



# Defence Youth Safety Framework

## Defence Youth Safety Risk Management Guide

### Risk Management Process

Defence youth safety risk management is no different from any other Defence risk management action. The emphasis is on eliminating risk, or if that is not possible, minimising risk.

The purpose of youth safety risk management action is to help identify potential risks of abuse or harm to young people and to implement action to minimise the risks.

The steps in the Defence youth risk management process are the same as in any other risk management process and apply to all Defence activities. They are:

1. **Establishing the context.** Clarifying the applicable context – ADF Program, Defence Youth Program, ADF Cadets.
2. **Identifying the risks.** Establishing what the risks of abuse or unintentional harm might be and when, where and how the risk may arise.
3. **Analysing the risks.** Determining the likelihood and impact of each identified risk.
4. **Evaluate the risks.** Deciding what risks are acceptable.
5. **Treat the risks.** Working out what can be done to stop the identified risk from happening, and what to do if the risk does eventuate.
6. **Reviewing and revising risks and control measures.** Developing a process to monitor and evaluate risk management action.
7. **Managing the risk.** Nominating a person to be responsible for ongoing risk management action to ensure action is completed, particularly actions arising from an adverse event.

The graphic below illustrates the key elements of youth safety risk management.





## Risk Matrix

The Defence Youth Safety Risk Matrix has been designed to:

- complement and expand on the advice provided in the [Defence Youth Safety Risk Management](#) Policy
- maximise visibility of known youth safety risks
- assist decision making **(except on operations)**.

The matrix provides a descriptor of the risk and the controls available to manage cause and/or consequence. The controls are identified as either detective or preventative, the two key types of risk control for managing youth safety.

Most, but not all, risks will be relevant and controls will be applicable to each context. Some risks can be managed easily while others will need more effort and planning to address.





## Defence Youth Safety Matrix

RISK	RISK DESCRIPTION	CONTROL #	ACTION TO MANAGE CAUSE AND CONSEQUENCE	CONTROL TYPE
<b>PEOPLE</b>				
1.	A child sex offender is recruited to / selected for a role that includes interaction with young people under the age of 18.	1.1	Comprehensive personnel suitability screening including volunteers and third party providers is part of a structured personnel management strategy and is conducted in accordance with a risk based assessment of the level of interaction with young people.	Preventative
		1.2	Screening action is integrated with other risk management actions to address the limitations around screening (i.e. many offenders do not have criminal records).	Detective
		1.3	Value based interviewing or similar motivation assessment is included as part of suitability assessment action for positions identified as directly working with young people.	Preventative
		1.4	Recruitment /selection training is provided to all personnel who have the authority to make recruitment /selection decisions including training in screening techniques and mandated youth safety checks.	Preventative
2.	Staff and volunteers lack the necessary knowledge and skills to take appropriate action – prevent, identify, respond to, manage and report incidents of child sexual assault.	2.1	Appropriate initial youth safety training is provided to all personnel, covering all aspects of Defence youth safety with an emphasis on expectations of behaviour, awareness of policies and procedures, tools, templates and sources of information and support.	Preventative
		2.2	Appropriate ongoing youth safety training is conducted for all personnel including an overview of youth safety as it relates to the context.	Preventative
		2.3	Appropriate youth safety training is mandatory and a training register is maintained. Persons responsible for training have been identified relevant to context /program / activity.	Preventative



3.	Defence does not have appropriate parent/guardian communication or liaison channels in place.	3.1	Key messages are regularly communicated to all parents and guardians through agreed media (e.g. website, email, text or regular meetings).	Preventative
		3.2	Parents / guardians have access to youth safety policies, are encouraged to provide feedback and a focus is placed on raising awareness of program objectives and delivery.	Preventative
		3.3	Access to support and counselling services is made available to family members as part of incident reporting and management if this is required.	Detective
4.	Young people are unaware of what behaviours are appropriate when interacting with older people and how to react and respond when they feel uncomfortable.	4.1	Defence promotes the involvement of young people in developing and maintaining youth safe environments.	Preventative
		4.2	Young people are provided with ongoing and appropriate education to inform them of what behaviours are inappropriate, how to handle inappropriate behaviour and what channels are available to them to raise and discuss any concerns.	Preventative
		4.3	Promotion of healthy relationships and a protective environment is a key management action to enable young people to feel safe to voice concerns without being judged.	Preventative
		4.4	A Youth Code of Conduct is in place that outlines expected behaviours of the young person and others working alongside the young person. The Code is reviewed each year.	Preventative
5.	There are no defined and communicated escalation channels for reporting youth safety risks and incidents.	5.1	Youth safety escalation channels (including those independent of the normal management structure / hierarchy) are clearly defined within a complaints or escalation policy and communicated to staff and volunteers and young people. This could include anonymous whistle blower channels.	Preventative
		5.2	Standardised triggers or responses are provided in training and resource materials, describing what individuals are expected to do when they see or are told about various scenarios / incidents.	Preventative
		5.3	An incident records management system is established and maintained for recording any instances or suspicions of 'immediate and reportable threats' or child physical/sexual abuse.	Detective



