

QRL provides training to staff, volunteers and officials that is proportionate to role, responsibility and level of contact with children and young people. This includes:

- I. Child safeguarding education as part of induction processes;
- II. Regular refresher training to maintain awareness and capability;
- III. Targeted training for higher-risk roles and environments, including those involving heightened supervision or authority over children;
- IV. Education on recognising indicators of harm, boundary violations and grooming behaviours;
- V. Training on reporting pathways and escalation responsibilities.

Training expectations align with Queensland legislative requirements, the Blue Card system and relevant national safeguarding frameworks and are periodically reviewed to reflect emerging risks and regulatory guidance.

10.2 Cultural Safety and Inclusive Practice

Cultural safety and inclusion are embedded as universal principles across QRL's safeguarding education. Training and resources are designed to:

- I. Support culturally safe environments for Aboriginal and Torres Strait Islander children and families;
- II. Promote respectful, inclusive practice for children with disability and those from diverse backgrounds;
- III. Reinforce trauma-informed approaches when responding to concerns involving children and young people.

10.3 Education and Empowering Children and Young People

QRL is committed to ensuring children and young people understand their rights to safety and know how to seek help if something does not feel right. This is supported through:



- I. Age-appropriate and accessible information about expected behaviour and boundaries;
- II. Clear, child-friendly explanations of reporting options and support pathways;
- III. Opportunities for children and young people to have input into safeguarding practices and improvements.

Children's feedback is recognised as an important source of insight for identifying risk and strengthening safe environments.

10.4 Engagement with Families, Clubs and Rugby League Community

Safeguarding is a shared responsibility. QRL supports clubs, leagues, parents and carers by:

- I. Providing clear information about safeguarding expectations and responsibilities;
- II. Promoting visible safeguarding messages and resources at clubs and events;
- III. Integrating safeguarding education into broader club engagement activities;
- IV. Encouraging open communication and early reporting of concerns.

QRL also provides template resources, including a Child Safeguarding and Wellbeing Policy template to support clubs and leagues to communicate safeguarding expectations consistently.

10.5 Communication and Ongoing Awareness

QRL uses a range of communication channels to reinforce safeguarding awareness, including:

- I. Digital and in-person communications;
- II. Signage and resources accessible to participants and families;
- III. Role-specific guidance for staff, officials and volunteers.

Safeguarding communication is reviewed regularly to ensure it remains clear, relevant and accessible.



11 Monitoring, Review and Continuous Improvement

QRL recognises that effective child and youth risk management requires ongoing monitoring, review and continuous improvement. Safeguarding risk, operating environments and regulatory expectations can change over time, and systems must adapt accordingly.

Monitoring and review ensure that this Child and Youth Risk Management Strategy remains effective, proportionate and aligned with best practice, legislative requirements and community expectations.

11.1 Monitoring Safeguarding Effectiveness

QRL monitors the effectiveness of its safeguarding arrangements through a combination of:

- I. Review of reported concerns, incidents and near-misses;
- II. Analysis of trends and emerging risks;
- III. Assurance activities across programs, competitions and events;
- IV. Feedback from children, families, clubs, volunteers and staff;
- V. Periodic internal and external audits of safeguarding controls.

Monitoring activities are designed to support early identification of issues and to inform timely risk mitigation.

11.2 Governance Oversight

Safeguarding oversight is embedded within QRL's governance and risk management structures. This includes:

- I. Regular reporting to senior leadership on safeguarding risks, incidents and trends;
- II. Escalation of significant safeguarding matters in line with governance requirements;
- III. Board-level oversight of child safety obligations, implementation progress and assurance activities.

Where appropriate, oversight is supported by specialist advice and independent review to strengthen assurance and accountability.

11.3 Review of the Strategy

This Strategy is reviewed:

- I. At least annually; and
- II. Following serious incidents, significant changes in operating context, or changes to legislative or regulatory requirements.



Reviews consider:

- I. The effectiveness of existing risk controls;
- II. Learnings from incident management and investigations;
- III. External guidance and sector developments; and
- IV. Feedback from stakeholders, including children and young people and their families.

11.4 Continuous Improvement

QRL is committed to a culture of continuous improvement in child and youth safety. Learnings from monitoring and review activities are used to:

- I. Strengthen prevention and safe environments;
- II. Improve training, communication and awareness;
- III. Refine reporting, escalation and response systems; and
- IV. Update policies, procedures and supporting resources where required.

Continuous improvement supports QRL's commitment to creating safe, inclusive and respectful environments where children and young people can participate in rugby league with confidence.

11.5 Supporting Resources

QRL may develop and maintain supporting resources to assist clubs, leagues and affiliated organisations to implement this Strategy in practice. These resources may include templates, checklists, guidance material and other tools designed to support consistent child safeguarding practice across rugby league environments.

Supporting resources are intended to assist implementation of this Strategy. They do not replace or amend the obligations contained in this Strategy, the QRL Member Protection Policy, QRL Rules or associated procedures.



12 Appendices

Appendix A – Roles and Responsibilities

This Appendix outlines the roles and responsibilities of individuals and organisations involved in implementing the QRL Child and Youth Risk Management Strategy.

Responsibilities set out in this Appendix support, and do not replace, obligations contained in the QRL Member Protection Policy, QRL Rules or associated procedures.

Creating and maintaining a child-safe rugby league environment is a shared responsibility.

