

CHILD SAFETY POLICY & PROCEDURES

Responsible Officer:	The UMSU Child Safety Officer (CSO)
Approved By:	Student’s Council
Effective Date:	17/07/2023
Review Frequency:	Six months after Council endorsement and thereafter yearly, following any significant incidents or if there are changes in legislation, whichever comes first.
Next Review:	17/01/2024

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1 | SCOPE

This policy applies to all staff, student representatives, volunteers and affiliated clubs and societies.

2 | PURPOSE

This policy sets out UMSU's commitment to compliance with the Victorian Government Child Safe Standards and the University of Melbourne Child Safety Policy (MPF1337) and Child Safety Reporting Process. The UMSU Child Safe Code of Conduct and the Risk Assessment & Management Template is scheduled to this policy.

3 | COMMITMENT TO CHILD SAFETY

UMSU recognises that all children have a right to:

- be, and to feel, safe;
- be provided with protection; and
- the opportunity to flourish emotionally, socially, economically, educationally, and spiritually.

UMSU will demonstrate our commitment to the safety, wellbeing and interests of children and young people through:

- Upholding the rights of children and young people who come into contact with the organisation so that they feel heard on matters relevant to their safety and so that they feel safe and protected.
- Zero tolerance of child abuse, all allegations and safety concerns will be treated seriously and consistently with our robust policies and procedures.
- Adherence to our legal and moral obligations to contact authorities when we are worried about a child's safety, which we follow rigorously.
- The proactive prevention of to prevent child abuse and identification risks early, taking steps to remove and reduce these risks.
- Robust recruitment and training practices for all staff and volunteers.
- Protecting the cultural safety of Aboriginal and Torres Strait Islander children, the cultural safety of children from culturally and/or linguistically diverse backgrounds and providing a safe environment for children and young people with a disability.
- Maintaining policies, procedures and training that support our leadership team, Student Council, staff, volunteers and affiliated clubs and societies to fulfil these commitments.

4 | RESPONSIBILITIES

At UMSU, it is everyone's responsibility to:

- Facilitate an organisational environment that is supportive of children's wellbeing and safety; and
- Be familiar and comply with the applicable law, this Policy, and the Child Safe Code of Conduct.

The UMSU Child Safety Officer (CSO) is responsible for raising child safety concerns and responding to any concerns or complaints about child safety within the organisation. This may include risk management, and documentation, escalating reports to the police or child protection agencies, and/or communicating with the University Safer Community Program.

The CSO is required to:

- understand, promote, and act in line with this Policy and the Child Protection Code of Conduct;
- make themselves available for consultation with anyone who wants to raise child safety concerns at UMSU;
- attend appropriate training and development on child protection issues, as required;
- provide advice and support regarding the application and implementation of this Policy to UMSU.

The CEO is responsible for working with the CSO and People and Community to create awareness and support for the organisation's child safety commitments.

People and Community are responsible for the implementation of staff training and induction on child safety, along with the development of recruitment processes which reflect child safety practices.

5 | DEFINITIONS

Abuse means:

- Physical child abuse is any non-accidental infliction of physical violence on a child by any person.
- Child sexual abuse is when a person uses power or authority over a child to involve them in sexual activity. Sexual offences are regulated by the Crimes Act 1958 (Vic) Child Sexual abuse also includes grooming, as defined by section 49M (1) of the Crimes Act 1958.
- Emotional and Psychological Child Abuse is when a child is repeatedly rejected, isolated, or frightened by threats. It also includes hostility, derogatory name-calling and put-downs, and persistent coldness from a person to the extent that the child suffers, or is likely to suffer,

emotional or psychological harm to their physical or developmental health.

Child/children and young people all refer to any person under the age of majority (currently 18).

The UMSU Child Safe Code of Conduct is scheduled to this Policy.

Child Safe Standards refers to the Victorian Government Child Safe Standards under section 17(1) of the Child Wellbeing and Safety Act 2005, which are compulsory minimum standards for organisations that provide services for children and young people (or are used by children and young people) to help protect them from harm.

