



commission for
children and young people
and child guardian

Creating Safe and Supportive Service Environments for Children and Young People

Child and Youth
Risk Management Strategy
Toolkit

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Commissioner's Foreword

The Commission for Children and Young People and Child Guardian (the Commission) promotes and protects the rights, interests and wellbeing of children and young people in Queensland, particularly those most vulnerable. The Commission's role includes administering the blue card system, which aims to create safe and supportive service environments where children and young people can receive services and participate in activities essential to their development and wellbeing.

The blue card system has three key components:

Blue card screening

- The Commission conducts employment screening to determine if a person is eligible to work with children and young people in certain types of employment or business, based on their past police or disciplinary information. The blue card system prohibits certain 'disqualified' people upfront from entering into regulated child related employment (including those who have been convicted of a child related sex or pornography offence or the murder of a child) and ensures that other people who are not disqualified but whose past behaviour indicates they may pose a risk of harm to children are prevented from working in regulated child-related employment.

Ongoing monitoring of blue card holders

- The Commission continuously monitors the police information (ie. charges or convictions) of all blue card holders and applicants to ensure appropriate action is taken to cancel or suspend a blue card, or withdraw an application. The Commission notifies employers of any action taken regarding their employees or volunteers, to ensure they do not continue to provide services or activities to children and young people.

Risk management strategies

- The Commission requires employers and businesses regulated by the *Commission for Children and Young People and Child Guardian Act 2000* (the Commission's Act) to develop and implement risk management strategies to identify and minimise the risk of harm to children and young people in their service environment.

A child and youth risk management strategy is the combination of an organisation's aims, values, protocols, policies and procedures to foster a safe and supportive service environment for children and young people. The purpose of a child and youth risk management strategy is to help to identify potential risks of harm to children and young people and to implement strategies to minimise this risk. A risk is anything that can threaten the safety and well being of children and young people. A well developed strategy to prevent and minimise risks to children and young people will help your organisation achieve its objectives by providing a clear and consistent framework to guide and support the stakeholders who work or volunteer with your organisation or who benefit from your services.

Safe environments don't just happen: they require ongoing planning, commitment and maintenance. This toolkit has been designed to provide information and guidance to assist you to develop and implement a child and youth risk management strategy that meets the eight minimum requirements outlined in the Commission's Act. The toolkit aims to assist you in providing a solid foundation for the creation and maintenance of a safe service environment for children and young people. In developing your strategy, it is vital to acknowledge the important and valuable contribution that children and young people can offer by identifying what they consider to be threats to their safety and wellbeing. Consulting with all your stakeholders, including children and young people, will help you to develop a child and youth risk management strategy which is comprehensive and relevant to the needs of your organisation.

I commend your organisation's commitment to safe and supportive environments for children and young people and trust that the following resource will assist you to strengthen your policies and procedures for promoting and protecting their rights, interests and wellbeing.

Elizabeth Fraser

Commissioner for Children and Young People and Child Guardian

Introduction: The Requirements

The *Commission for Children and Young People and Child Guardian Act 2000* and the *Commission for Children and Young People and Child Guardian Regulation 2001* require regulated organisations and businesses to develop and implement a child and youth risk management strategy which aims to keep children and young people safe.

To comply with the legislative framework, a child and youth risk management strategy must include eight minimum requirements. These requirements:

- address an organisation or business's **commitment** to creating a safe and supportive service environment within your organisation
- strengthen an organisation or business's **capability** to provide such an environment
- assist an organisation or business to manage any particular **concerns** with respect to the safety and wellbeing of children and young people who are involved with the organisation or business, and
- promote the **consistency** of an organisation or business's approach to risk management, both within the organisation or business and with respect to its compliance with the requirements under the Commission's Act.

The eight requirements are:

Commitment

- A statement of commitment to the principles of safe and supportive service environments (mandatory requirement 1), and
- A code of conduct (mandatory requirement 2).

Capability

- Recruitment, selection, training and management strategies that encourage best practice and enhance the safety and well-being of children and young people (mandatory requirement 3).

Concerns

- Policies and procedures for handling disclosures and suspicions of harm (mandatory requirement 4)
- Policies and procedures for the occasions where there might be a breach of the organisation's child and youth risk management strategy (mandatory requirement 5), and
- A planning process for high risk activities and special events (mandatory requirement 7).

Consistency

- Policies and procedures for compliance with Part 6 of the Commission's Act (which regulates the blue card system) [mandatory requirement 6], and
- Strategies for communication and support for all stakeholders including children and young people (mandatory requirement 8).

Getting Started - developing policies and procedures

A *policy* is a concise, formal statement that guides an organisation's practices.

A *procedure* outlines the steps required to implement and comply with a policy. Procedures specify who does what, when and how. Generally, policies and procedures should flow from the aims and values of your organisation as stated in your mission statement or, in the case of a child and youth risk management strategy, your statement of commitment.

While there are several ways to develop policies and procedures, the following steps may be useful:

1. Decide what the policy and/or procedure will address.
2. Clearly identify the issues and the expected outcomes of introducing the policy and procedures.
3. Refer to any other documentation that may be relevant, for example, legislation, industry codes of practice, your organisation's constitution, strategic plan or business plan.
4. Consult with key stakeholders, including:
 - paid employees and volunteers within your organisation
 - children and young people to whom you provide services
 - your management committee (if applicable)
 - other organisations that may have developed similar policies
 - governing or industry bodies;
 - relevant government departments, and
 - members of the community.

Involving your stakeholders in developing a child and youth risk management strategy will:

- engender a sense of ownership, which will encourage support for your strategy;
 - give them an understanding that promoting and protecting the rights, interests and wellbeing of children and young people is everyone's responsibility
 - empower children and young people by encouraging them to participate in the process, and
 - encourage the discussion of child and youth risk management strategies within your professional networks in order to foster compliance with best practice procedures and processes.
5. Develop a draft policy. When developing a policy, it is important to think about the language you use, who the intended audience is and the message you wish to convey. Using direct, assertive and easily understood language will help to minimise any confusion about what is expected from people.
 6. After writing a draft:
 - encourage discussion and allow time for feedback from those it might affect, including people outside your organisation, and
 - make changes as appropriate.
 7. When you have completed a final draft, it should be endorsed by management or committee members.
 8. A child and youth risk management strategy must be reviewed annually and after any incidents to ensure that risks continue to be addressed and minimised throughout the organisation.

Your organisation may already have various policies and procedures in place. The following table can be used to help you map what policies you already have and plan what additional information you need.

Child and Youth Risk Management Strategy Checklist / Action Plan

Mandatory Requirements	Does this already exist?				
	If Yes, list the location of this information and any required amendments.		If No, what is the Action Plan to complete the requirements?		
	Yes	Location and/or amendments	No	Resources required	By whom/when?
1. A statement of commitment					
2. A code of conduct for interacting with children and young people					
3. Procedures for recruiting, selecting, training and managing people					
4. Policies and procedures for handling disclosures or suspicions of harm, including reporting guidelines					
5. A plan for managing breaches of the risk management strategy					
6. Policies and procedures for compliance with Part 6 of the Act					
7. Risk management plans for high risk activities and special events					
8. Strategies for communication and support					

Part One: Commitment

Part One: Commitment

Statement of Commitment

What is a statement of commitment?

A statement of commitment reflects your organisation's aims and values. In relation to your risk management strategy, it needs to outline your organisation's commitment to maintaining the safety and wellbeing of children and young people.

Why do we need a statement of commitment?

A statement of commitment will inform your organisation's policies and procedures and provide a useful foundation to guide the decisions and actions of people who work, or come into contact, with children and young people.

How do you write a statement of commitment?

Statements of commitment can be built on statements your organisation may already have, such as a mission statement. The statement you create may vary in length depending on the nature of the services your organisation provides to children and young people.

Some sample statements have been included in this toolkit to assist you and your organisation to develop and implement an effective statement of commitment.

(Insert your organisation's name) is committed to the safety and wellbeing of all children and young people, including those who use our services. Our workers will treat them with respect and understanding and address their concerns at all times. Our organisation will endeavour to provide a safe and supportive service environment for children and young people through... (list actions your organisation will take).

Statements of Commitment

Sample 1

As a professional, I believe I am part of a community of care. I am committed to the safety and wellbeing of children and young people, and will treat them with respect and understanding at all times. In order to provide a positive and supportive environment where learning and skill development is encouraged and facilitated, I will conduct my business activities in accordance with the following values...

Sample 2

Our organisation supports the rights of children and young people and is committed to providing a safe and supportive service environment directed at ensuring their safety and wellbeing.

In order to support this commitment, we are dedicated to our child and youth risk management strategy which has policies and procedures in place to effectively address the safety and wellbeing of children and young people in our care.

Sample 3

(name of organisation) is committed to ensuring that the safety, welfare and wellbeing of children is maintained at all times during their participation in activities run by (name of organisation).

(name of organisation) aims to promote a safe environment for all children and young people and to assist all paid employees and volunteers, officials, coaches, and members to recognise child abuse and neglect and follow the appropriate notification procedures when reporting alleged abuse.

Code of Conduct

What is a code of conduct?

A code of conduct outlines your organisation's values and provides clear expectations for

- personal and professional boundaries
- ethical behaviour, and
- appropriate and inappropriate behaviour and relationships for staff, volunteers, parents, children and young people.

Why do you need a code of conduct?

When a code of conduct is well established and implemented, it promotes a transparent and accountable service environment. This is achieved by providing all stakeholders with clear guidelines about what is expected of them and the consequences if they fail to meet them.

How do you write a code of conduct?

