

# Child and Youth Risk Management Strategy



 Youth development  Crime prevention  Community engagement

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# Child and Youth Risk Management Strategy

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## 1.0 Statement of Commitment

*Queensland Police-Citizens Youth Welfare Association (PCYC Queensland) provides young people with an environment that supports individual development, encourages community connection, and celebrates diversity. Our services and programs aim to develop and support, as well as challenge and inspire and are designed to meet the unique needs of communities right across Queensland.*

PCYC Queensland; our employees, agents, volunteers, contractors and trainee students are committed to providing services to children and young people that assist them to reach their potential and make positive life choices.

PCYC Queensland is committed to ensuring the safety and wellbeing of all children and young people and will endeavour to provide a safe and supportive service environment. PCYC Queensland understands that this commitment requires ongoing focus and continual evaluation and improvement of our strategies, policies and procedures to ensure we are:

- Creating and maintaining a culture that puts the safety of children and young people at the forefront of everything we do.
- Developing and supporting a culture of continuous improvement and accountability for the protection of children and young people.
- Providing written information and training material that allows our employees, agents, volunteers, contractors and trainee students to clearly understand their obligations.
- Taking advantage of the most efficient communication avenues to effectively advise employees, agents, volunteers, contractors and trainee students of PCYC Queensland Policies and Procedures.
- Empowering and engaging children and young people to ensure our procedures are youth friendly and best meet their needs.
- Complying with all current legislative requirements.
- Continuing to enforce a robust reporting regime for recording and investigating all incidents, complaints or disclosures. Including reviewing controls and maintaining records.
- Promoting the ongoing learning of our employees, agents, volunteers, contractors and trainee students and supporting the application of new ideas.
- Providing support to manage disclosures or risks of harm.

Approved on behalf of:  
the QPCYWA Board of Directors by:

Garry Humphries  
Chair

Alan Davey  
Company Secretary

The following values reflect the culture that we are committed to promoting within our organisation:

## RESPECT

### WE SHOW RESPECT BY...

- conducting ourselves in a professional manner
- embracing the diversity, talent and experience of the team
- showing genuine interest in each other
- acknowledging the contribution that we all make

## PASSION

### OUR PASSION SHINES THROUGH WHEN WE...

- represent and promote PCYC Queensland with pride
- go above and beyond, remembering why we are here and our purpose
- embrace the diversity of our communities
- strive for excellence and success in everything we do

## TEAMWORK

### WE GET THE BEST OUTCOMES WHEN WE...

- consider other's perspectives when making decisions
- acknowledge individual strengths
- foster innovation and share ideas
- encourage and support each other

## COMMITMENT

### WE MAKE A DIFFERENCE WHEN WE...

- commit to understanding our position and role in the organisation
- value and acknowledge each other's achievements and successes
- represent PCYC in a positive manner
- are responsive to the needs of our community

## LEADERSHIP

### WE LEAD THE WAY WHEN WE...

- learn from each other
- are solution focused
- accept and embrace change
- seek to understand and communicate our objectives, goals and vision
- hold ourselves and each other accountable

The following people must comply with the PCYC Queensland Child and Youth Risk Management Strategy (the strategy):

- Board of Directors
- Employees / Agents / Volunteers / Contractors / Trainee Students

## 2.0 Code of Conduct

All PCYC Queensland staff are responsible for upholding the integrity of the organisation and complying with the Code of Conduct in the course of performing their professional duties.

### 2.1 Interacting with Children & Young People Code of Conduct

Due to the nature of the services offered by PCYC Queensland, there is a requirement for all staff to also adhere to the *Interacting with Children & Young People Code of Conduct*. This policy is in place to guide employees, agents, volunteers, contractors and trainee student's behaviour and decision making to reinforce a safe and supportive environment for children and young people. This policy also applies to those involved with PCYC Queensland, including but not limited to: parents, guardians/carers, spectators and visitors.