Child Safety includes matters related to protecting all children and young people from abuse, identifying, and managing the risk of abuse, providing support to a child or young person at risk of abuse, and responding to suspicions, incidents, disclosures or allegations of abuse.

Obligation to Disclose (mandatory reporting) applies to adults who have information that leads them to form a Reasonable Belief that another person has sexually offended against a child under sixteen years in Victoria. These matters must be reported to the police.

Reasonable Belief refers to situations where:

- A child states they or someone they know has been abused (noting that sometimes the child may in fact be referring to themselves);
- Observation of behaviour consistent with that of a child who is being abused;
- Someone else has raised a suspicion of abuse but is unwilling to report it; and,
- Observing suspicious behaviour of another person that suggests they may be abusing a child.

6 | PROCEDURAL PRINCIPLES

TRAINING AND SUPERVISION

Training and education are important to ensure that everyone at UMSU understands that child safety is everyone's responsibility.

All Student Representatives, staff, volunteers and affiliated clubs and societies (in addition to parents/carers and children) should feel confident and comfortable discussing any allegations of child abuse or child safety concerns. To this end UMSU will ensure training is provided to Student Representatives, staff, volunteers and affiliated clubs and societies to identify, assess, and minimise risks of child abuse and to detect potential signs of child abuse in accordance with the Child Safe Code of Conduct.

We also support our Student Representatives, staff, volunteers and affiliated clubs and societies through ongoing supervision to develop their skills to protect children and young people from abuse; and promote the cultural safety of Aboriginal and Torres Strait Islander children and young people from linguistically and/or culturally diverse backgrounds, and the safety of children or young people with a disability.

RECRUITMENT

UMSU will employ skilled people to work with children and young people. We develop selection criteria and advertisements which clearly demonstrate our commitment to child safety and an awareness of our social and legal responsibilities.

We actively encourage applications from Aboriginal and Torres Strait Islander peoples, people from culturally and/or linguistically diverse backgrounds and people with a disability.

All people engaged in work and volunteering at UMSU require a Working with Children Check. Ongoing employment is contingent on a valid Working with Children Check.

For staff the Human Resources Manager will ensure:

- That all Position Descriptions stipulate the need for a valid Working with Children Certificate;
- a copy of the Working with Children Certificate from the preferred candidate is obtained and the Justice Victoria online process is used to Check Status of the Certificate prior to confirming any offer for the relevant role; and,
- A copy of the Working with Children Certificate is filed in the employees' records and added to a database that records the date of expiration of the Certificate, and a reminder mechanism for HR to request renewal of the Certificate.

The UMSU Volunteering Manager, will be responsible for the above process with Volunteers.

All Student representatives, Staff, and Volunteers will be required to sign a copy of the Child Safe Code of Conduct. The signed copy will be managed as part of the recruitment or induction process.

PRIVACY AND INFORMATION SHARING

UMSU will maintain personal information in conformity with the UMSU Privacy Policy and in accordance with Information Privacy Act 2000 (Vic), the Health Records Act 2001 (Vic), UMSU will keep information about complaints confidential, except when necessary to share information to prioritise child safety. We may need to share information about incidents and complaints with external authorities to comply our child safety obligations.

RISK MANAGEMENT AND SAFETY GUIDELINES

UMSU will maintain risk management strategies to identify, assess, and take steps to minimise child safety risks, which include risks posed by physical environments and online environments in accordance with the Victorian Child Safe Standards. This includes:

- Two adults must be always present when supervising children.
- Written consent forms must be signed by guardians/carer consenting for staff or volunteers to administer medical attention.
- Activities which include children will use the Commission for Children and Young People's child safety risk assessment.

CONCERNS, COMPLAINTS AND REPORTING

Anyone subject to an Obligation to Disclose must report the incident to the CSO who will determine how to appropriately escalate the concern and whether there is a Reasonable Belief that there is a child safety concern.