A code of conduct is generally a series of dot points outlining expected behaviours. Use direct, assertive and easily understood language as this will help to minimise confusion about what is expected by your organisation. For example, phrases such as 'will', 'will not' or 'must', 'must not' rather than 'should' or 'should not'. This will ensure your expectations are communicated clearly and will help identify if someone has breached the code of conduct.

When using the words 'appropriate' or 'inappropriate', you should define what you mean. Rather than stating, for example, 'inappropriate relationships with young people will not be tolerated', it is more useful to specify the types of behaviours that you consider to be 'inappropriate', such as 'close personal relationships with young people outside of the service are inappropriate'.

Consider developing separate codes of conduct for your stakeholders, such as the parents and children who use your services as well as visitors to your organisation..

Some sample codes of conduct have been included in this toolkit to assist you and your organisation to develop and implement effective codes of conduct.

Who should be involved in a code of conduct?

Involving all stakeholders in the development of your code of conduct will encourage greater ownership and adherence to the code.

By involving children and young people in the development of a code of conduct, staff can be made aware of the impact of their behaviour on children and young people and can adopt a code that maximises their welfare. In addition, involving children and young people can strengthen the organisation's commitment to children and young people, enhance their confidence and trust, and encourage them to consider their own responsibilities to a code of behaviour within the organisation.

An activity sheet is included to assist with engaging stakeholders in the development of a code of conduct.

Code of conduct for children and young people

As children and young people who are part of (insert organisation's name) we agree that:

We will respect other children, young people and adults

We will cooperate and play by the rules

We will listen and receive instructions

We will control our temper

We will have a say about what we are involved in

We will speak up if we are worried or concerned about something

We will ...

We will not be a bully or accept any bullying that we see

We will not ...

Code of conduct for parents and carers

As a parent/carer of a child involved in the service provided by (insert organisation's name), I agree that:

I will respect the rights, dignity and worth of every person, regardless of their abilities, gender, religion or cultural background.

I will respect the decisions of employees/officials and teach children to do likewise

I will focus on and encourage children's efforts and performance

I will support all efforts to remove any form of abuse in this organisation and encourage a safe and supportive service environment

I will remember that my child participates in activities for their own enjoyment, not mine

I will raise any issues or concerns with staff

I will.....

I will not treat any child or young person in an unfair, unjust, or discriminatory manner

I will not smoke on the organisation's premises

I will not drink alcohol or use illicit substances while on the organisation's premises

I will not...

I will not...

I will not...

Code of conduct for coaches

As a coach for (insert organisation's name), I will:

Respect the rights, dignity and worth of every person, regardless of their abilities, gender, religion or cultural background

Support all efforts to remove any form of abuse in this organisation and encourage a safe and supportive service environment

Ensure that any physical contact with others is appropriate to the situation and necessary for the person's skill development

Refrain from developing close personal relationships with the players outside of the coach/player relationship

Refrain from using abusive, derogatory or offensive language

Impart knowledge and skills of the game in a respectful and encouraging manner

Respect the decisions of the staff/officials and encourage players to do the same

Always consider the health, safety and welfare of the players

Not show favouritism toward talented players

Not be a 'winner at all costs' coach, remembering that junior players participate for pleasure and friendship, and winning is only part of the fun

.....

.....

Activity: Standards of Behaviour

Develop a list of appropriate and inappropriate behaviour when interacting with children and young people. In your response, consider:

- language;
- relationships; and
- physical contact.

Appropriate Behaviour	Inappropriate Behaviour

SAMPLE

Code of conduct for employees and volunteers

Statement of commitment

Our organisation is committed to the safety and wellbeing of all children and young people, especially those who use our services. Our workers will treat all children and young people with respect and understanding at all times and listen to their concerns. To ensure children and young people are kept safe from harm, the following code of conduct for interacting with children and young people applies.

Who must comply with the code of conduct?

This code of conduct applies to all paid employees, volunteers and visitors who enter our service environment.

The standards of appropriate behaviour

Behaviour	Appropriate	Inappropriate
Language	<ul style="list-style-type: none">Using encouraging/positive words and a pleasant tone of voiceOpen and honest communication	<ul style="list-style-type: none">Insults, criticisms or name callingBullying, swearing or yellingSexually suggestive comments/jokes
Relationships	<ul style="list-style-type: none">Being a positive role modelBuilding relationships based on trustEmpowering children to share in decision making	<ul style="list-style-type: none">Favouritism or giving giftsSpending excessive amounts of time alone with childrenContact outside of working hours (either physical or via email/phone)Bullying, harassment'Grooming' children or young people
Physical Contact	<ul style="list-style-type: none">Allowing for personal spaceTouching due to medical emergency or protecting from physical harmNon-threatening	<ul style="list-style-type: none">Violent or aggressive behaviour including hitting, kicking, slapping or pushingKissing or touching of a sexual nature consistent with 'grooming'
Other	<ul style="list-style-type: none">Appropriate attire/clothing for roleUse of internet/mobile phone for work related purposes only	<ul style="list-style-type: none">Using alcohol or other substances before or during workInappropriate clothingSending inappropriate emails

In the event that the code of conduct for interacting with children and young people is breached, actions will be taken in accordance with our organisation's plan for managing breaches of the child and youth risk management strategy.

"I have read, understood, and will act in accordance with the above code of conduct."

Name: _____ **Signature:** _____ **Date:** _____

Part Two: Capability

Part Two: Capability

Recruitment, Selection, Management and Training of Staff and Volunteers

What do you need to do?

Your organisation must have effective policies and procedures in place for recruiting, selecting, training and managing paid employees and volunteers. Each process should be considered separately in order to minimise risks at each stage to provide a safe and supportive environment for children and young people.

Regulated employers, people carrying on regulated businesses and sole operators are responsible for developing policies and procedures about recruitment, selection, management and training to meet their particular environments. This should include having a position description and ensuring ongoing training and development is planned for.

Why do I need to do it?

While the blue card screening process is an assessment of a person's eligibility to work with children and young people, the recruitment and selection of your staff is your first opportunity to ascertain a person's suitability to work with children and young people in your organisation. Your training and management then allows you to monitor and develop your staff members' skills and performance.

Organisations that employ people who are committed to safe and supportive service environments for children and young people are better able to provide a high quality and effective service. Adults who work with children and young people have a responsibility to promote their wellbeing and protect them from harm. They also have an opportunity to make a positive contribution to the child or young person's life. It is important that the people who work in your organisation share the organisation's values and promote the wellbeing of children and young people.

How do I do it?

Recruitment and Selection

Recruiting the most appropriate people for your organisation is an essential part of creating a safe and supportive environment for children and young people. A recruitment strategy will assist you to find people who will contribute positively to a safe and supportive environment for children and young people and deter unsuitable applicants. When developing a recruitment strategy, it is important to consider the following:

Position Descriptions

Selecting the right people for your organisation will be easier if you develop position descriptions. Having clear position descriptions allow you to detail the skills and experience needed by your staff and volunteers to perform their duties and contribute to an environment which is safe and supportive for children and young people.

Generally, a position description starts with a brief statement about an organisation. This could be your statement of commitment. It then details what the tasks or duties are of the role. Finally, it will outline what skills and attributes a person needs to fulfil the role.

A position description (sometimes referred to as 'job description', or 'duty statement') should be developed for positions and volunteer roles in your organisation that work with children and young people. Position descriptions can help you:

- establish an understanding of the roles and expectations for staff to provide a safe and supportive environment for children and young people
- become more aware of the tasks required for specific activities
- develop 'requirements of the position' (sometimes referred to as selection criteria)
- identify training needs
- reduce the risk of harm to children and young people, and
- attract and retain staff.

Position descriptions should be prepared in accordance with your organisation's policies and code of conduct for interacting with children and young people. This ensures that your organisation is committed to providing a safe and supportive environment for children and young people. Regular reviews of your position description can be an important feature for ongoing performance improvement.

Developing a Position Description

Analyse the position and outline the skills, experience and responsibilities required of the role including:

- the nature and the environment of the service provided to children and young people
- the responsibilities and level of supervision associated with the position, and
- the experience and qualifications required of the position.

To help you develop a position description, write down the types of tasks or activities the role requires over a day, a week, a month and a year. For example, for the role of a youth worker in a support service, the duties may be:

On a daily basis:

- talking and interacting with children
- conducting activities with children
- communicating with parents and carers
- supervising children playing together

On a weekly basis:

- report writing and case notes
- referring children and families to other services
- liaising with other organisations

On a monthly basis:

- developing activities for children to undertake
- planning what activities will be undertaken during the next month

On a yearly basis:

- organising and conducting special events such as the Christmas party and Easter celebrations
- organising excursions
- development of quarterly newsletter.

Once you have detailed the tasks required of the role, group similar activities and think about the skills or attributes needed to undertake them. The following table may be an effective way of organising this. For example:

Duties/ Tasks	Skills Attributes
<ul style="list-style-type: none"> ▪ talking and interacting with children ▪ communicating with parents and carers ▪ supervising children playing together 	<ul style="list-style-type: none"> • keen desire to work with children including patience and enthusiasm • values children’s rights to feel safe and happy • prior experience with working with children • understanding of physical and emotional needs of children • communication skills including rapport and trust building skills • leadership skills • problem solving and conflict resolution skills • positive reinforcement/strength-based approach.
<ul style="list-style-type: none"> ▪ conducting activities with children ▪ organising and conducting special events such as the Christmas party and Easter celebrations ▪ planning what activities will be undertaken during the next month 	<ul style="list-style-type: none"> • keen desire to work with children including patience and enthusiasm • values children’s rights to feel safe and happy • prior experience with working with children • leadership skills • problem solving and conflict resolution skills • time management and planning skills
<ul style="list-style-type: none"> ▪ development of quarterly newsletter ▪ report writing and case notes ▪ developing activities for children to undertake 	<ul style="list-style-type: none"> • written communication skills • time management and planning skills.
<ul style="list-style-type: none"> ▪ referring children and families to other services ▪ liaising with other organisations 	<ul style="list-style-type: none"> • communication skills including rapport and trust building skills • problem solving and conflict resolution skills • telephone communication skills

The table itself could be used as the position description, or you could summarise the information under headings. An sample position description is included on the following page.