## WE MUST

- 1.0 Perform our duties bearing in mind our Duty of Care under the legislative requirements of the Child Protection Act 1999 and all other relevant legislation.
- 2.0 Complete mandatory child protection training provided by PCYC Queensland PRIOR to interacting with children and young people and then again every 12 months on the anniversary of their employment with PCYC Queensland.
- 3.0 Complete a valid working with children check; and maintain this over the course of their involvement with PCYC Queensland:
  - a. **Volunteers** - prior to commencement.
  - b. **Paid Employees** - have made an application for or hold a valid working with children check prior to their commencement.
- 4.0 Within the first 5 working days with PCYC Queensland, read, understand and sign to formally agree to abide by the PCYC Queensland Code of Conduct, PCYC Queensland Child and Youth Risk Management Strategy and PCYC Queensland policies and procedures regarding child protection and safety of children as outlined in the staff induction process. \*
- 5.0 Maintain the security, integrity and confidentiality of all information.
- 6.0 Avoid placing themselves in potentially compromising situations with children and young people.
- 7.0 Ensure records of any incident, injury, trauma or illness are documented in accordance with legislative requirements and where required, reported through to the Office for Early Childhood Education and Care within the legislated timeframes – **OSHC Services only**
- 8.0 Ensure that all legislated and PCYC Queensland mandated educator to child ratios are adhered to – **OSHC Services only**.
- 9.0 Remain alert to the risk indicators of child abuse and grooming and promptly report suspected incidents or suspicious behaviours to their supervisor and, where mandated by law, make reports to the relevant authority.
- 10.0 Ensure children and young people are appropriately supervised in high risk areas such as toilets and change rooms. The level of supervision is to be in accordance with the age and developmental level of the child or young person. \*
- 11.0 Positively contribute to a safe and supportive environment for all children and young people.
- 12.0 Perform their duties with professionalism and integrity as a positive role model to the children and young people accessing PCYC Queensland.
- 13.0 Efficiently and effectively serve PCYC Queensland and the community of Queensland.
- 14.0 Show fairness in all official dealings, including dealings with the public, employees of government departments, employees, volunteers and all others.
- 15.0 Respect the cultural, ethnic and religious practices of the families, children and young people of PCYC Queensland.
- 16.0 Ensure appropriate permissions are obtained from parents/carers/guardians prior to;
  - a. Taking photographs or video of children or young people
  - b. Posting photographs/videos to PCYC Queensland approved and monitored social media platforms
  - c. Taking children or young people on excursions or activities.
- 17.0 Ensure parents/carers/guardians are informed of travel and sleep arrangements on any camps or overnight activities organised by PCYC Queensland. \*
- 18.0 Ensure appropriate risk assessments are completed prior to taking children or young people on excursions, activities or camps.\*
- 19.0 Ensure a correct record of attendance is kept for all activities involving children and young people including arrival and departure times.
  - a. This is also inclusive of the parent/carer signature on attendance registers – **OSHC Services only**
- 20.0 Avoid real or apparent conflicts of interest. However, employees and volunteers should not be subject to unnecessary restrictions on their private activities purely as a result of their employment with PCYC Queensland, where such activities do not involve a conflict of interest or adversely affect their work performance
- 21.0 Be identified by a PCYC Queensland name badge and where practicable, a PCYC Queensland branded uniform that is familiar to children, young people and members of the public accessing PCYC Queensland.
- 22.0 Advise our immediate supervisor where a friendship has developed with families and/or children and young people who participate in PCYC Queensland programs prior to or during employment with PCYC Queensland.
- 23.0 Report to our immediate supervisor any knowledge of a staff member or volunteer who is engaged in non-PCYC Queensland activities such as baby-sitting or child-minding children or young people who participate in PCYC Queensland programs.
- 24.0 Report all cases of fraud, corruption, unethical conduct or unlawful activity to the Chief Executive Officer of PCYC Queensland or the organisation's official Whistle-blower.