In responding to concerns or reports, the CSO will:

- document the concern on a secure device or a case management system if available.
- contact the CEO of UMSU to consult about the response
- notify the University of Melbourne Safer Community Program to report risks or incidents, in line with section 5.8 of the University of Melbourne Child Safety Policy;
- where indicated, report an incident to Victoria Police and work with them to determine if an intervention is required;
- keep relevant parties informed about the status of a case and reporting requirements.
- notify the Human Resources Manager if the respondent is an UMSU Volunteer, Staff member, or Student Representative. The Human Resources Manager will take action in accordance with UMSU's complaint processes.

BREACH OF CHILD SAFETY CODE OF CONDUCT

Failure to comply with this Policy and the Child Safe Code of Conduct may result in the following actions:

- a meeting with the CEO of UMSU to discuss the breach;
- an investigation in accordance with the UMSU Complaints Framework which may determine outcomes including the requirement for further training, or a disciplinary outcome;
- a report being made to external agencies, such as Victoria Police or Child Protection.

RELATED POLICY AND OTHER DOCUMENTS

- Child Wellbeing and Safety Act 2005
- Children Legislation Amendment (Reportable Conduct) Act 2017
- UMSU Enterprise Agreement 2017-21 or its replacement
- Privacy and Data Protection Act 2014
- Working with Children Act 2005
- University of Melbourne Child Safety Policy (MPF1337)

7 | VERSIONING

TITLE	PARA. AMENDED	BOM APPROVAL DATE

APPENDIX A

UMSU CHILD SAFE CODE OF CONDUCT

This Code of Conduct establishes expectations for all UMSU staff, student representatives, volunteers and affiliated clubs and societies for appropriate behaviour with children and young people.

All Student Representatives, Student Office Bearers, staff, volunteers, and affiliated clubs & societies at UMSU are responsible for supporting the safety, participation, wellbeing, and empowerment of children by:

Adhering to the UMSU child safety policy and procedures, and upholding UMSU's commitment to child safety and taking all reasonable steps to protect children and young people from abuse.

Listening and responding to the views and concerns of children and young people, particularly if they are disclosing that they or another child has been abused and/or are worried about their safety or the safety of another child or young person.

Identifying and mitigating risks to the safety and wellbeing of children and young people and taking all reasonable steps to protect children and young people from abuse.

Promoting:

- The cultural safety, participation, and empowerment of Aboriginal and Torres Strait Islander children and young people.
- The cultural safety, participation, and empowerment of children and young people with culturally and/or linguistically diverse backgrounds.
- The safety, participation, and empowerment of children and young people with a disability.
- The participation where possible of children and young people in all relevant UMSU activities, especially on issues that are important to them.

Working with children and young people in an open and transparent way by:

- ensuring that where appropriate, interactions with children and young people can be observed by other adults.
- observing professional boundaries with children and young people at all times.

Challenging unacceptable behaviour.

Reporting:

- Any concerns or allegations of child abuse to the UMSU CSO, or the UMSU Management team in a timely manner, and ensuring any allegation is reported in accordance with the *University of Melbourne Child Safety Policy (MPF1337)*.

Respecting the privacy of children and young people and their families and only disclosing information to people on a need-to-know basis and in accordance with privacy legislation.

Participating in all mandatory training and professional development including training on child safety and wellbeing.

Informing parents and/or carers if there is a situation that needs to be safely managed but is outside the scope of this code of conduct.