Example Position Description

Organisation: Greenwoods support service for children.
Position: Youth Worker
Review schedule: Annually

The Greenwoods support service for children is committed to the safety and wellbeing of all children and young people, especially those who use our services. Our workers will treat all children and young people with respect and understanding at all times and listen to their concerns. To ensure children and young people are kept safe from harm, the following outlines the duties, skills and attributes required for the position of Youth Worker.

Duties:

- talking and interacting with children
- communicating with parents and carers
- supervising children playing together
- conducting activities with children
- organising and conducting special events such as the Christmas party and Easter celebrations
- planning what activities will be undertaken during the next month
- development of quarterly newsletter
- report writing and case notes
- developing activities for children to undertake
- referring children and families to other services
- liaising with other organisations

Skills and attributes required to undertake role

- keen desire to work with children including patience and enthusiasm
- values children's rights to feel safe and happy
- prior experience with working with children
- understanding of physical and emotional needs of children
- communication skills including rapport and trust building skills
- leadership skills
- problem solving and conflict resolution skills
- positive reinforcement/strength-based approach
- time management and planning skills
- written communication skills
- telephone communication skills

Further information:

- The person fulfilling the role of youth worker will be required to adhere to a code of conduct and undergo training as deemed necessary for the role.
- The person fulfilling the role will be required to hold a valid 'Blue Card' and undergo a 'Working with Children Check' performed by the Commission for Children and Young People and Child Guardian every two years.

Advertising the position

A well thought out position description will assist you to advertise the position to attract suitable applicants. When advertising a position, you should be clear about your organisation's commitment to being a safe and supportive service environment for children and young people. This will assist in attracting appropriate candidates that share these values.

The position advertisement could:

- include a clear statement about your organisation's safe and supportive work practices
- include clear, concise details about your organisation
- provide brief details about the position and working conditions, and
- name a contact person for more information.

Candidates should be informed if they are going to be subjected to a police check, blue card screening, referee checks, identification verification, and that the organisation will request that the candidate disclose any information relevant to their eligibility to engage in activities involving children and young people.

Selection

The selection stage allows your organisation to choose the most suitable candidate for the position. It provides an opportunity to select people who will promote and protect the rights, interests and wellbeing of children and young people.

There are a range of methods to help you select the most suitable candidate for your organisation, including conducting interviews and referee checks.

Assessment of applicant

When recruiting new staff or volunteers, your assessment should be based on the position description you developed for the role. Your aim should be to recruit someone who has the skills and attributes to fulfil the role requirements, or someone who, with a little extra training, can acquire the skills. An interview process and referee checks will assist you in determining whether the person shares your organisation's values and is committed to the development and wellbeing of children.

Interview process

An interview gives you the opportunity to explore applicants' backgrounds, work history, skills and values, and evaluate their suitability to work with children and young people.

During the interview process, asking appropriate and informative questions can help you select the most appropriate person for the role. The responses provided by the applicant give you an opportunity to consider how well they will uphold your organisation's values, including your statement of commitment. You should ask a number of questions that explore the candidate's capacity to contribute to your organisation's safe and supportive environment.

Consider using a combination of question types, including:

- scenario-type questions that explore how an applicant might behave in employment-related situations
- open-ended questions that allow the applicant to provide detailed answers, and

- probing questions which ask applicants to elaborate on the answers that they have provided to previously asked questions.

As an employer with a responsibility to provide a safe and supportive organisation for children and young people, you have the right to question any inconsistencies in a person's work history.

Referee checks

Checking referee reports can be a vital part of any selection process. Referee checks allow you to confirm the applicant's work experience and suitability for the position and verify information provided by an applicant in their application and during an interview.

It might be useful to develop a checklist including questions for referees. Useful questions for a referee include:

- Would you employ the person again?
- Have you directly supervised the applicant and directly observed their work with children?
- Do you have any concerns about the applicant working directly with children?
- Can you give an example of a time when you observed the applicant managing a child with challenging behaviours?

If an applicant has provided a written reference from a referee, confirm it is authentic by contacting the referee.

Probationary period of employment

A probationary period of employment can allow you to assess the performance of a new employee or volunteer and their suitability for the position. A probation period can provide an essential check on the selection process before confirming employment.

During the probation period, it is recommended that a supervisor meet with a new employee to:

- set goals
- identify training needs, specifically in relation to risk management practices, and
- provide support to the new employee to be successful in undertaking the role.

During this initial phase of employment, an induction program is a useful way to help a new employee or volunteer gain a better understanding of your organisation. You may also like to consider whether it is appropriate for the person to receive closer supervision throughout the probationary period.

Managing and Training

It is usually the responsibility of the owner, board of management or a committee to ensure management procedures are in place to support and encourage safe and supportive environments for children and young people. Consistent, fair and supportive management processes for all staff can help achieve this aim.

The rights and expectations of children and young people, parents and carers

To assist your organisation to provide the highest quality of care to children and young people, it is important to continually promote and demonstrate respect for the rights and expectations of children and young people, parents and carers.

Organisations offering child-related services should ensure that their daily operations reflect the active engagement and inclusive participation of children and young people as described within their policies and procedures.

Parents and carers should be able not only to access all the organisation's policies and procedures, but also to ensure that the organisation is living up to the expectations within the policies and procedures, and that they are reflected in the daily operations within the service environment.

To assist your organisation in achieving and keeping this standard, a few tips on managing staff are included below.

Goal setting processes

Undertaking a goal setting process with all employees can assist your organisation to encourage staff and volunteers to improve their performance in a positive manner. This should be a collaborative process for staff to set targets and make a plan on how they will achieve it. To identify the goals, it is important to refer to the duties and skills contained within the job description.

For example, referring back to the sample position description above:

Scenario – The Greenwoods' support service for children recently undertook a recruitment and selection process and employed Sarah on the condition that she completed a successful probationary period. During her first meeting with the supervisor, it was identified that while Sarah had skills in working with children, she had not worked with children under 6.

Two specific skills within her position description include:

- Understanding of physical and emotional needs of children
- Communication skills including rapport and trust building skills

Sarah and her supervisor agreed she needed to develop the above skills further, particularly for working with children under 6. Sarah and her supervisor agreed that a good plan to achieve this goal would be to partner with the worker who currently runs activities with this age group to do some on-the-job training. This plan is to be reviewed when Sarah feels confident to undertake the activities on her own.

Support processes for staff

Staff and volunteers can often be affected by issues that happen at work or at home. If staff concerns are not addressed effectively, your organisation's ability to provide a safe and supportive environment for children and young people may be affected. Therefore, it is extremely important to consider how your organisation will support staff when they are experiencing difficulties. Support processes can include mentoring, mediation, conflict resolution, coaching and additional training. They may also involve providing staff with information on a range of external support and counselling services, combined with the offer of flexibility in working arrangements, if required and appropriate.

Training

An effective organisation requires that staff receive ongoing training. New staff need support and information when they begin their new role, and existing staff might need to develop new skills and knowledge to meet the requirements of their positions and expand their career options.

It is essential that staff provide a positive contribution to the service environment and commit to promoting the safety and wellbeing of children and young people. Training should enhance the skills and knowledge of employees and volunteers, and reduce exposure to risks.

Staff should receive training in the following areas:

- identifying, assessing and minimising risks
- the organisation's policies and procedures (including the organisation's code of conduct)
- compulsory training as required by industry standards or legislation, and
- handling a disclosure or suspicion of harm, including reporting guidelines.

Training can be formal such as:

- higher education training and accreditation
- training offered by external organisations
- training developed and delivered internally, and
- on-the-job training meeting key objectives.

Training can also be informal such as:

- inviting police officers or Child Safety staff to meetings to discuss issues in relation to child protection
- inviting other professionals to speak at meetings or functions, and
- internal mentoring and coaching.

Induction program

An induction program which includes details of the organisation's child and youth risk management strategy will assist staff to understand their role in providing a safe and supportive environment for children and young people.

It is important to make sure that all employees and volunteers participate in your organisation's induction program. An induction package may contain a range of information about your organisation and can help staff understand:

- your organisation's commitment to an environment that is safe and supportive for children and young people
- the standards of behaviour expected as detailed in your code of conduct

- your organisation's safe and supportive policies and procedures, and strategies to minimise harm
- procedures to follow when a disclosure of harm is received
- reporting guidelines in relation to disclosures of harm and suspicions of harm
- their own rights and responsibilities, as well as those of children and young people
- what to expect if there is an allegation of harm made against them or to them
- what constitutes a breach of your organisation's child and youth risk management strategy and the potential consequences
- the roles of key people in your organisation, and
- grievance procedures.

It is advisable to document the induction process and what has been covered with staff and volunteers. A checklist is often an easy way of recording this and ensuring all information is covered.

Monitoring training requirements

Consider who will be responsible for making sure training procedures are followed and any training requirements are met. A training register helps you ensure that staff are appropriately trained and aware of the responsibilities of their roles. It also helps your organisation to keep effective records in relation to training requirements, potential areas for staff development and the regularity of training.

The tables on the following pages may assist you to document training undertaken by staff.