PROCESSES				
6	Youth safety procedures related to abuse or harm of a young person (0-18 years) are not embedded within the Defence's risk management framework.	6.1	Defence's risk management framework, policies and procedures sufficiently address the risks for youth safety.	Preventative
		6.2	A program of review and evaluation includes no less than annual internal review and self-assessment of Defence's policies and procedures and practices relating to youth safety.	Detective
		6.3	Legislative requirements regarding reporting and communication with external parties are documented, known and compliance is achieved.	Preventative
7.	Roles and responsibilities for preventing and managing abuse or harm related risks and incidents have not been defined.	7.1	Procedures and practices regarding youth safety are in place and include clearly defined roles and responsibilities and are reflected as appropriate in individual performance management.	Preventative
8.	Processes and procedures are not in place to provide assistance to victims of abuse and harm.	8.1	Access to counselling and support services are available, widely publicised, and an active referral is put in place.	Preventative
9	Youth safety related incidents and risks are not adequately monitored to ensure all appropriate actions are taken.	9.1	Management reports and youth safety meeting agendas include sections where youth safety incidents may be discussed and a resolution determined.	Preventative
		9.2	Resolutions and action arising from reporting and meetings are adequately followed up and concluded.	Detective
		9.3	Annual self-assessment and bi-annual independent assurance/review process are in place to ensure that incidents that have been escalated to the management team are being adequately actioned e.g. investigated and reported to the police where appropriate, alleged offenders removed from their position and prevented from having further interactions with young people.	Detective
		9.4	All youth safety incident information is formally documented. Hard and soft copy documents are stored in a secure location and access is limited to relevant key personnel.	Preventative
10	Workplace health and safety policies and procedures do not specifically include the wellbeing of young people as a consideration.	10.1	Workplace health and safety planning addresses situations where young people are: <ul style="list-style-type: none"> <li>part of an activity in any capacity;</li> <li>participating in overnight camps; and</li> <li>living at a workplace that is also their home, e.g. training institutions.</li> </ul>	Preventative
		10.2	Reviews are conducted to ensure risks are being identified and controls are in place regarding young people's safety in the workplace.	Detective
		10.3	Access and supervision of young people in the workplace is controlled/ managed by appropriately trained and skilled personnel.	Preventative



		10.4	All operational processes and practices which involve interaction with young people are periodically reviewed from a youth safety perspective by appropriately trained and skilled personnel.	Detective
		10.5	A code of conduct is in place that specifies minimum standards and expectations of behaviour when dealing and interacting with young people as part of off-site activities. This applies to interactions with young people outside of duty hours as well.	Preventative
11.	The processes in place regarding youth safety activities are not reviewed, monitored, updated or quality assured appropriately.	11.1	There is an annual self-assessment and bi-annual assurance program (through independent audits or self-assessments) to ensure that expected quality and safety levels/practices are being maintained.	Detective
12.	Dismissal process favours the incumbent employee to such an extent that management do not have grounds for termination.	12.1	All recruitment and volunteer business policies and procedures clearly identify breaches, issues or notices that can result in dismissal.	Preventative
		12.2	The code of conduct clearly outlines unacceptable employee behaviour and requires individuals to abide by the code in all dealings with young people.	Preventative
13.	Personal information about young people participating in Defence activities or programs is publically available online. or elsewhere	13.1	Information, especially maintained on websites, is reviewed to ensure compliance with relevant youth safety requirements including, but not limited to: <ul style="list-style-type: none"> <li>Regular review of all outward-facing systems to remove all personal information which would facilitate the identification of young people.</li> <li>Written parental/ guardian consent is collected and retained for the display of any images or video (not including identifying information).</li> <li>Defence maintains appropriate secure locations for the storage of personal information about young people participating in Defence activities or programs.</li> <li>Adherence to Defence privacy policies and procedures.</li> </ul>	Preventative
14.	Investigations, reviews, reports and disclosures related to youth safety incidents are not secured against unauthorised viewing, modification or deletion.	14.1	Defence maintains a secure, restricted network location for the storage of discussions, disclosures, investigations and interviews related to youth safety incident management. Access to this location is restricted and any changes to its structure, location or contents is logged.	Preventative



ENVIRONMENT				
15.	Young people are in an unsafe environment.	15.1	Defence youth safety supervision requirements are documented, reasonable, practical and actively monitored.	Preventative
		15.2	Defence youth safety supervision requirements are included in mandatory training and activity instructions as appropriate.	Preventative
		15.3	The physical environment (including grounds and internal areas) is assessed regularly and the appropriateness of security measures is reviewed as part of health and safety site assessments.	Preventative
16	Risk assessment procedures or expectations are not in place or adequate for separate or off-site events and activities.	16.1	A risk assessment process is established and utilised for assessing the safety and applicability of all off-site events (including excursions, sports events, fund raising campaigns etc.).	Preventative
		16.2	All policies and procedures relating to youth safety are noted to apply to external environments.	Preventative
17	Access to young people in any Defence context is not appropriately restricted	17.1	There is a requirement for the environment to provide a number of physical security measures for young people's safety. Such measures include but are not exclusive to: <ul style="list-style-type: none"><li>• entry controls; and</li><li>• staff trained to challenge unfamiliar individuals.</li></ul>	Preventative