Staff, Student Representatives, volunteers and affiliated Clubs and Societies must not:

- Condone or participate in illegal, unsafe, abusive, or harmful behaviour towards children or young people.
- Ignore or disregard any concerns, suspicions, or disclosures of child abuse.
- Display violent or inappropriate behaviour towards a child or young person or use hurtful or offensive language with children or young people.
- Do things of a personal nature that a child or young person can do for themselves, such as toileting or changing clothes.
- Engage in open discussions of a mature or adult nature in the presence of children or young people (for example, discussing personal social activities).
- Use sexual or inappropriate language and gestures in the presence of children or young people.
- Initiate unnecessary physical contact with children and young people or exhibit behaviours with children and young people which may be construed as inappropriate.
- Take photographs, screenshots or share images of children involved in activities unless expressly authorised by UMSU.
- Develop inappropriate relationships with children or young people, including relationships that show favouritism.
- Initiate unauthorised contact with children and young people online, on social media or by phone.
- Intentionally initiate contact with a child or young person or their family outside of UMSU without the knowledge and/or consent of the Child Safety Officer.
- Discriminate on the basis on culture, race, ethnicity or disability against any child or young person.
- Conduct a sexual relationship with a child or young person or indulge in any form of sexual contact with a child or young person.

- Exchange personal contact details with a child or young person such as phone numbers, social networking sites or email address, unless authorised by UMSU.

By observing these standards, you acknowledge your responsibility to immediately report any breach of this code to the UMSU Child Safety Officer, or the UMSU leadership group.

If you believe a child is at immediate risk of abuse phone 000.

I agree to adhere to this Code of Conduct:

Name: _____

Signature: _____

Date: _____

APPENDIX B

RISK ASSESSMENT AND MANAGEMENT TEMPLATES

To develop effective prevention and mitigation strategies, organisations need to identify risks of child abuse and harm within their operations. This involves looking at where and how the organisation engages with children (whether in a physical or online environment) and focusing on risks to children, rather than risks to the organisation.

These templates use research commissioned for the Royal Commission¹ and are designed to help organisations in identifying, assessing, and managing the risk of child abuse and harm.

An organisational risk assessment template, activity risk assessment template and risk management plan template are provided. The templates can be used to identify, analyse and plan to control risks and to regularly review and monitor risk. They can also be used to conduct a risk assessment of a new program, activity, or event.

ORGANISATIONAL RISK ASSESSMENT TEMPLATE

This template asks you to identify and assess the situational, vulnerability, propensity and institutional risks to children that may be present in your List all the different types of risks to children that you can think of the strategies you already have in place to reduce these risks and then identify any gaps and what needs to be implemented to address these gaps. You should think about your organisation as a whole, including all the different activities, locations, children, staff, volunteers and settings that make up your organisation. Some example questions are provided to start you thinking.

After filling out this template and gaining an understanding of the risks in your organisation, use the risk management plan template to record your plan to address gaps.

Date Reviewed	[insert date]
New Review due	[insert review date, no longer than one year from date reviewed]

Risk factor	Analysis	Existing risk controls	Is this enough to keep children and young people safe?	New controls required
	<i>Where does risk arise in your organisation?</i>	<i>What is in place now that reduces the risk?</i>	<i>Considering the risk assessment what are the gaps in the existing controls?</i>	<i>What can be put in place to manage the gaps?</i>
Your organisation's activities (situational risk)	<p>Some things to consider about the activities your organisation conducts:</p> <ul style="list-style-type: none"> • What are the different types of activities? • Where are they held? • How often do activities occur and how long do they run for (for example, a few hours, overnight)? • Is there physical contact between children and adults? • Could activities result in an emotional dependence by children on adults? • What sort of supervision of adults and children is involved? • Is there travel to a venue or activity and how does this happen? • Does the activity take place at another organisation's facility (for example, a rented hall, public sports facility, campsite)? 			
Your organisation's physical environment	Consider whether there are any aspects of your organisation's physical environment that may make it easier for child abuse or harm to occur or to go undetected.			