Exit interviews or questionnaires

The information you gather during an exit interview or questionnaire process may assist your organisation to identify broader issues of concern that may impact on the safety and wellbeing of children and young people in your service environment. An exit interview or questionnaire can provide an opportunity to:

- gather information about the effectiveness of the recruitment process
- identify possible areas for improvement in organisational processes, management, job design, remuneration or career planning and development, and
- receive positive feedback on what is working well in your organisation.

Training register template for each employee

Employee/Volunteer _____

Position _____

Details of Training	Date	Refresher Required Yes/No If 'yes' provide details	Competency Achieved (if applicable)	Signature

Part Three: Concerns

Part Three: Concerns

What do I need to do?

Your organisation must have policies and procedures for

- handling disclosures, allegations and/or suspicions of harm, and
- managing breaches of your risk management strategy and code of conduct.

These policies need to include:

- a distinction between what is a disclosure, allegation or suspicion of harm and what is a breach of the risk management strategy
- clear guidelines in relation to how these issues will be managed, including consequences for breaches, and
- clear guidelines on how all concerned parties will be supported in the instance of a breach or allegation of harm to a child.

Why do I need to do it?

Children and young people can only be protected from harm if it is reported and dealt with quickly and effectively. Therefore, your organisation must have policies and procedures in place to ensure staff respond as quickly as possible to an allegation or suspicion of harm or a breach of your risk management strategy. Having clear policies in relation to this matter will help ensure the best interests of the child or young person is always the first priority.

Definitions

Harm

Harm as defined under the *Child Protection Act 1999* as *"any detrimental effect of a significant nature on the child's physical, psychological or emotional wellbeing. For harm to be significant, the detrimental effect on the child's wellbeing must be substantial or serious, more than transitory and must be demonstrable in the child's presentation, functioning or behaviour"*.

Harm may be categorised in the following types:

- physical abuse, for example, beating, shaking, burning, biting, causing bruise or fractures by inappropriate discipline, giving children alcohol, drugs or inappropriate medication
- emotional or psychological abuse, for example, constant yelling, insults, swearing, criticism, bullying, not giving children positive support and encouragement
- neglect, for example, not giving children sufficient food, clothing, enough sleep, hygiene, medical care, leaving children alone or children missing school, and
- sexual abuse or exploitation, for example, sexual jokes or touching, exposing children to sexual acts or pornography or having sexual intercourse with a child or young person under 16 years of age (even if the child appears to have consented).

Suspicion of harm

You can suspect harm if:

- you are concerned by significant changes in behaviour or the presence of new unexplained and suspicious injuries.

Breach of Risk Management Strategy

A breach is any action or inaction by any member of your organisation, including children and young people, that fails to comply with any part of your organisation's child and youth risk management strategy. However, a breach that results in significant harm to a child or young person needs to be considered in terms of an allegation or suspicion of harm in the first instance.

How do I do it?

Handling Disclosures or Suspicions of Harm

When developing a policy in relation to handling disclosures and suspicions of harm, you need to include information about:

- how to receive a disclosure of harm and how to document the details of the disclosure or suspicion of harm
- reporting guidelines detailing the immediate actions your organisation will take following a disclosure or suspicion of harm
- who a disclosure needs to be reported to, and
- processes for support for all people involved.

If you are concerned about a child or young person and are not sure whether they are at risk of significant harm or have suffered significant harm, it is advisable to consult the Queensland Police or Department of Communities (Child Safety Services) for guidance.

Important things to remember when a child or young person discloses harm

When receiving a disclosure of harm:

- remain calm and find a private place to talk
- don't promise that you'll keep a secret; tell them they have done the right thing in telling you but that you'll need to tell someone who can help keep them safe
- only ask enough questions to confirm the need to report the matter; probing questions could cause distress, confusion and interfere with any later enquiries, and
- do not attempt to conduct your own investigation or mediate an outcome between the parties involved.

A sample policy has been included in this toolkit to assist you and your organisation to develop and implement effective policies and procedures for handling disclosures or suspicions of harm, including reporting guidelines and to assist in the identification of relevant concerns.

Who does this concern?

Your organisation should consider who will be involved in the development of this policy and identify the people that must comply with the policy. Consider how your organisation's procedures for handling disclosures or suspicions of harm will be communicated.

What happens after a disclosure has been reported?

It is important that organisations remember that after a disclosure has been reported, there may be a series of further issues that might need to be addressed by an organisation. It is important to consider how you are going to support all of the people involved in the incident.

[A sample flowchart for reporting guidelines is provided below.](#)

SAMPLE

Flowchart for Reporting Guidelines

RECEIVING A DISCLOSURE

*Remain calm and find a private place to talk
Explain why you can't keep it a secret
Only ask enough questions to confirm the need to report the matter
Do not attempt to conduct your own investigation*



DOCUMENTING A DISCLOSURE

Complete an incident report form and include:
*Time, date and place of the disclosure
'Word for word' what happened and what was said, including anything you said
and any actions that have been taken
Date of report and signature*



REPORTING A DISCLOSURE

*Department of Communities (Child Safety Services) - 1800 811 810
Queensland Police Service (enter local police station details here)*



FOLLOWING A DISCLOSURE

*Support and counselling will be offered to all parties involved.
The policies and procedures for handling disclosures or suspicions of harm are to
be reviewed.*

SAMPLE

Policy and Procedures for Handling Disclosures or Suspicions of Harm

The following policy and procedures will ensure that staff respond as quickly as possible and in the best interests of the child or young person under 18 years of age, when disclosures or suspicions of harm are received. Our organisation recognises that children and young people are vulnerable members of the community and that extra measures must be taken to protect and support them.

Policy

All staff will receive training in identifying risks of harm and handling disclosures or suspicions of harm as soon as possible upon commencing employment. All staff will report disclosed or suspected harm to either the Department of Communities (Child Safety Services) or the Queensland Police Service who will decide on an appropriate course of action.

Who must comply with this policy?

The following people must comply with this policy:

- employees and volunteers
- contractors
- committee members, and
- work experience students/students on placement.

Definitions

Harm may be categorised in the following types:

- *physical abuse*, for example, beating, shaking, burning, biting, causing bruise or fractures by inappropriate discipline, giving children alcohol, drugs or inappropriate medication
- *emotional or physiological abuse*, for example, constant yelling, insults, swearing, criticism, bullying, not giving children positive support and encouragement
- *neglect* for example, not giving children sufficient food, clothing, enough sleep, hygiene, medical care, leaving children alone or children missing school, and
- *sexual abuse or exploitation*, for example, sexual jokes or touching, exposing children to sexual acts or pornography or having sexual intercourse with a child or young person under 16 years of age (even if the child appears to have consented).

Suspicion of harm

You can suspect harm if:

- you are concerned by significant changes in behaviour or the presence of new unexplained and suspicious injuries.

Disclosure of harm

A disclosure of harm occurs when someone, including a child, tells you about harm that has happened or is likely to happen.

Disclosures of harm may start with:

- “I think I saw...”
- “Somebody told me that...”
- “Just think you should know...”
- “I’m not sure what I want you to do, but...”

Procedures to minimise harm to children and young people

Our organisation works to minimise harm to children and young people by acting in a manner that supports their interests and wellbeing, by:

- making sure that children know that it is their right to feel safe at all times
- teaching them about acceptable and unacceptable behaviour in general
- letting them know who is and who is not an employee in the organisation
- allowing them to be a part of decision-making processes
- making sure they are safe by monitoring their activities and ensuring their environment meets all safety requirements
- taking anything a child or young person says seriously and following up their concerns
- letting them know there is no secret too awful, no story too terrible, that they can’t share with someone they trust
- teaching them about appropriate and inappropriate contact in a manner appropriate to their age and level of understanding
- teaching children and young people to say ‘no’ to anything that makes them feel unsafe
- encouraging them to tell staff of any suspicious activities or people, and
- listening to children and young people and letting them know that staff are available for them if they have any concerns.

Procedures for receiving a disclosure of harm

When receiving a disclosure of harm:

- remain calm and find a private place to talk
- don’t promise that you’ll keep a secret; tell them they have done the right thing in telling you but that you’ll need to tell someone who can help keep them safe
- only ask enough questions to confirm the need to report the matter; probing questions could cause distress, confusion and interfere with any later enquiries, and
- do not attempt to conduct your own investigation or mediate an outcome between the parties involved.

Reporting guidelines for disclosures or suspicions of harm

Following are the actions our organisation will take immediately following a disclosure or suspicion of harm.

Documenting a suspicion of harm

If you or others have concerns about the safety of a child, record your concerns in a non-judgmental and accurate manner as soon as possible. If a parent explains a noticeable mark on a child, record your own observations as well as accurate details of the conversation. If you see unsafe or harmful actions towards a child in your care, intervene immediately, provided it is safe to do so. If it is unsafe, call the police for assistance.

Documenting a disclosure of harm

Complete an incident report form or record the details as soon as possible so that they are accurately captured. Include:

- time, date and place of the disclosure
- ‘word for word’ what happened and what was said, including anything you said and any actions that have been taken, and
- date of report and signature.

If you need to take notes as the person is telling you, explain that you are taking a record in case any later enquiry occurs.

Reporting the disclosure or suspicion of harm to authorities

Our organisation will not conduct its own enquiries in relation to the disclosure or suspicion of harm or try to come to an agreement between the parties involved. The person who receives a disclosure or suspects harm is to contact the relevant authority to ensure information provided is comprehensive and accurate.

Report the matter to:

- Department of Communities (Child Safety Services) on freecall 1800 811 810, or
- Queensland Police Service (*provide local contact details*).

Actions following a disclosure of harm

Support and counselling will be offered to all parties involved.