## WE MUST NOT

- 1.0 Harm or exploit children or young people who access PCYC Queensland programs and services
- 2.0 Discipline children or young people through the use of verbal, emotional or physical abuse.
- 3.0 Withdraw the necessities of care (including food, shelter and emotional warmth).
- 4.0 Make violent or sexually suggestive comments to a child or young person or make derogatory references to cultural/religious/ethnic/gender differences of children and young people or their families.
- 5.0 Have a child sit on their lap, cuddle, kiss or touch children in an inappropriate and/or culturally insensitive way.
- 6.0 Undertake a task of a personal nature for a child or young person that they are capable of doing themselves e.g. changing clothes, toileting, feeding etc.
- 7.0 Engage in rough physical play. (Outside of the appropriate activities of a program and or sport and recreation activity)
- 8.0 Be left alone with a child or young person where they cannot be observed by at least one other PCYC Queensland employee, volunteer or other adult.\*
- 9.0 Travel, or be accommodated, alone with a child or young person before, during or after a PCYC Queensland excursion, activity, program or camp.\*
- 10.0 Transport an individual child or group of children to or from any PCYC Queensland activity in a private vehicle without the written consent of the PCYC Queensland CEO or a representative of the Approved Provider or if directed to do so by emergency services. This activity if approved must have in place a current, known and followed risk assessment.
- 11.0 Smoke when on any PCYC Queensland premises or outside school hours care services, including all buildings, state office buildings, vehicles and the like.
- 12.0 Take children to our own home or encourage meetings outside the PCYC Queensland program activity or session of care.
- 13.0 Release a child or young person from a PCYC Queensland activity or session of care to anyone other than the authorised parent/carer/guardian or an individual authorised by the parent/carer/guardian\*.
- 14.0 Be involved in baby-sitting or child-minding or other after-hours activities with children or young people unless:
  - a. The child or young person is directly related
  - b. The child or young person is a participant in a different program to where the staff member/volunteer is employed, and they never have interactions or supervision during working hours
- 15.0 Work for another organisation (second job) whilst working for PCYC Queensland if the total hours worked in the day is excessive (more than 10 hours) and if the additional external hours impact negatively on the individuals work performance with PCYC Queensland.
- 16.0 Wear a PCYC Queensland uniform or name badge to any external places of employment.
- 17.0 Arrive at work or conduct tasks of employment while under the influence of performance impairing substances including alcohol, controlled or illegal substances.
- 18.0 Take unauthorised photos or videos of children or young people on work or personal mobile phones/cameras/other devices.
- 19.0 Place on personal social media platforms including but not limited to Facebook, Instagram or Snapchat; personal information, photographs or videos of children or young people involved in any capacity with PCYC Queensland.
- 20.0 Contact or converse with children or young people through social media platforms unless they are PCYC Queensland approved and monitored social media platforms and content is related solely to PCYC Queensland program and activities.\*
- 21.0 Text or email information directly to a child or young person's mobile phone or email address, unless for the express purpose of conducting PCYC Queensland business. All communications are to include the parent/carer/guardian and must only be made from PCYC Queensland devices.\*
- 22.0 Give gifts to children or young people unless as a gift from PCYC Queensland (e.g. a gift from PCYC Queensland to all children in a program at Christmas).
- 23.0 Allow visitors to access PCYC Queensland clubs or outside school hours care services without appropriate sign-in and supervision by a PCYC Queensland employee, agent or volunteer.

\* exceptions to these are detailed in 10.0.

## 3.0 Recruitment, Training and Management of Employees and Volunteers

### 3.1 Recruitment and Selection

PCYC Queensland is committed to providing a contemporary Recruitment framework to allow the attraction and retention of employees who have the required skills, knowledge, experience and competencies to help PCYC Queensland achieve its vision and strategic objectives.

- When advertising positions with PCYC Queensland, the first mandatory selection criteria listed is “Current Working with Children’s Check (Blue Card) or eligible to apply”. This is applicable to all roles undertaken in the organisation that are classed as ‘regulated employment’ under the [Working with Children \(Risk Management and Screening\) Act 2000](#).
- PCYC Queensland provides Position Descriptions to all employees and volunteers prior to commencement. Position Descriptions detail the skills and experience required to perform their duties and their WHS responsibilities - including contribution to an environment which is safe and supportive for children and young people.
- Interviews are conducted with at least two panel members from the organisation. It is recommended that the direct line manager of the role being recruited is included in the interview panel. In addition, at least one member of the interview panel must have a good understanding of the requirements of the role being recruited.
- On completion of the interview process, all applicants are reviewed on merit.
- Copies of required qualifications, courses, certificates and professional registrations will be taken and kept on the personnel file.
- At least two work-related references are required from applicants during the selection process. These references are contacted (with permission) prior to any offer being granted.\*
- Confirmation of Australian Citizenship/Residency or Right to Work in Australia must be provided through the application process, along with 100 points of Identification. Copies of proof must be kept on the personnel file.
- Working with Children Check (Blue Card) must be obtained to be employed with PCYC Queensland. Applicants are required to indicate on their application whether they are able to secure a positive notice blue card. Under no circumstances will PCYC Queensland engage an applicant who is deemed a prohibited person. \*
- All applicants are also required to undergo a National Police Check as a condition of an Offer of Engagement. If they choose not to undertake a National Police Check, their application must be deemed unsuccessful.
- PCYC Queensland provide a probation period of six (6) months to all new employees. Throughout this period, performance, skills and suitability will be monitored to ensure the employee meets the standards of PCYC Queensland.

### 3.2 Training

Training is carried out to enhance the skills and knowledge of employees and volunteers and reduce exposure to risks. PCYC Queensland is committed to ensuring on-going training is available and provided to all employees and volunteers. Training is provided to new employees and volunteers to outline their responsibilities and commitment expected by PCYC Queensland to promote the safety and wellbeing of children and young people. Existing employees and volunteers are required to complete annual training and development to ensure their skills and knowledge meet the requirements of their positions.