All Persons Covered by This Strategy	All individuals and organisations involved in QRL activities must: • Prioritise the safety and wellbeing of children and young people; • Comply with this Strategy and all related QRL policies and procedures; • Treat others with respect and uphold QRL values and Codes of Conduct; • Take reasonable steps to prevent harm and mitigate risk; • Report concerns, incidents, or breaches through appropriate channels; and • Cooperate with any safeguarding, integrity, or response process.
Clubs, Leagues and Affiliated Organisations	Clubs, leagues and affiliated organisations are responsible for: • Promoting and implementing this Strategy within their organisation; • Creating and maintaining safe, inclusive and respectful environments for children and young people; • Appointing and supporting a Member Protection Information Officer (MPIO) or equivalent role; • Ensuring required screening, training and record-keeping obligations are met; • Responding to concerns in a timely, fair and confidential manner; and • Cooperating with QRL Integrity Officers, Regional Managers and the State Integrity Manager, where required.
Coaches, Managers and Team Officials	Coaches, assistant coaches, team managers and team officials must: • Model respectful, inclusive and child-safe behaviour at all times;



	• Understand and comply with safeguarding obligations, policies and procedures; • Maintain appropriate professional boundaries with children and young people; • Complete required training and hold a valid Blue Card or exemption (where applicable); and • Report any concerns or breaches in accordance with QRL processes.
Volunteers and Support Personnel	Volunteers, trainers, medical staff and other support personnel are responsible for: • Holding a valid Blue Card or exemption before engaging in child-related activities; • Completing required safeguarding and role-specific training; • Adhering to QRL Codes of Conduct and child-safe practices; and • Raising concerns or risks promptly through appropriate reporting pathways.
Member Protection Information Officers (MPIOs) and Support Squad Members	MPIOs and Support Squad Members play a support and guidance role and are responsible for: • Providing information and guidance on child safety and member protection; • Supporting individuals to understand their options and reporting pathways; • Promoting safe, respectful and inclusive environments; • Referring concerns to appropriate QRL Integrity or governance roles; and • Participating in required training and maintaining up-to-date capability. <i>MPIOs and Support Squad Members do not investigate complaints or make determinations.</i>
Regional Integrity Officers	Regional Integrity Officers are responsible for: • Receiving, recording and triaging safeguarding concerns and reports; • Providing guidance and support to clubs and leagues; • Identifying risks and ensuring appropriate escalation where required; • Supporting consistent application of QRL safeguarding policies; and • Escalating matters to Regional Managers or the State Integrity Manager when necessary.
Regional Managers and State Integrity Manager	Regional Managers and the State Integrity Manager provide operational and strategic oversight of child and youth risk management. Together, they are responsible for:



	• Overseeing implementation of this Strategy across regions and statewide programs; • Supporting clubs and leagues to manage safeguarding concerns appropriately; • Ensuring consistent triage, escalation and response to safeguarding matters; • Coordinating responses with Integrity Officers, MPIOs and relevant stakeholders; • Referring matters to external authorities where required by law; • Monitoring safeguarding trends, risks and compliance; and • Reporting to the Senior Leadership Team and contributing to continuous improvement.
QRL Senior Leadership Team	The QRL Senior Leadership Team is responsible for: • Embedding child and youth risk management into operational planning and decision-making; • Ensuring appropriate resources, training and systems are in place; • Supporting regional and program-level implementation of this Strategy; • Monitoring safeguarding performance and emerging risks; and • Escalating significant matters to the QRL Executive and Board when required.
QRL Executive and Board	The QRL Executive and Board are responsible for: • Providing strategic leadership and governance oversight of child and youth risk management; • Ensuring this Strategy is implemented, resourced and reviewed; • Promoting a strong organisational culture of child safety and accountability; • Ensuring compliance with Queensland child-safe legislation; and • Exercising oversight of serious safeguarding matters and continuous improvement.



Appendix B – QRL Child Safeguarding Reflection Checklist

The QRL Child Safeguarding Reflection Checklist is a supporting implementation resource designed to help clubs, leagues and affiliated organisations reflect on their child safeguarding practices.

It is intended to support committee discussion, identify strengths and areas for improvement and encourage practical action. It is not an audit tool, compliance scorecard or pass/fail assessment.

This resource supports implementation of the Strategy and does not replace or amend the obligations contained in this Strategy, the QRL Member Protection Policy, QRL Rules or associated procedures.

The checklist is available as a separate downloadable resource for clubs and leagues to use locally.

Appendix C – QRL Child Safe Risk Management Plan Template

The QRL Child Safe Risk Management Plan Template is a supporting implementation resource designed to help clubs, leagues and affiliated organisations identify, assess and manage child safeguarding risks in their local environment.

It provides a practical structure for documenting risk areas, existing controls, further actions, responsible persons and review points.

This resource supports implementation of the Strategy and does not replace or amend the obligations contained in this Strategy, the QRL Member Protection Policy, QRL Rules and associated procedures.

This adoption version is available as a separate downloadable resource for clubs and leagues to complete with local risk information while maintaining the core QRL safeguarding content.

Appendix D – QRL Child Safeguarding and Wellbeing Policy (Adoption Version)

The QRL Child Safeguarding and Wellbeing Policy is a supporting implementation resource designed to assist affiliated entities to communicate child safeguarding expectations clearly and consistently.



Clubs and leagues should complete the adoption version with local details, including club name, approval information, review dates and relevant contact points, while maintaining the core QRL safeguarding content.

This resource supports implementation of the Strategy and does not replace or amend the obligations contained in this Strategy, the QRL Member Protection Policy, QRL Rules or associated procedures.

This controlled adoption version is available as a separate downloadable resource for clubs and leagues to adopt locally while preserving alignment with this Strategy and QRL's safeguarding framework.