Processes for those involved in the report

The child or young person

The children and young people involved should be offered appropriate counselling and support.

The person who made the report

Under Section 22 of the *Child Protection Act 1999*, a person who reports suspected child abuse is protected from civil or criminal legal actions and is not considered to have broken any code of conduct or ethics.

Details of the person who made the report are to be kept completely confidential and will not be made available to the family of the child or young person, or the person against whom the allegation has been made.

The person against whom the allegation has been made

If the person responding to the allegation of harm is a member of the organisation, you may need to review their duties. If they continue to interact/work with children, ensure that they are appropriately supervised at all times. You may want to seek legal advice as to the extent to which that person can carry out duties in the organisation.

Review procedures

- The organisation's policy and procedures for handling disclosures or suspicions of harm are to be reviewed and assessed regularly to ensure that the organisation is continuing to provide a safe and supportive service environment.

Responsible person/officer:

Date:

Review Date:

Activity: Handling Disclosures or Suspicions of Harm

For the following scenarios, consider:

- What concerns you about this scenario?
- Is this a disclosure or suspicion of harm?
- What action/s would your organisation take in relation to this matter?

Scenario A

You are the director of a child care centre. You receive an anonymous letter from a parent highlighting the behaviour of a new staff member. The parent writes that they are concerned that the staff member “is constantly hugging and picking up the children and, on some occasions, it appears as if they are touching the children inappropriately”.

Scenario B

You are the organiser of a local youth program. A girl involved in the program tells you that she has problems getting to weekend activities and one of your employees has been giving her a lift. She also tells you that a couple of weeks ago, he touched her thigh while driving and yesterday he moved his hand underneath her skirt.

Scenario C

You are the leader of a youth group at your local church. Most weekends, a young boy attends the youth group. The boy lives with his mother and two brothers. His mother has an alcohol dependency and rarely takes notice of what the children do. The boy tells you that there is rarely any food in his house and that he regularly goes hungry. He also doesn't have any money to purchase his lunch.

Responses to Activity - Handling Disclosures or Suspicions of Harm

Scenario A

You are the director of a child care centre. You receive an anonymous letter from a parent highlighting the behaviour of a new staff member. The parent writes that they are concerned that the staff member “is constantly hugging and picking up the children and, on some occasions, it appears as if they are touching the children inappropriately”.

This is a suspicion of harm.

In the absence of any clear indication of what the inappropriate behaviour was, you need to balance your response in terms of your obligations to both the children and the staff member. Actions you could take in relation to this matter include:

- informing the contact officer within your organisation
- keeping the letter confidential and in a secure place
- reminding all employees and volunteers of the code of conduct and any relevant policies or procedures regarding physical contact
- ensuring staff (particularly new staff) are appropriately supervised and receive adequate training
- addressing any performance or conduct issues with staff as soon as is practicable and document the outcome
- considering any other legislative responsibilities your organisation has, and
- documenting the incident, including any outcomes or changes to policies and procedures.

Scenario B

You are the organiser of a local youth program. A girl involved in the program tells you that she has problems getting to weekend activities and one of your employees has been giving her a lift. She also tells you that a couple of weeks ago, he touched her thigh while driving and yesterday he moved his hand underneath her skirt.

This is a disclosure of harm.

Actions you could take in relation to this matter include:

- documenting the details of the disclosure as soon as possible
- following your internal procedures for reporting disclosures of harm
- reporting the disclosure to the Queensland Police
- providing support to all parties concerned, including the girl who has been harmed, the person who received the disclosure, and the alleged perpetrator

- providing alternative duties for the employee or suspending him from duties until the matter is resolved, and
- reminding all employees and volunteers of the code of conduct and the responsibilities of their role as per their position description.

Scenario C

You are the leader of a youth group at your local church. Most weekends, a young boy attends the youth group. The boy lives with his mother and two brothers. His mother has an alcohol dependency and rarely takes notice of what the children do. The boy tells you that there is rarely any food in his house and that he regularly goes hungry. He also doesn't have any money to purchase his lunch.

This is a disclosure of harm.

Actions you could take in relation to this matter include:

- documenting the details of the disclosure as soon as possible
- following your internal procedures for reporting disclosures of harm, and
- reporting the disclosure to the Department of Communities (Child Safety Services) or the Queensland Police Service.

Managing Breaches

What I need to do?

Your organisation needs to develop clear policies and procedures on how breaches to the risk management strategy will be managed. A plan for managing breaches needs to outline the consequences for stakeholders if your policies and procedures are not followed.

Why do I need to do it?

A plan allows you to manage breaches in a fair and supportive manner. The plan should aim to focus on the process and the consequences within the processes of a breach.

How do I do it?

A sample policy has been included in this toolkit to assist you and your organisation to identify relevant considerations and to develop and implement an effective plan for managing breaches.

Who does this concern?

Your organisation should consider who will be involved in the development of this plan, and how your organisation's procedures for handling a breach of your child and youth risk management strategy will be communicated.

SAMPLE

Plan for Managing Breaches

Purpose

This plan outlines the steps to be taken following a breach of the child and youth risk management strategy in order to address the breach in a fair and supportive manner.

Definition

A breach is any action or inaction by any member of the organisation, including children and young people, that fails to comply with any part of the strategy. This includes any breach in relation to:

- statement of commitment to the safety and wellbeing of children and the protection of children from harm
- code of conduct for interacting with children and young people;
- procedures for recruiting, selecting, training and managing paid employees and volunteers
- policies and procedures for handling disclosures or suspicions of harm, including reporting guidelines
- policies and procedures for implementing and reviewing the children and youth risk management strategy and maintaining an employee register
- risk management plans for high risk activities and special events, and
- strategies for communication and support.

All stakeholders are to be made aware of the actions or inactions that form a breach as well as the potential outcomes of breaching the child and youth risk management strategy.

Who must comply with this plan?

- employees, volunteers and contractors
- committee members
- work experience students/students on placement
- parents and carers
- children and young people

Processes to manage a breach of the child and youth risk management strategy

Breaches will be managed in a fair, unbiased and supportive manner. The following will occur:

- all people concerned will be advised of the process
- all people concerned will be able to provide their version of events
- the details of the breach, including the versions of all parties and the outcome will be recorded
- matters discussed in relation to the breach will be kept confidential, and
- an appropriate outcome will be decided.

Suitable outcomes for breaches

Depending on the nature of the breach, outcomes may include:

- emphasising the relevant component of the child and youth risk management strategy, for example, the code of conduct
- providing closer supervision
- further education and training
- mediating between those involved in the incident (where appropriate)
- disciplinary procedures if necessary, or
- reviewing current policies and procedures and developing new policies and procedures if necessary.

Responsible person/officer:

Date:

Review Date:

Training material for employees and volunteers

What to do when a disclosure is made

In the event that you receive a disclosure, you might find the following suggestions of assistance:

Remain calm

You may be the first person to whom the disclosure has been made. Your reaction may determine whether the person making the disclosure trusts you with the information. It is important that you:

- do not react in a shocked or critical way, and
- tell the person you are glad they have told you.

Find a private place to talk

Privacy may help the person making the disclosure feel more comfortable and less concerned about telling you what they have to say, especially if they are a child or young person.

Do not promise to keep a secret

When presented with a disclosure of harm, don't say, "I won't tell" and **do not** promise to keep secrets.

Listen

You should:

- reassure the person they have done the right thing by telling you
- say you need to tell someone else who can help them, and
- reassure them you will only tell someone who will make them safe.

Believe the person

It is not up to you to judge whether a child, young person or anyone else is telling the truth – always act on the basis that what you have been told is the truth.

Don't ask leading questions

Leading questions are those that tend to suggest an answer, for example:

- "Did 'X' touch you?"
- "Did they touch you where your underwear goes?"

Don't put words in the person's mouth

Ask open questions such as:

- "Tell me what happened"
- "What happened then?"

It is not your role to investigate

It is not your role to investigate allegations of harm. Only ask enough questions to confirm the need to report the matter to the Department of Communities (Child Safety Services) or the Queensland Police Service. The safety of the child or young person is paramount. Unnecessary questions or interviews could cause distress, confusion and may interfere with any subsequent investigation authorities undertake.

Take detailed notes

At the first opportunity after a disclosure has been made, make notes about what occurred. Include information such as:

- dates
- times
- location, and
- who was present.

Include a detailed description of:

- exactly what the person disclosing said, using “I said,” “they said,” statements
- the questions you asked
- any comments you made, and
- your actions following the disclosure.

If you are taking notes as the disclosure is occurring, explain why you are doing it and why it is important, ie. to ensure an accurate record for any subsequent investigation. If the disclosure is being made by a child or young person, remember to explain this to them in a way that is appropriate for their age and understanding.

Any reports or documentation of disclosures of harm must be kept confidential and secure, with access strictly limited and on a ‘need to know basis’.

Activity: Managing Breaches of the Child and Youth Risk Management Strategy

For the following scenarios, consider:

- Is this a breach of the strategy?
- What would you do to manage the breach?

Scenario A

An employee at the local outside school hours care service continually abuses the children in the service by swearing at them and bullying them in the play area, in some cases bringing them to tears. A concerned parent alleges that this behaviour has been going on for a couple of weeks and that people no longer have any confidence in the service's management.

Scenario B

A player in the under 14 girls basketball team has told the club manager that the coach asked her to be friends on Facebook. When the young player looked at the page, she saw pictures of young players from other teams at parties with the coach and the coach's friends.

Scenario C

You are a youth worker at a community centre. The centre decides to hold an event for young people in the local area on a Friday night. Some of the centre's volunteers offer to help with the evening. On the night, you find the volunteers drinking outside the centre in the car park.