Training completed by each employee and volunteer is recorded in their online personnel file. This includes training completed offline by those unable to access the training in the online system. Pass/Fail and percentage results are recorded with feedback forms also completed for training events.

Certificates for in-house training modules are available to all employees and volunteers through their personal login on the PCYC Queensland Learning Management System (LMS).

Upskilling and personal development training is available to employees and volunteers on a 'needs basis' and should be identified during annual appraisals. Expressions of interest for training are sent out on a regular basis by the Training team to offer targeted staff development workshops.

As an Approved Provider of Outside School Hours Care, PCYC Queensland provide training to all ECEC professionals through an external provider. These courses comply with the legislative requirements under the National Quality Framework and meet duty of care obligations regarding Child Protection. Completion of the courses are mandatory prior to commencement of employment at an OSHC Service.

### **Induction programs**

PCYC Queensland have a comprehensive induction process which is mandatory for all employees and volunteers to complete. Induction requirements are identified based on position. Ideally this will be completed prior to commencement with the organisation, however if this is not possible, it must be completed on the employee or volunteers first day. An Induction Checklist is available on the PCYC [Intranet](#) to provide guidance to managers/supervisors and ensure each employee or volunteer receives the same comprehensive induction.

Access to induction material is provided via a web-based portal; or where required hard copy documents. Mandatory induction includes:

- Induction - Welcome to PCYC
- Induction - Accountability and Governance
- Induction - Code of Conduct
- Induction - Workplace Health and Safety
- Introduction to Child Protection Training
- Induction - Child & Youth Risk Management Strategy
- Incident Management System User Guide
- OSHC Induction – Educator (OSHC Services only)
- OSHC Induction – In Safe Hands Child Protection (OSHC Services only)
- OSHC Induction – In Safe Hands/NAQ Nutrition – Food Safety Training (OSHC Services only)

A comprehensive list of all modules available can be found on the PCYC Queensland Learning Management System (LMS).

All PCYC Queensland employees, agents and volunteers are issued with a copy of the Child and Youth Risk Management Strategy on commencement and provided access to the document and all approved policy framework documentation via the PCYC Queensland Intranet.

### **Monitoring of Training Requirements**

PCYC Queensland require all employees and volunteers to complete annual training as a way to ensure their knowledge and skills meet the requirement and expectations of their position, the organisation and community. Annual training courses include:

- Refresher - Child Protection
- Refresher - Accountability and Governance
- Fire Training
- Child Behaviour Guidance (OSHC Services only)
- In Safe Hands - Child Protection (OSHC Services only)
- In Safe Hands/NAQ Nutrition - Food Safety (OSHC Services only)

Training reminders are sent out when refresher training is due; reports are provided to managers to track completed and outstanding refreshers to ensure these are actioned.

## **3.3 Management**

The standards of conduct and performance expected by PCYC Queensland are communicated to employees through documentation, training, information sessions and review meetings.

Appraisals are a critical part the ongoing management of our employees. At the completion of the probation period (6 months), PCYC Queensland Managers will complete a review with their employee, documenting this in the relevant Probation Review Form. PCYC Queensland expects Managers and Supervisors to undertake appraisals with their employees at least once a year.

The emphasis of an appraisal should be focused on issues which impact on the safety and wellbeing of children and young people:

- Achievement of the key responsibilities and tasks as outlined in the employee's position description;
- The employee's approach to performing their role, specifically in regards to their behaviour in the workplace and within their team;
- What, if any development and/or training opportunities are available that would assist in improving or enhancing the overall performance of the employee
- The achievements and challenges the employee has faced during the review period
- The employee's goals or areas of focus for the upcoming 12 months

If a matter relating to performance occurs, PCYC Queensland ensures clear evidence or examples of unsatisfactory performance or behaviour are provided to the employee and the employee is given the opportunity to respond. Any conduct or performance that may impact the safety or wellbeing of children will not be tolerated.

Exit interviews are available for optional completion by all exiting PCYC Queensland employees.

### **Complaints**

Internal and external complaints against PCYC Queensland employees, agents, volunteers, contractors or services should be submitted in writing via [complaints@pcyc.org.au](mailto:complaints@pcyc.org.au). PCYC Queensland endeavours to acknowledge the receipt of each complaint within 48 hours of receipt. All complaints are documented on the Complaints Register and investigated either by PCYC Queensland, QPS or an external investigator. Recommendations are reviewed, and any required action will be taken in accordance with the Complaints Procedure.

### **OSHC Services**

As an Approved Provider PCYC Queensland must notify the Regulatory Authority (ECEC) of any complaints alleging:

- that a serious incident has occurred or is occurring while a child was or is being educated and cared for by the approved education and care service; or
- that the Education and Care Services National Law has been contravened.

