
CHILD AND YOUTH RISK MANAGEMENT STRATEGY

Purpose

This strategy ensures TCL complies with the **Working with Children (Risk Management and Screening) Act 2000 (Qld)** and the **Child Safe Organisations Act 2024 (Qld)** by embedding the **Universal Principle**, the **8 mandatory requirements** and the **10 Child Safe Standards** into all organisational practices. It outlines our ongoing commitment to safeguarding all children and young people are kept safe and is reviewed annually.

Statement of Commitment

Tableland Community Link is committed to providing services to children and young people to assist them to develop life skills, build confidence, strengthen resilience, and participate fully in their community. We support children and young people to reach their goals, build positive relationships, and grow into independent and valued members of society.

Our organisation is committed to ensuring the safety and wellbeing of all children and young people and will provide a safe and supportive service environment for children and young people by implementing child-safe policies, conducting thorough risk assessments, ensuring staff are appropriately trained, listening to children's voices, encouraging participation in decision-making, responding promptly to concerns or complaints, and fostering a culture of respect and inclusion.

Our organisation values respect, inclusion, empowerment, integrity, safety, and collaboration, which reflects the culture that we are committed to promoting and achieving.

Code of Conduct

Purpose

This Code of Conduct sets out the expected standards of behaviour for all people involved with Tableland Community Link. It ensures that interactions with children and young people are safe, respectful, empowering, and consistent with the Child Protection Act 1999 (Qld), Human Rights Act 2019 (Qld), NDIS Code of Conduct, and QFCC 2025 Child Safe Standards.

It applies to:

- Employees (permanent, temporary, and casual)
- Volunteers
- Children and young people
- Parents and carers
- Consultants and contractors
- Board/committee members
- Students on placement
- People undertaking work experience
- Visitors and spectators

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Commitment to Children and Young People

Tableland Community Link is committed to providing services that help children and young people:

- Develop life skills, confidence, and resilience
- Build positive relationships and participate fully in community life
- Reach their goals and grow into independent and valued members of society

We will provide a safe and supportive environment by:

- Implementing child-safe policies and risk management strategies
- Ensuring staff and volunteers are trained in child protection, safeguarding, and cultural safety
- Listening to children’s voices and involving them in decision-making
- Responding promptly and effectively to any concerns, complaints, or disclosures
- Promoting a culture of respect, inclusion, and accountability

Organisational Values

TCL is committed to a culture based on the following values:

- **Respect** – valuing each child, young person, and family as individuals with rights and strengths
- **Inclusion** – celebrating diversity and ensuring all children feel welcome and supported
- **Empowerment** – supporting children and young people to have a voice and make choices
- **Integrity** – acting honestly, ethically, and transparently
- **Safety** – prioritising physical, emotional, and cultural safety
- **Collaboration** – working together with families, communities, and professionals

Code of Conduct for Children and Young People

As children and young people accessing TCL services, we agree to:

- Abide by TCL rules to protect our safety and the safety of others
- Respect other children, young people, and adults
- Speak up if we are worried or concerned about something

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Code of Conduct for Staff, Committee, and Volunteers

All staff, committee members, and volunteers agree to:

- Comply with the TCL Code of Conduct and the NDIS Code of Conduct
- Treat others with respect, courtesy, and dignity
- Promote the wellbeing of all children and young people
- Support efforts to remove any form of harm to children
- Be courteous, polite, and timely in communications with children and families
- Only have physical contact when necessary and appropriate, e.g., for support or instruction
- Obtain parent/guardian consent before taking photos or video of children
- Use respectful, non-discriminatory, non-judgmental language
- Maintain professional boundaries with children and young people
- Refrain from favouritism, abuse, or inappropriate relationships
- Always consider the health, safety, and welfare of children and young people

Code of Conduct for TCL Employees

TCL employees agree to:

- Treat others with respect, courtesy and dignity and promote the wellbeing of all children and youth.
- Support all efforts to remove any form of harm to children and encourage a safe and supportive service environment.
- Always be courteous, polite and timely in our communications with children and their families
- Not have any physical contact with any children or youth unless it is required in their support.
- Not take photos or video images of children without the permission of the child's parent or guardian.
- Use non-discriminatory, respectful and non-judgmental language.
- 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 the 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 children and young people outside of the worker relationship.
- Refrain from using abusive, derogatory, or offensive language.
- Impart knowledge and skills in a respectful and encouraging manner.
- Always consider the health, safety and welfare of the child and young person.
- Not show favouritism toward other children and young people.