Response to Activity - Managing Breaches of the Child and Youth Risk Management Strategy

Scenario A

An employee at the local outside school hours care service continually abuses the children in the service by swearing at them and bullying them in the play area, in some cases bringing them to tears. A concerned parent alleges that this behaviour has been going on for a couple of weeks and that people no longer have any confidence in the service's management.

Yes, this is a breach of the child and youth risk management strategy. However, you need to consider whether this is an allegation of harm to the children at the service. You should consider discussing this with the Queensland Police before proceeding.

If the police indicate it is not necessary for them to intervene, your processes to resolve the breach might include:

- nominating an appropriate person to manage the breach
- advising all people concerned of the process
- allowing all relevant people to give their version of events
- deciding on an appropriate outcome
- recording all details of the breach and the outcome, and
- keeping all matters discussed in relation to the breach confidential.

Suitable outcomes might include:

- acknowledging that the behaviour is not consistent with the code of conduct;
- reminding all stakeholders of the child and youth risk management strategy, specifically the code of conduct and providing clarification where necessary
- initiating disciplinary processes if necessary
- providing further training for staff and employees, particularly focusing on positive ways of working with children, or
- providing an apology to the children.

Scenario B

A player in the under 14 girls basketball team has told the club manager that the coach asked her to be friends on Facebook. When the young player looked at the page, she saw pictures of young players from other teams at parties with the coach and the coach's friends.

Yes, this is a breach of the child and youth risk management strategy.

Processes to resolve the breach might include:

- nominating an appropriate person to manage the breach
- advising all people concerned of the process
- allowing all relevant people to give their version of events
- deciding on an appropriate outcome
- recording all details of the breach and the outcome, and
- keeping all matters discussed in relation to the breach confidential.

Suitable outcomes might include:

- reminding the coach about the code of conduct and the responsibilities of their role as per the position description and providing clarification where necessary
- initiating disciplinary procedures if necessary (eg. if alcohol was involved and there is a provision for discipline in the code of conduct)
- reminding all coaches of the code of conduct and responsibilities of their roles
- educating the young people about the appropriate boundaries for themselves and coaches in relation to the codes of conduct for both groups of stakeholders, or
- providing further risk management training to all stakeholders.

Scenario C

You are a youth worker at a community centre. The centre decides to hold an event for young people in the local area on a Friday night. Some of the centre's volunteers offer to help with the evening. On the night, you find the volunteers drinking outside the centre in the car park.

Yes, this is a breach of the child and youth risk management strategy.

Processes to resolve the breach might include:

- nominate an appropriate person to manage the breach;
- advise all people concerned of the process
- allow all relevant people to give their version of events

- decide on an appropriate outcome
- record all details of the breach and the outcome, and
- keep all matters discussed in relation to the breach confidential.

Suitable outcomes might include:

- reminding volunteers of the code of conduct;
- initiating disciplinary procedures if necessary; or
- reviewing the risk management plan for this special event and implementing control measures to reduce the likelihood of this happening again.

Managing High Risk Activities and Special Events

What is a high risk activity?

What your organisation deems a high risk activity or special event will be dependent on the nature of the activities you provide to children and young people. For example, in a school a high risk activity could be an excursion or a fete. A high risk activity or special event due to their nature will require extra planning and supervision.

Risk management involves identifying potential risks and taking steps to remove or minimise them.

Risk management plans for high risk activities and special events should be written documents and developed in conjunction with your stakeholders. At a minimum, these plans must be reviewed annually.

Why do I need to manage high risk activities and special events?

It is important to identify risks in order to plan effective management strategies.

How do I manage risk?

Some guiding information, including a sample risk management plan, has been included in this toolkit to assist you and your organisation to develop and implement an effective risk management plan for high risk activities and special events.

What happens if you feel that this section does not apply to your organisation?

If you have considered all the possibilities and are certain that this section does not apply to the activities you undertake in your organisation, then you must explicitly state this in your child and youth risk management strategy.

Risk Management Process

The following is adapted from the Standards Australia's AS/NZS ISO 31000:2009 Risk management— Principles and guidelines.

There are six steps to consider in the development of an effective risk management plan:

- Establish the Context (describe the activity)
- Identify the Risks
- Analyse the Risks
- Evaluate the Risks
- Manage the Risks and reassess, and
- Review.

Step 1 – Establish the Context (describe the activity)

- what is the activity and what are your objectives
- where is the activity going to take place – what environmental factors need to be considered
- identify the stakeholders, staff, parents, and children and young people involved in the activity, and
- identify all elements of the event from beginning to end.

Step 2 - Identify the risks

Consider involving a wide range of stakeholders, including children and young people, to identify the risks associated with the high risk activity or special event. Checklists may identify general risks that should always be considered, however, it is important to brainstorm with your stakeholders to ensure all potential risks that might result in harm to a child or young person are identified.

Workplace health and safety processes consider environment and equipment risks. Once you have fulfilled the workplace health and safety requirements, you must assess the risks associated with the child and youth risk management strategy. These risks are physical, emotional, sexual and cultural in nature, including the risks from:

- other children or young people
- someone outside the organisation
- an employee or volunteer, and
- themselves.

In relation to potential risks of harm associated with the high risk activities and special events your organisation provides to children and young people, ask yourself questions such as:

How might harm occur?

- Running an activity where children and young people are required to change clothes, where the change rooms are unsupervised and open to the public.
- Paid employees or volunteers spending long periods alone with a child or young person.
- A coach offering special private sessions to a child or young person.

Why might harm occur?

- Inadequate recruitment and selection practices of paid employees and volunteers
- Incorrect instructions given to employees working with children or young people
- Not providing training to employees and volunteers
- Inadequate attention to cultural considerations

When might harm occur?

- Inadequate adult supervision
- A staff member giving a child a lift home

Step 3 - Analyse the risks

The purpose of risk evaluation is to make decisions, based on the outcomes of risk analysis. The level of risk will determine whether the high risk activity or special event is practical.

Consider here –

- How likely is it that the risk will occur? (Likelihood)
- What would happen if the risk did occur? (Consequences)

Step 4 – Evaluate the risks

Evaluating the risks asks you to consider whether a risk is high, medium or low. This will depend on the answers to the questions asked at Step 3. For example, if a risk is likely to occur and the consequences could result in significant harm to a child, then this would be considered high risk.

Step 5 - Manage the risk

Standards Australia's *AS/NZS ISO 31000:2009 Risk management— Principles and guidelines* describes risk treatment as "a cyclical process of:

- *assessing a risk treatment;*
- *deciding whether residual risk levels are tolerable;*
- *if not tolerable, generating a new risk treatment; and*
- *assessing the effectiveness of that treatment."*

Risk management involves assessing the options in order to reduce the risk and the preparation and implementation of risk management plans, for example:

- Reduce the risk – will the proposed additional controls reduce the risk?
- Retain the risk - some risks will have to be retained and will require close monitoring.

Risk management options should consider the values and perceptions of stakeholders and the most appropriate way to communicate with them.

You now should consider how likely it is for the risk to occur after control measures have been put in place, and how bad the outcome would be if the risk was to occur. If you assess that a risk is still highly likely to occur and the outcome could result in harm to a child then you may need to rethink the activity.

Step 6 - Review

Ongoing review is essential to ensure that the risk management plan your organisation develops for your high risk activity or special event is effective. Reviewing controls and responsibilities can be useful for future planning. You should consider who will review the risk management plan after the event or activity.

Each stage of the risk management process should be recorded appropriately.

Risk Management Plan for High Risk Activity: A School Fete

In addition to occupational health and safety concerns, a child and youth risk management strategy should analyse the risk of ‘harm’ to children and young people.

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6
<p>Describe the activity Identify all elements of the event from beginning to end</p>	<p>Identify Risks Something that could happen that results in harm to a child or young person</p>	<p>Analyse the Risk (Likelihood/Consequences)</p>	<p>Evaluate the Risk The level of risk</p>	<p>Manage the Risk Assess the options</p>	<p>Review Nominate who will review after the event/activity</p>
<p>Example: While activities for older children and adults are available two teenage volunteers will babysit babies and younger children. The babysitters will be allocated a specific classroom to undertake the activity.</p>	<ul style="list-style-type: none"> • Other children may injure babies if the two babysitters are inexperienced. • The length of time could also be a concern if the children get restless and anxious. • Children may be upset at being separated from their parents for a lengthy time and 	<p>This is likely and the consequences could result in harm to a child</p> <p>This is likely to occur but is unlikely to result</p>	<p>high</p> <p>low</p>	<ul style="list-style-type: none"> • Organisers will gauge the need for the babysitting service early so that more rooms can be available for babysitting. • Engage parents before the fete to volunteer to assist with the supervision of the babysitting service. • Activities for the two groups will be planned according to the timing of the older children’s activities. 	<p>Event organiser</p> <p>Babysitting coordinator</p>

	<p><i>left with strangers. Babies may be frightened by the other children.</i></p>	<p><i>in harm to a child.</i></p>		<ul style="list-style-type: none"> • <i>The babies and the other children will be separated into smaller groups in adjoining rooms.</i> • <i>Parents will not be able to leave the younger children for longer than 1 hour sessions.</i> • <i>Blue card screening requirements will be assessed well in advance and applications will be submitted allowing sufficient time for processing.</i> 	
<p>Example: <i>Members of the public have been invited to come to the fete.</i></p>	<p><i>A young child may be sexually abused if she is separated from her parents and pushed into an unlocked utility room.</i></p>	<p><i>This is unlikely but the consequences could result in significant harm to a child</i></p>	<p>moderate</p>	<ul style="list-style-type: none"> • <i>All empty school rooms will be locked</i> • <i>There will be a security guard and rostered parents on duty in the grounds throughout the event</i> • <i>The school buildings and the toilets will be checked regularly.</i> • <i>Parents will be informed of the risks and the risk management plans prior to the event.</i> 	<p><i>Event organiser Parents/ Carers Security manager</i></p>

<p>Example: One of the highlights of the fete is a multicultural display. The school has a small population of indigenous students</p>	<p>The indigenous students may feel that their culture is being ignored and that they are not valued at the school if this is not a significant focus of the displays</p>	<p>This is unlikely but could result in emotional harm to a child</p>	<p>moderate</p>	<ul style="list-style-type: none"> • The Event organiser will seek indigenous advice from the elders about including a cultural activity. • The elders will be asked to include indigenous students in the activity. 	<p>Event organiser Indigenous advisor</p>
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Template Risk Management Plan for High Risk Activity:

In addition to occupational health and safety concerns, a child and youth risk management strategy should analyse the risk of ‘harm’ to children and young people.