Notification must be made in writing to [complaints@pcyc.org.au](mailto:complaints@pcyc.org.au) and the Manager/Supervisor within 24 hours of the complaint or incident. Notifications will be actioned in accordance with the Regulatory Authority Reporting Procedure (PRO-DOC-OC7-001).

### **Discipline**

PCYC Queensland does not condone misconduct and unacceptable behaviour in the workplace and will respond appropriately regarding the management of such matters, which may include taking disciplinary action, up to and including termination. In matters of serious misconduct occur, or it is considered a risk to health and safety, PCYC Queensland may suspend employees whilst the matter is being investigated. PCYC Queensland will ensure the principles of procedural fairness and natural justice are followed which includes allowing the employee subject to the discipline process the opportunity to present his/her own case.

## **4.0 Handling Disclosures and Suspicions of Harm**

Child protection is everybody's responsibility and at PCYC Queensland this is our priority. To ensure any disclosure or suspicion of harm is dealt with quickly and efficiently; all employees, volunteers, contractors and trainee students receive regular training in identifying risks of harm and handling disclosures or suspicions of harm. PCYC Queensland have comprehensive policies and reporting procedures in place to ensure that if there is a disclosure or suspicion of harm; it is handled appropriately.

PCYC Queensland employees, agents, volunteers, contractors and trainee students act in a manner that supports the interests and wellbeing of the children and young people they interact with.

Examples of how we achieve this include:

- making sure that children know that it is their right to feel safe at all times.
- letting them know who is and who is not an employee in the organisation.
- making sure they are safe by monitoring their activities and ensuring their environment meets all safety requirements.
- 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.

## 4.1 Definition

**Harm** – means any detrimental effect of a significant nature on the child’s physical, psychological or emotional wellbeing. Harm can be caused by a single act, omission or circumstance, or a series or combination of acts, omissions or circumstances. Harm can be categorised in the following types:

- **Physical abuse** – beating, shaking, burning, biting, causing bruise or fractures by inappropriate discipline, giving children alcohol, drugs or inappropriate medication.
- **Emotional or psychological** - constant yelling, insults, swearing, criticism, bullying (including cyber), not giving children positive support and encouragement.
- **Neglect** - not giving children sufficient food, clothing, enough sleep, hygiene, medical care, leaving children alone or children missing school.
- **Sexual abuse or exploitation** - 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).

## 4.2 Addressing Disclosures or Suspicions

**Disclosures** – Occur when someone, including a child or young person, 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 about what I want you to do, but...”

Only ask “What Happened? When did it happen? Who did you tell?”, leading questions must not be asked. PCYC Queensland training provides instruction to remain calm, keep neutral and be aware of personal emotions. A PCYC Queensland Disclosure Record must be completed.

**Suspicion of harm** – when someone has a reasonable suspicion that a child has suffered, is suffering, or is at an unacceptable risk of suffering, significant harm. A child who has been, or may be experiencing, abuse may show behavioural, emotional or physical signs of stress and abuse. Suspicions and concerns about the welfare of a child must be recorded using a PCYC Queensland Concern Form. These must be recorded in a non-judgmental and accurate manner as soon as possible.

**Support** - support and counselling will be offered to all parties involved in a disclosure. All employees and volunteers can seek support through Employee Assistance Program (1300 361 008).

## 4.3 Reporting Responsibilities

PCYC Queensland is committed to ensuring all employees, agents, volunteers, contractors and trainee students understand their responsibility to report disclosures or suspicions of harm. PCYC Queensland will not conduct its own enquiries in relation to the matter or try to come to an agreement between the parties involved.

The person who receives the disclosure or suspects harm must report this to the relevant authority which may include the Department of Child Safety or the Queensland Police Service who will decide on an appropriate course of action. Reports must be comprehensive and accurate. **If a child is in**

**immediate danger, the report should be made directly to the Queensland Police Service via 000.** Details of the person who has made the report will be kept completely confidential.

The PCYC Queensland procedure for Handling Disclosures or Suspicions of Harm is part of employee and volunteer training. The procedure and decision support guides are available on the PCYC Queensland [Intranet](#).

## Mandated Reporting

Under legislation (Child Protection Act 1999 and Child Protection (Mandatory Reporting – Mason’s Law) Amendment Act 2016) certain professionals have a legal obligation to report child safety concerns to Child Safety, where there is a reasonable suspicion that the child has suffered, is suffering, or is at unacceptable risk of suffering, significant harm caused by physical or sexual abuse, and there is not a parent able and willing to protect the child from harm.