<p>(situational risk)</p>	<p>Does it have:</p> <ul style="list-style-type: none"> • isolated areas • poorly supervised areas • facilities that might increase the risk of abuse (for example, pools where children must get changed) <p>shared spaces where children attend with adults that are not from the organisation?</p>			
<p>Your organisation's online environment (situational risk)</p>	<p>Consider whether there are any aspects of your organisation's online environment that may make it easier for child abuse or harm to occur or to go undetected.</p> <ul style="list-style-type: none"> • What platforms, software or other services do you use? • How do people in your organisation engage with children and young people online? • Have you set clear expectations for behaviour by adults and children online? • Has your organisation shared information with children on how to stay safe online? • What policies and procedures are in place to protect privacy? • Do you have clear processes in place to report online abuse? • Is activity by adults and children online supervised? 			

<p>The children involved in your organisation (vulnerability risks)</p>	<p>What are the characteristics of the children in your organisation? Are there children who may be at increased risk of abuse or harm, including:</p> <ul style="list-style-type: none"> • from Aboriginal and Torres Strait Islander backgrounds • with disability • from culturally and language diverse backgrounds • who identify as LGBTIQ or are questioning their sexuality or gender • with a history of trauma, abuse or neglect • unable to live at home including being homeless or living in foster, residential or kinship care. • with a history of drug or alcohol dependence • with mental or physical health issues? • Are there other factors that may make some children involved in your organisation more vulnerable to abuse or harm? 			
<p>Your organisation's people (propensity risk)</p>	<ul style="list-style-type: none"> • Who are the staff, volunteers and/or members of your organisation? • What sort of attitudes are held by people in your organisation about children? • How do you manage inappropriate behaviour? • Are there any people with a history of harmful behaviour towards children? • How do you recruit staff and volunteers? • Were all adults properly screened for appropriateness to engage with children before joining the organisation? 			

	<ul style="list-style-type: none"> • Is there a typical profile of the people attracted to a position in your organisation? Are there any challenges to child safety with this profile that need to be managed? • Do you engage third- party contractors? Have they been screened for appropriateness to engage with children? 			
Your organisation's structures (institutional risk)	<p>Consider how your organisation is set up and operates. Some organisational structures can increase the risk² of abuse and harm such as:</p> <ul style="list-style-type: none"> • having a strong hierarchical structure • encouraging deference to authority or unquestioning trust of leaders • having a close-knit community, where people have known each other for years or are family members. • services or facilities for children are not seen as a key part of the organisation's business. • containing people whose attitudes towards • children are that they should be seen and not heard. 			
Your organisation's culture (institutional risk)	<p>Consider whether attitudes and culture in your organisation increase or decrease the risk that child abuse and harm will be prevented, detected and/or stopped.</p> <p>Does your organisation have a culture that makes sure child safety is a priority?</p> <p>Consider if people in your organisation:</p> <ul style="list-style-type: none"> • understand child abuse and harm and are aware of the signs. • see the prevention of child abuse and harm as everyone's responsibility. • prioritise the safety of children over the reputation of the organisation. 			

	<ul style="list-style-type: none"> • listen to and empower children. • educate children about what is appropriate behavior by adults. • understand how discrimination can cause harm to children and take action if it occurs. • take short cuts without thinking about the risks. 			
Your organisation's policies and procedures (institutional risk)	<p>Effective policies and procedures can greatly reduce the risk of child abuse and harm occurring. However, for policies and procedures to be effective they must be properly implemented, up to date and communicated to everyone.</p> <p>Consider if your organisation has:</p> <ul style="list-style-type: none"> • appropriate recruitment policies (including Working with Children Checks and/or other screening) for staff and volunteers. • a Code of Conduct that clearly establishes what is appropriate and inappropriate behaviour towards children with consequences for breaches. • an easily understood Child Safety Policy and Complaints Handling Policy • clear processes for reporting and responding to allegations of child abuse or harm and child safety concerns that are understood by staff, volunteers, children and families. • appropriate induction, training and communication with staff and volunteers so they are aware of policies and procedures and understand their role and responsibility to protect children from abuse and harm. • third-party procurement policies and practices that prioritise child safety when using contractors. 			