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6
<p>Describe the activity <i>Identify all elements of the event from beginning to end</i></p>	<p>Identify Risks <i>Something that could happen that results in harm to a child or young person</i></p>	<p>Analyse the Risk <i>(Likelihood/Consequences)</i></p>	<p>Evaluate the Risk <i>The level of risk</i></p>	<p>Manage the Risk <i>Assess the options</i></p>	<p>Review <i>Nominate who will review after the event/activity</i></p>

Part Four: Consistency

Part Four: Consistency

Compliance with Chapter 8 of the Commission's Act (Blue Card Compliance)

What do I need to do?

It is necessary that your policies and procedures comply with the blue card system requirements under the Commission's Act. Your organisation's policies and procedures in relation to blue card compliance, together with procedures for review, must be incorporated in your child and youth risk management strategy.

Why do I need to do it?

These procedures should be designed to ensure compliance with the legislation and assist you to maintain an accurate blue card register, and review and update your child and youth risk management strategy annually as required. By ensuring that you are complying with the blue card requirements outlined in the Commission's Act, your organisation can demonstrate to stakeholders that you are committed to maintaining a safe and supportive environment for children and young people. You can also ensure that your strategy remains current and effective in identifying and minimising risks of harm to children and young people.

How do I do it?

Some guiding information has been included in this toolkit to assist you and your organisation to develop procedures for compliance with part 6 of the Commission's Act, including implementing and reviewing the child and youth risk management strategy and keeping a written register of the blue card status of your staff. The procedures you develop will depend on the services your organisation provides to children and young people.

Blue card requirements for organisations

Your child and youth risk management strategy should contain clear procedures for compliance with the blue card requirements for employers, volunteers (including volunteer trainee students) and paid employees outlined in the Commission's Act.

To meet this requirement, you may wish to consider documenting the following information within your policies and procedures.

To assist you to comply with the Commission's Act, your organisation should:

- appoint a 'contact person' who will be responsible for managing blue cards within your organisation
- develop policies and procedures about deciding who requires a blue card and who is exempt, as per the Commission's Act
- ensure that all information in relation to blue card applications is kept confidential, and
- maintain a blue card register of all staff and volunteers.

At the initial application stage, your organisation must:

- notify all applicants that by signing the application form they are consenting to the screening process under the Act
- be able to certify that the 'contact person' has sighted documents to confirm an employee's identity as prescribed under the Commission's Act
- carefully check through the application form to ensure all sections have been appropriately completed. This will minimise unnecessary delays that can result if the Commission is required to request further information after receiving an incorrect or incomplete form
- be aware that while paid employees can commence employment after an application form has been submitted to the Commission, volunteers and trainee students must not commence regulated employment until they hold a valid blue card and positive notice;
- explicitly warn all potential staff (paid employees, volunteers and students) that it is an offence for a 'disqualified person' to sign a blue card application form or a renewal form. **It is an offence for an employer not to provide this warning.** A person is disqualified if they:
 - have been convicted of a 'disqualifying offence'
 - are a 'reportable offender' with current reporting obligations under the *Child Protection (Offender Reporting) Act 2004*, or
 - are subject to an offender prohibition order under the *Child Protection (Offender Prohibition Order) Act 2008*, or
 - are subject to a sexual offender order under the *Dangerous Prisoners (Sexual Offenders) Act 2003*, or
 - are subject to a disqualification order from a court prohibiting them from applying for, or holding a blue card (see the Commission's website for further details of all the above).
- inform prospective employees who may be 'disqualified persons', that in certain circumstances, they may be able to apply for an 'Eligibility declaration' under the Act; and
- send a completed 'Authorisation to confirm a valid blue card' form to the Commission to register your organisation as the applicant's current employer if a new employee has a current blue card. This is compulsory and you may be subject to penalties for failing to submit an authorisation form for a new employee. As an authorised employer, the Commission will notify your organisation if there is any change to the validity of the person's blue card due to a change in their police information.

To check of the validity of a prospective employee's blue card, it is possible to do so on the Commission's website provided that you have details of the employee's name as it appears on the card, full blue card number (including the number following the '/' on the card) and its expiry date. It is still a mandatory requirement that you must also submit the 'Authorisation to confirm a valid blue card' form to the Commission.

While a blue card application is being processed, your organisation must not:

- employ volunteers or students until they have received their blue cards, nor
- employ any person in regulated employment:
 - who withdraws their consent to employment screening
 - whose application has been withdrawn for any other reason, or
 - who is issued with a negative notice or whose blue card is cancelled or suspended.

If your employees or volunteers advise you that they have had a change in their police or disciplinary information after being issued with a blue card (and during the application process if it is a paid employee who has already commenced working), you must not continue to employ the person unless you have submitted a 'Change in police information' form to the Commission. You should be aware that your employees and volunteers are not required to disclose to you the specific nature of any change in their police or disciplinary information, only that a change has occurred. As a listed employer, (either on the initial application form that was submitted or on an 'Authorisation to confirm a valid blue card' form), the Commission will notify you of any suspension or cancellation of the person's blue card.

If an employee has had a blue card cancelled or suspended or receives a negative notice after a change in police information, your organisation must:

- ensure the employee does not continue to undertake child related work within your organisation (work that is regulated by the Commission's Act), and
- if you continue to employ the person to perform work that is not child-related, ensure that appropriate policies and procedures are in place to manage any risks of harm to children and young people that may arise as a result of the person's ongoing employment within your organisation.

Your organisation is also required to notify the Commission if an applicant or blue card holder stops working for your organisation and if the contact person for your organisation changes.

It is important to note that:

- blue cards are current for three years unless cancelled or suspended
- the blue card renewal process involves a new national police information check, a check of disciplinary information where applicable and a complete reassessment of an applicant's eligibility, and
- in order to continue working while a renewal application is being processed, blue card holders must submit their renewal application at least 30 days prior to their card's expiry date.

Annual Review

Your organisation must have clear procedures for implementing and reviewing your child and youth risk management strategy. Continually reviewing your strategy will ensure that it remains up-to-date with any legislative changes and continues to be effective in addressing the risks to children and young people in your service environment. Your child and youth risk management strategy must be reviewed at least annually and you should ensure that you include input from your stakeholders, including children and young people, within your policies and procedures.

Your annual review of your child and youth risk management strategy should consider:

- whether your policies and procedures were followed
- whether any incidents relating to children and young people's risk management issues occurred
- the actual process used to manage any incidents
- the effectiveness of your organisation's policies and procedures in preventing or minimising harm to children and young people, and
- the content and frequency of training in relation to your child and youth risk management strategy.

You should document your review and ensure that any relevant changes to your policies and procedures are appropriately communicated to staff.

Employee Register

As part of your child and youth risk management strategy, your organisation is required to establish and maintain an employee register which is a written record or register of all business operators, paid employees and volunteers involved in child-related activities within your organisation.

Under the Commission's Act, the Commission has the power to conduct an audit on an organisation to ensure that the organisation maintains an employee register.

You will need to develop procedures for establishing and maintaining a register in either electronic or hard copy format. For large organisations, you may already have a database – this is sufficient. If employees or volunteers come to your organisation with a blue card, you will need to confirm that the card is valid.

If a complaint is made to the Commission in relation to an individual or your organisation, the Commission may ask for a copy of your employee register. Failure to comply with this requirement is an offence.

In relation to your organisation's obligations regarding your blue card register, you are required to maintain a written record of all employees within your organisation which includes:

- whether or not the person requires a blue card (if not, why not - eg. the parent exemption applies)
- the type of application (eg. paid or volunteer)

- when the person applied and/or the date of issue of the positive notice and blue card
- the expiry date of the blue card
- the renewal date (this should be at least 30 days before expiry to allow employees, including volunteers, to continue working in child-related employment)
- whether a negative notice has been issued
- any change in status to a blue card (eg. a change in police information, the positive notice and blue card is cancelled or suspended);
- where there is a change in police information, the date you informed the Commission of the change
- where an employee leaves your organisation and the date you informed the Commission, and
- any change of personal information of an employee, including the date they informed the Commission (you should note that it is an offence for an employee to fail to notify the Commission on the appropriate form of any change in personal details within 14 days).