In PCYC Queensland, mandatory reporters include:

- **Police officers with child protection responsibilities**
- **Early childhood education and care professionals**
- **Registered teachers**

Each PCYC Queensland Club is managed by a serving Queensland Police Officer (Agent), usually at the rank of Sergeant, with some clubs having two officers. These officers are highly trained in dealing with complaints of any nature but in particular those relating to the various legislation dealing with ‘Child Safety’. In addition to complying with the Strategy and PCYC Queensland policies, they have a statutory obligation under the ‘Police Service Administration Act’ and the various Police Service Orders, Policies and Procedures.

## 5.0 Managing Breaches of the Risk Management Strategy

PCYC Queensland has the expectation that all employees, agents, volunteers, contractors and trainee students will understand their obligations and abide by the Child and Youth Risk Management Strategy. Any breaches to the strategy will not be tolerated.

### 5.1 Definition

**Breach** – any action or inaction by an individual employed by or involved with the organisation, including children and young people, that fails to comply with any part of the strategy.

### 5.2 Responsibilities and Delegations

**Employees/Agents/Volunteers/Trainee Students** all hold the responsibility of reporting breaches of the Child and Youth Risk Management Strategy to their Manager/Supervisor.

**Direct Supervisor or Manager** is responsible for reporting the breach to the Human Resources team, in writing, via [hrhelp@pcyc.org.au](mailto:hrhelp@pcyc.org.au).

**The Human Resources team** will provide advice and support for all breaches and disciplinary related matters.

**Parents/Children and Young People** also have the responsibility of reporting breaches of the Child and Youth Risk Management Strategy. This should be done, in writing, via [complaints@pcyc.org.au](mailto:complaints@pcyc.org.au).

### 5.3 Process

Any breach (perceived or actual) by an individual employed by or involved with the organisation must be reported and investigated.

The four key stages to the management of breaches include:

1. Assessment and Investigation of the alleged breach
2. Review of all relevant evidence pertaining to the alleged breach
3. Decision about suitable consequences to be taken
4. Communicating finding and action taken to the individual

**Internal Breaches** - during the assessment and investigation process, PCYC Queensland may enforce suspension of the employee, agent, volunteer, contractor or trainee student until the matter is resolved. The outcome of investigations for breaches may include possible disciplinary action, up to and including termination.

**External Breaches** - during the assessment and investigation process, PCYC Queensland may enforce suspension of the participant (including children and young people), parent, guardian/carer from the club or service until the matter is resolved. The outcome of investigations for breaches may include temporary suspension or ban from PCYC Queensland clubs or services.

All reports of breaches to the Child and Youth Risk Management Strategy will be stored electronically on a secure drive.

## 6.0 Risk Management Plan for High Risk Activities and Special Events

PCYC Queensland is committed to the implementation of effective, efficient and consistent risk management across all activities and special events.

PCYC Queensland have a comprehensive risk management framework and supporting procedures which must be applied to all activities and events undertaken; regardless of the risk level. The framework reinforces a positive risk culture where all those employed by or involved with PCYC Queensland play a role in managing risk.

High risk activities and special events undertaken by PCYC Queensland can include, but are not limited to:

- Involving the participation of volunteers or people who are external to the organisation
- Holding an event at an external venue or destination with a large amount of people, and/or internationally, and/or possibly involving hazards such as ponds, lakes or pools
- Outdoor activities such as swimming, bushwalking, rock-climbing, adventure centre activities etc
- Transport to and from venues
- Activities/events run overnight or for lengthy periods of time

The risk management framework set out by PCYC Queensland has been developed in accordance with AS/NZS ISO 31000:2018 Risk Management – Guidelines.

Further detail can be found in the Risk Management Framework.

This must be completed and approved by the relevant authority prior to the activity/event, with monitoring to continue until completion.

## 7.0 Compliance with Blue Card Legislation

PCYC Queensland is committed to ensuring all employees and volunteers engaged in regulated employment, hold a positive notice from Blue Card Services, or an Exemption Card. In order to ensure the management of the screening and monitoring, PCYC Queensland have a Working with Children Check Procedure which outlines responsibilities and requirements for managing:

- Applications
- Existing Blue Card / Exemption Card Holders
- Changes in Police Information and High-Risk Individuals
- Blue Card Register

As PCYC Queensland works in partnership with Queensland Police Service, those agents who work with PCYC Queensland are not required under legislation to hold a positive notice or exemption card.

Due to the nature of the services provided by PCYC Queensland, all employees, volunteers, contractors and trainee students are required to hold a Blue Card. PCYC Queensland has an expectation that all employees and volunteers will ensure their Blue Card is renewed before expiry and advise PCYC Queensland of any change in Police Information.