ACTIVITY RISK ASSESSMENT TEMPLATE

This template asks you to identify and assess the situational, vulnerability, propensity and institutional risks in an individual activity. You should list all the different risks that you can think of the strategies you already have in place to mitigate these risks and then identify any gaps and what needs to be implemented to address these gaps. We have provided examples for illustration purposes only. The risks for your organisation will be specific to your activities and setting.

After filling out this template and gaining an understanding of the risks in your activity, use the risk management plan template to record your plan to address gaps.

Date Reviewed	[insert date]
New Review due	[insert review date, no longer than one year from date reviewed]
Activity	[What activity are you applying this to?] Example – Youth Drama Group: Thursday evening sessions between 6.00–7.30pm at the local community hall.

Types of risk	Types of harm	Existing risk controls	Is this enough to keep children and young people safe?	New controls required
<i>Identify the situational, propensity, vulnerability, and institutional risks of this activity.</i>	<i>What type of harm may arise from the risk?</i>	<i>What is in place now that reduces the risk?</i>	<i>What are the gaps in the existing controls?</i>	<i>What can be put in place to manage the gaps?</i>
Situational risk: Physical				
Entrance to hall set back from the street with poor lighting.	Children and young people not feeling safe leaving the venue. Children and young people being harmed by outsiders after they are dropped off by their parents/carers or when they walk from public transport to the venue. General public may access the toilet facilities and harm children and young people. Adults attending the book club can	None	No: Lack of supervision and oversight over children and young people.	Request property owner install night lighting along the driveway.

	interact with children and young people as they arrive. They may harm children and young people.			
Situational risk: Online				
<p>Children and young people attend with mobile phones.</p> <p>Staff send updates/class cancellation notices to children and young people directly as well as to parents/carers.</p> <p>Drama Group Facebook page.</p>	<p>Online bullying or anti-social behaviour.</p> <p>Opportunity for staff to have unsupervised contact with children and young people online/by phone.</p> <p>Creates an opportunity for grooming.</p>	<p>Code of Conduct Child Safety and Wellbeing Policy</p>	<p>Somewhat, but improvements identified</p>	<p>Code of Conduct and Child Safety and Wellbeing Policy to be revised to include specific content about behaviour online/by phone.</p> <p>Share with children, young people and parents/carers.</p> <p>Tell children, young people and parents/carers what sort of communication they can expect from staff online/by phone, so they know if contact from staff is not authorised.</p> <p>Hold a special staff meeting at the start of each year to discuss the Code of Conduct including appropriate behaviour online/by phone.</p> <p>Share resources with children and young people about online bullying from the eSafety Commissioner and tell them how they can raise concerns.</p>
Vulnerability risk				
<p>Mixed ages of children and young people attending (12-18).</p>	<p>Bullying</p> <p>Older young people may act inappropriately with/around younger children.</p> <p>Peer pressure could create barriers for some children and young people to stop them</p>	<p>Child Safety and Wellbeing Policy</p>	<p>No:</p> <p>Organisation's Code of Conduct is for staff conduct only Complaint handling policy not written in accessible language and not given</p>	<p>First Drama Group session each year will include workshop where children and young people create Code of Conduct about how to behave with each other.</p> <p>Staff to hold information session/consultation with children, young people and parents/carers on the</p>

	<p>making a complaint or raise concerns.</p> <p>Organisation does not know much about the characteristics of the children that could make them more vulnerable to abuse/harm.</p>		<p>to children, young people and parents/carers</p> <p>No information is collected on characteristics of children and young people that may make them more vulnerable to harm.</p>	<p>Child Safety and Wellbeing Policy and complaint handling policy.</p> <p>Discuss whether children and young people understand how to make a complaint and seek feedback on what else to include. Policies to be updated.</p> <p>Develop a child safety and complaints information sheet for children, young people and parents/carers with all the information they need. Provide information sheet as part of induction pack, display on the organisation's website and include in the next newsletter. Use accessible language so children can understand.</p> <p>Display the organisation's child safety poster at the venue.</p> <p>Enrolment form updated to give the option of sharing information about children and young people's characteristics. Conduct survey (participants remain anonymous) seeking feedback about the organisation and asking about characteristics of children and young people.</p> <p>Survey results to be shared at upcoming staff meeting with a discussion about factors that may increase vulnerability to abuse and what staff should do to reduce vulnerability.</p>
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Propensity Risk

Staff are former students of the Drama Group.