Blank Employee Register¹

Name of organisation: _____

Nature of services provided to children and young people: _____

Categories of Regulated Business and Employment - Please tick relevant category below

- | | | |
|--|---|--|
| <input type="checkbox"/> Residential facilities | <input type="checkbox"/> Schools – employees other than teachers
or
parents | <input type="checkbox"/> Health, counselling or support services |
| <input type="checkbox"/> Hostel for children other than residential facility | <input type="checkbox"/> School crossing supervisors | <input type="checkbox"/> Religious representatives |
| <input type="checkbox"/> Care of children under Child Protection Act 1999 | <input type="checkbox"/> Educational programs conducted outside of school | <input type="checkbox"/> Churches, clubs and associations involving children |
| <input type="checkbox"/> Child accommodation services including homestays | <input type="checkbox"/> Private teaching, coaching or tutoring | <input type="checkbox"/> Sport and active recreation |
| <input type="checkbox"/> Schools – boarding facilities | <input type="checkbox"/> Child care | <input type="checkbox"/> Emergency services cadet program |

Name	Date of Birth	Employee Type (B=Business / Self Employed P=Paid V=Volunteer E=Executive Officer)	Is a blue card/Exemption Card required?		Status 1. Holds valid blue card 2. Application being processed 3. Negative Notice 4. Blue card suspended 5. Application withdrawn	Action If: • Negative Notice • Blue card suspended • Application withdrawn	Blue card Number (-----/--)	Expiry date of Blue card	Renewal due date for application
			Y/N	If no, state reason					

Employee Register completed by: _____

Position held: _____

Date Reviewed: _____

¹ The requirement to maintain a register of staff is made pursuant to Section 171 and 172 of the Commission for Children and Young People and Child Guardian Act 2000 and Section 3(a)(f)(ii) of the Commission for Children and Young People and Child Guardian Regulation 2001.

Sample

Procedures for reviewing the child and youth risk management strategy

To ensure that the child and youth risk management strategy remains current and effective in identifying and minimising risks of harm to children, this strategy will be monitored and reviewed.

Frequency of reviews

This strategy will be reviewed annually in accordance with the legislation. In the event that the organisation identifies concerns, particularly following an incident, the child and youth risk management strategy will be reviewed.

Who will be involved in the review?

Employees and volunteers, parents and carers, children and young people and other stakeholders will be involved in the review of the child and youth risk management strategy.

What will be covered in the review?

The child and youth risk management strategy will be reviewed in its entirety. The date of the review, where the review took place, who was present and what was discussed will be recorded.

Issues to be considered in the review include:

- whether stakeholders adhered to the policies and procedures
- the incidents relating to the protection of children or young people from harm and the outcome of these incidents
- the effectiveness of policies and procedures in preventing or minimising harm to children and young people, and
- the frequency of training in the child and youth risk management strategy.

Following the review

Stakeholders will be advised of any changes to policies and procedures, and training will be provided if necessary.

Procedures for maintaining the employee register

The organisation will regularly review and update the employee register.

Responsible person/officer:

Date:

Review Date:

Strategies for Communication and Support

What?

Strategies for communication and support might include providing written information and training materials to all stakeholders outlining the child and youth risk management strategy. Consider what methods would be suitable for your organisation and involve your stakeholders in developing them.

Why?

If parents/carers, employees and volunteers are actively involved in developing your organisation's policies and procedures, they are more likely to support them.

How?

A sample information sheet for parents and carers has been included in this toolkit to assist you and your organisation to consider the process you will use for communication and support in your organisation.

Your organisation will need to consider how all stakeholders will be made aware of the child and youth risk management strategy. Your organisation might consider providing information about your child and youth risk management strategy through discussion groups, handbooks, bulletin boards and newsletters.

A copy of the child and youth risk management strategy should be provided to employees and volunteers as part of the induction program. Ongoing training of the child and youth risk management strategy, including the reporting guidelines for disclosures and suspicions of harm, must also be considered.

The child and youth risk management strategy should be discussed with children and young people, particularly focusing on how children and young people can help keep themselves safe and what they can do if they feel unsafe.

Sample

Information for parents and carers

Our organisation's child and youth risk management strategy

Creating safe and supportive service environments for children and young people is everyone's business. Our organisation is committed to providing the highest standard of service to children and young people and ensuring they are kept safe from harm.

In order to create a safe and supportive service environment for children and young people, organisations must initiate and maintain ongoing planning and commitment.

In a safe and supportive environment, services and activities are provided so children and young people:

- feel safe and protected from harm
- help plan activities and make decisions
- are consulted and respected, and
- have their best interests considered and upheld.

In accordance with the *Commission for Children and Young People and Child Guardian Act 2000*, (*enter organisation name here*) is required to have a written child and youth risk management strategy to protect the children and young people in our organisation from harm. The strategy will help ensure our organisation is a safe and supportive service environment for children and young people, by identifying and minimising risks. Screening employees and volunteers through the blue card system is part of the strategy.

The child and youth risk management strategy addresses the following elements:

- a statement of commitment
- a code of conduct for interacting with children and young people
- procedures for recruiting, selecting, training and managing paid employees and volunteers
- policies and procedures for handling disclosures or suspicions of harm, including reporting guidelines
- a plan for managing breaches of the child and youth risk management strategy
- policies and procedures for implementing and reviewing the child and youth risk management strategy and maintaining an employee register for blue cards
- risk management plans for high-risk activities and special events, and
- strategies for communication and support.

As a parent/carer, it is important for you to understand the policies and procedures that form the child and youth risk management strategy. A copy of the strategy is attached for your information and comment.

Activity: Can you improve this Child and Youth Risk Management Strategy?

Referring to the sections of the toolkit see if you can spot where Smalltown Child Care Service could improve their child and youth risk management strategy.

Smalltown Child Care Service Risk Management Strategy

1. Statement of Commitment

Our philosophy is that we provide brilliant customer service at a low cost.

List the additional information that Smalltown Child Care Service should consider adding to their statement of commitment.

2. Code of Conduct

As a childcare service we aim to provide quality low cost service. Our staff will always be punctual and committed to ensuring that your children will be in bed on time.

Our staff will be friendly at all times and will remain even-tempered in all circumstances. We will not tolerate any of our employees engaging in inappropriate behaviour.

All staff will not smoke near the children in the service.

The risk management strategy will be the sole responsibility of the cleaner at Smalltown Child Care Service and will be kept in the cleaner's custody at all times. All employees will be directed to read this strategy at their first opportunity.

How do you think that Smalltown Child Care Service might improve their code of conduct?

3. Recruitment, Selection, Training and Management of Persons

Our candidates must:

- be screened undertake appropriate employment checks
- have children of their own
- have a current first aid certificate, and
- show that they have an excellent track record.

Do you think that Smalltown Child Care Service has covered all the information necessary in order to address the recruitment, selection, training and management of persons within their service? What sort of further information would you expect to see included in this section of a child and youth risk management strategy?

4. Handling Disclosures and Suspicions of Harm

Our staff will notify the appropriate authorities if a child in their care tells them that they are at risk of harm.

If a worker suspects that a child is at risk of harm, they should write a letter to the Director of the centre explaining their concerns. This letter should be posted to the director at 147 Very Short Road, Smalltown.

Staff will receive training at every opportunity.

Who are the appropriate authorities to call to report a disclosure or suspicion of harm?

5. Plan for Managing Breaches of Risk Management Strategy

If a staff member at Smalltown Child Care Service breaches the risk management strategy or any policy that stems from this strategy, they will be immediately dismissed.

There are many different levels of potential breaches of a risk management strategy that may require varying consequences. What are some of the possible consequences for a breach of a child and youth risk management strategy?

6. Policies and Procedures for compliance with Part 6 of CCYPCG Act

We will keep an employee register that clearly indicates the expiry date of the blue cards for all staff members.

We will review our child and youth risk management strategy every five years.

What kind of information should be considered in this section of a child and youth risk management strategy? How frequently must an organisation review their child and youth risk management strategy?

7. Risk Management Plans for High Risk Activities and Special Events

If Smalltown Child Care Service engages in high risk activities or special events, we will first develop a Risk Management Plan.

Does your organisation undertake high risk activities and special events? What should an organisation write in their child and youth risk management strategy if the organisation is certain that they do not undertake high risk activities and special events?

8. Strategies for Communication and Support

We strive to communicate effectively with all stakeholders within our service. All parents are welcome to discuss concerns with us.

How can your organisation ensure that all stakeholders are aware of your child and youth risk management strategy?

Useful References

1. **Anti-Discrimination Commission** – deals with discrimination, sexual harassment and acts of public hatred: www.adcq.qld.gov.au
2. **Australian Institute of Family Studies** – information and research concerning families: www.aifs.gov.au
3. **Australian Privacy Commission** – *Privacy Act 1988* (Commonwealth): www.privacy.gov.au
4. **Australian Sports Commission** – examples of member protection policies, codes of conduct, procedures useful for sporting organisations: www.ausport.gov.au
5. **Commission for Children and Young People and Child Guardian:**
www.ccypcg.qld.gov.au
 - Blue Card Contact Centre: freecall 1800 113 611
 - Complaints and Investigations: freecall 1800 688 275
 - local Community Visitors: freecall 1800 688 275
 - to access reports: www.ccypcg.qld.gov.au/resources/index.html
6. **Crime and Misconduct Commission** – accepts complaints about official misconduct of public officials: www.cmc.qld.gov.au
7. **Department of Communities (Child Safety Services)** - for information on child protection roles and contacts for reporting: www.childsafety.qld.gov.au
8. **Department of Communities** - Community Door (policies, procedures, guidelines), child protection, youth justice statutes, fact sheets: www.communities.qld.gov.au
9. **Disability Services Queensland** – Preventing and Responding to the Abuse, Assault and Neglect of People with a Disability Policy and Booklet: www.disability.qld.gov.au
10. **Legislation:** *Child Protection Act 1999* etc:
<http://www.legislation.qld.gov.au/OQPChome.htm>
11. **Queensland Police Service** <http://www.police.qld.gov.au/Forms/contact.asp>
12. **Play by the Rules** <http://www.playbytherules.net.au>