As outlined in the *Working with Children (Risk Management and Screening) Act 2000*; engagement with PCYC Queensland can occur:

- **Paid Employees** - once their application has been received by Blue Card Services

- **Volunteers** – once their Positive Notice has been issued by Blue Card Services

Blue Card Services applications are handled by PCYC Queensland Human Resources team.

PCYC Queensland has made a commitment under the Child and Youth Protection Policy to ensure review of the Child and Youth Risk Management Strategy occurs annually. This review will take into consideration:

- whether the policies and procedures that support the strategy were followed
- whether incidents relating to children and young people's risk management issues occurred
- effectiveness of policies and procedures and any changes to those supporting documents
- content and frequency of training in relation to the strategy

Any changes PCYC Queensland considers necessary will be made to the strategy to ensure the organisation is meeting the requirements of effectively addressing risks to children and young people. Changes in the strategy will be published and communicated to all stakeholders.

## 8.0 Strategies for Communication and Support

PCYC Queensland's Child and Youth Risk Management Strategy is available for public view on the [website](#) and internally on the [Intranet](#). Copies are provided to all employees and volunteers as part of their induction training with PCYC Queensland and are also available at all of our clubs and services.

The PCYC Queensland Child and Youth Risk Management Strategy has been developed in consultation with stakeholders throughout the organisation. Each and every stakeholder is committed to contributing to building a culture which recognises and values the importance of upholding safeguards for children and young people.

### 8.1 Communication Channels

To further engrain the understanding of the importance of the Child and Youth Risk Management Strategy throughout the organisation and PCYC Queensland community the following avenues are used:

- Compulsory Induction Training
- Updates and reminders through e-newsletters:
  - "CEO Update" – all staff
  - "Policy Updates" – all staff
  - "Leadership Cascade" – Leadership Team
- Policy Reference Group workshops
- Refresher (annual) training via LMS:
  - Child and Youth Risk Management Strategy
  - Identifying Risks of Harm, Handling Disclosures
  - Supporting Policies and Procedures
- Access via PCYC intranet at any time
- Blue Card Services information sheet "[Rights and obligations of blue card holders](#)"
- Key stakeholder subscriptions for legislative changes

## 9.0 Definitions / Glossary

Policy Glossary is available on the PCYC Queensland intranet.

## 10.0 Exceptions to Operating Procedures and Guidelines

There are certain circumstances where PCYC Queensland standard Policy and Procedure may not be able to be applied due to the program or service offered to the community group.

Explanation that exceptional circumstances may apply in emergency situations or as follows:

Professional Referees	
<b>Exceptional Circumstance</b>	Volunteers who have not been in the workforce for many years or have not yet entered the workforce / Employees who have just completed school or who have not been previously employed.
<b>Safe Guard / Risk Mitigation</b>	Referees from an educational or community engagement may be used.

Working with Children Check (Blue Card)	
Exceptional Circumstance	Volunteers under 18 years of age are exempt from requiring a blue card unless they are a trainee student doing a practical placement as part of their studies with an education provider.
	Employees who are engaged to undertake roles which are not deemed as 'regulated employment' under the <i>Working with Children (Risk Management and Screening) Act 2000</i> are not required to hold a Blue Card (Positive Notice).
Safe Guard / Risk Mitigation	Volunteers will have an expiry entered against their name in the register <b>90 days</b> prior to turning 18 years of age. A follow up will be conducted to confirm they have applied for a Blue Card.
	Employees must undertake a National Police Check as part of the screening process with PCYC Queensland. These employees are not authorised to participate in child-related services with PCYC Queensland. If their role changes and is class as 'child-related'; the requirement for a Blue Card prior to commencing these duties will be enforced.
Staff Induction – Child Protection & Safety Policies	
Exceptional Circumstance	Outside School Hours Care (OSHC) staff induction must be completed prior to their commencement with children.
Safe Guard / Risk Mitigation	Induction paperwork must be received by HR before approval for commencement will be provided to the service.
Children and Young People – Transporting; Being alone with	
Exceptional Circumstance	Youth Support workers provide transport for young people to appointments which may include Court Appearances, Centrelink, Health professionals and other general case management reasons in order to provide support services. Additionally, due to the location and/or cultural expectations, remote and indigenous PCYC Queensland clubs provide transportation via predetermined pick up/drop off routes for young people who participate in programs and activities. Individual transport of a young person may occur only when there is no other safe options available.
Safe Guard / Risk Mitigation	Youth Support Service "Transporting Clients" guidelines must be adhered to. Risk assessments are completed and approved for the pick up/drop off routes of remote and indigenous communities.
Children and Young People – Sharing Accommodation	
Exceptional Circumstance	Duke of Edinburgh's Award Adventurous journeys domestic and international, transporting YMT or other program participants or whilst on a camp, camp outs, State Youth Leadership Program and other programs with an accommodation aspect.
Safe Guard / Risk Mitigation	They should separate males from females, and adults from young people. Young people can share a cabin or tent or hotel room, but adults should be in adjoining ones, not the same one. Either; two + young people and one adult, or two adults and one young person. We advise them not to be alone with a young person in this context.
Releasing children or young people	
Exceptional Circumstance	In situations which put staff and/or children, young people or their families in danger by not releasing a child or young person. In situations where young people (over the age of 12) attend a PCYC Queensland club for an activity or program
Safe Guard / Risk Mitigation	A risk management strategy for emergency situations will be known and followed by all employees and the matter reported promptly to supervisors and the police.
Toileting Children	
Exceptional Circumstance	Situations where a child with additional support requirements requires assistance or children requiring emergency toileting.