Professional boundaries not maintained. Staff may be friends with some of the students and not act professionally with them.
Staff may socialise with students outside of the Drama Group sessions.

Child Safety and Wellbeing Policy Code of Conduct .
Recruitment process.

Yes:
Policies already address this, requiring staff who are former students to always remain professional and prioritise child safety.
Code of Conduct prohibits intimate relationships between staff and students.
In recruitment process, potential staff are asked what they would do if one of their students was a friend who was bullying another student.
Staff training also covers friendships between staff and students.

No further action needed.

Institutional Risk				
<p>Close knit community where staff are former students.</p> <p>Most of the Drama Group students have been associated with the organisation for many years.</p> <p>Child Safety and Wellbeing Policy developed in 2018 and never reviewed.</p>	<p>Grooming behaviour or other harmful behaviour not identified or reported because of ongoing connection with the organisation.</p>	<p>Child Safety and Wellbeing Policy & Code of Conduct</p>	<p>Somewhat, but improvements identified</p>	<p>All child safety and wellbeing policies to be reviewed and updated.</p> <p>Consultation with children, young people, parents/carers and staff to inform the review of the policies.</p> <p>Child safety and complaints information sheet and Code of Conduct to be provided to all children, young people and parents/carers on enrolment.</p> <p>Regular reminders to children, young people and parents/carers that the organisation encourages them to raise concerns or complaints.</p> <p>Organisation takes action and responds when complaints are raised.</p> <p>There are consequences for staff who breach the Code of Conduct.</p> <p>Child safety and complaints information sheet and Code of Conduct to be provided to all children, young people and parents/carers on enrolment.</p>

RISK MANAGEMENT PLAN TEMPLATE

After assessing the risks, use this template to make a plan of action to manage any organisational or activity risks to child safety and wellbeing.

Example: Drama Academy that runs classes for children (aged 13–18), The Academy has paid human resources staff and teachers and is overseen by a Board of Management.

Date Reviewed	[insert date]
New Review due	[insert review date, no longer than one year from date reviewed]

Risk	Risk controls	Who is responsible?	By when?
<i>Risks identified in your organisation or in the activity</i>	<i>Actions you will take to manage the identified risks</i>	<i>Who will take these actions and make sure they are effective?</i>	<i>When will the actions be taken and reviewed?</i>
For example: Children aren't sure how to let someone know if they have child safety concerns or want to make a complaint.	<p>Develop, in consultation with children and young people, a process for making complaints or raising concerns.</p> <p>Put up posters with the complaints process around the venue.</p> <p>Put the complaints process on the website. Hold regular discussions with each class on the process for making complaints or raising concerns.</p>	<p>The HR Manager will create a children's reference group, consult with them and develop the organisation's complaint process for children.</p> <p>The HR Manager will develop a new Complaint Handling Guide that will incorporate the process.</p> <p>The complaint process and Complaint Handling Guide are to be approved by the Board. The Senior HR Adviser will create a poster and a brochure on how to make a complaint, update the website with information on making a complaint.</p> <p>The Youth Program Manager will include the complaints brochure in the enrolment pack for all students.</p> <p>The teachers will make sure each class has a discussion on how to make a complaint.</p> <p>The Board will check the effectiveness of the complaints process and Guide through a survey of students and parents/carers.</p>	<p>Develop process and Guide by end of February.</p> <p>Brochure and poster by end of March.</p> <p>Discussions held at the start of each term. Board survey in October.</p> <p>Review and make any changes to process and Guide by December.</p>