<b>Safe Guard / Risk Mitigation</b>	Addressed through an approved risk assessment.
<b>Staff contact with young people – Mobile Phones</b>	
<b>Exceptional Circumstance</b>	Due to the age and demographic of participants in Youth Development programs, mobile phones are the most effective method of communication. Mobile phones will be used by Youth Development Program Staff to arrange meetings/provide information in relation to the support/services a young person is receiving from PCYC Queensland. Programs include: State Youth Leadership Program, Duke of Edinburgh Award and Youth Management Team.
<b>Safe Guard / Risk Mitigation</b>	Contact via Mobile phones is by approved PCYC Queensland devices only. All Program Staff must adhere to the mobile phone policy.  All texts are saved and not to be deleted. Appropriate language used in all exchanges. Texts or calls aren't sent outside of work hours or regarding personal conversations. Where relevant, parents/guardians are also sent the same message. Young people are made aware that your phone is not accessed outside of work hours.
<b>Staff contact with young people – Social Media (Facebook)</b>	
<b>Exceptional Circumstance</b>	Social media is a forum used to ensure continued engagement with young people participating in PCYC Queensland programs, particularly those that are run over multiple years. Eg. State Youth Leadership Program is a three-stage program that requires time between for the participants to mature. There are minimum age requirements for each level. Level 1 – 14 yrs, Level 2 -15 yrs Level 3 – 16 yrs High achieving graduates of the program continue on as peer mentors.
<b>Safe Guard / Risk Mitigation</b>	Communication must be via PCYC Queensland approved accounts; not communication will be via personal accounts; in accordance with the Social Media Policy. Management have oversight of all accounts and communication.
<b>Staff contact with young people – Email</b>	
<b>Exceptional Circumstance</b>	Email communication will be used by Youth Development Program Staff to provide information in relation to the support/services a young person is receiving from PCYC Queensland. Programs include: State Youth Leadership Program, Duke of Edinburgh Award and Youth Management Team.
<b>Safe Guard / Risk Mitigation</b>	All emails must be sent via an approved PCYC Queensland email account. The listed parent/guardian of participants under 18 years are also sent the correspondence, in addition to the Club representative.

Supporting Information			
<b>Legislative Compliance</b>	<a href="#">Working with Children (Risk Management and Screening) Act 2000</a> <a href="#">Working with Children (Risk Management and Screening) Regulation 2011</a> <a href="#">National Principles for Child Safe Organisations</a> <a href="#">Child Protection Act 1999</a> <a href="#">Child Protection (Mandatory Reporting – Mason’s Law) Amendment Act 2016</a> <a href="#">Police Service Administration Act 1990</a>		
<b>Parent Document (Policy)</b>	Governance Policy ( <a href="#">BPO-GOV-SW0-001</a> )		
<b>Related Documents</b>	Child and Youth Protection Policy ( <a href="#">BPO-GOV-CRM-002</a> ) Risk Management Policy ( <a href="#">BPO-GOV-SW0-006</a> ) Risk Management Framework ( <a href="#">BPO-GOV-SW0-007</a> ) Risk Management Procedure Risk Assessment Form Working with Children Check Procedure (PRO-POC-CRM-001) Working with Children Check Guidelines (GDL-POC-CRM-001) Handling Disclosures and Suspicions of Harm Procedure (PRO-POC-CRM-002) Disclosures and Suspicions of Harm Guidelines Code of Conduct – Interacting with Children ( <a href="#">BPO-GOV-CRM-003</a> ) Code of Conduct ( <a href="#">BPO-POC-SW0-002</a> )		
Document Control			
<b>Owner</b>	Board		
<b>Approver</b>	Board	<b>Approval Date</b>	28/02/2019
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