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1.2 Appropriate Behaviour

Appropriate behaviour applies to language, relationships, and physical contact. Examples of what TCL consider appropriate and inappropriate are listed in the table below.

BEHAVIOUR	APPROPRIATE	INAPPROPRIATE
LANGUAGE	Using encouraging and positive words Open and honest communication	Insults, criticisms, name calling Bullying, swearing, yelling Sexually suggestive comments or jokes, derogatory terms, sexual jokes or innuendo.
RELATIONSHIPS	Being a positive role model Trust-based relationships Empowering children to share in decision-making	Favouritism or gifts Coerce a child to spend time alone with you Excessive time spent alone with children Contact outside working hours Bullying, harassment 'Grooming' children
PHYSICAL CONTACT	Allowing personal space Touching due to medical emergency or protecting from physical harm *Non-threatening	Violent or aggressive (e.g. hitting, kicking, slapping, pushing) Kissing or touching of a sexual nature consistent with 'grooming'
OTHER	Appropriate clothing Use of internet/mobile phone for work-related purposes	Using alcohol or other substances before or during work Inappropriate clothing Sending inappropriate emails/texts /messages
SMOKING, ALCOHOL CONSUMPTION AND THE USE OF MEDICATIONS AND DRUGS	Take medication as prescribed and adhere to all warnings.	Attending work while under the influence of alcohol or other drugs (including medications)

Key Responsibilities

Supervision of Children:

- Children must be adequately supervised at all times
- Follow clear procedures for drop-offs, pick-ups, and uncollected children
- Respond appropriately to illness, injury, or first aid needs

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One-on-One Contact:

- Avoid being alone with children where possible
- Ensure accountability and visibility if one-on-one contact occurs
- Maintain safe boundaries in online communication

Behaviour Management:

- Use respectful, supportive, and non-punitive strategies
- Never use humiliation, aggression, or degrading treatment

Transport, Change Rooms, and Facilities:

- Only transport children with parental consent and following procedures
- Maintain privacy while ensuring supervision in change rooms and toilets
- Use buddy systems and announce entry when necessary

Technology and Social Media:

- Use technology safely and for approved purposes
- Staff must not engage in private online communication with children
- Report cyberbullying or harmful content promptly

Confidentiality:

- Respect privacy of children, young people, and families
- Only share information when legally required or authorised

Breaches of the Code of Conduct

Breaches will be taken seriously and may result in:

- Disciplinary action, including termination of employment/engagement
- Reporting to external authorities
- Removal from involvement with TCL

Capability

TCL is committed to maintaining recruitment, selection, training and management strategies that encourage best practice and enhance the safety and well-being of children and young people.

2.1 Recruitment and selection

- Position descriptions and job advertisements include clear statements about TCL's commitment to a safe and supportive work environment.

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- TCL will prepare position descriptions and selection criteria in accordance with the organisation's policies and code of conduct. The position descriptions will outline the skills, experience and responsibilities of the role.
- All TCL employees are required to have a current blue card
- TCL abides by no card no work

No Card, No Start and changes to applications and renewals

The No Card, No Start law means you must have a valid blue card before you start work.

You are now able to apply for a blue card before you get a job, so you can be job-ready.

If you don't renew your blue card by the time it expires, you will be subject to the No Card, No Start law and cannot work.

No Card, No Start law

The No Card, No Start law is a key part of how we are building a stronger, more streamlined blue card system.

No Card, No Start means that paid workers must have a blue card (no longer a pending application) before they can work with children.

- TCL staff apply for blue card via the worker screening (working with people with disability) combined card application

<https://www.qld.gov.au/law/laws-regulated-industries-and-accountability/queensland-laws-and-regulations/regulated-industries-and-licensing/blue-card/applications/combined-disability-worker-screening>

- The requirement for employees to hold a current blue card and worker screening is included in position descriptions for any relevant job roles advertised.
- TCL will employ people who are committed to contributing to a safe and supportive service environment for children and young people.
- TCL will employ people who share the organisation's values.
- TCL will inform candidates they are to undergo blue card screening, referee checks, and identification verification.
- TCL will request that candidates disclose any information relevant to their eligibility to engage in activities involving children and young people.
- Referee checks are performed to confirm a job applicant's suitability for working with children for relevant positions.
- All candidates to recruitment processes are reviewed on merit and chosen on the basis of assessment against the relevant selection criteria and suitability to work with participants.
- All TCL employees are required to sign an employee agreement and Code of Conduct that states their commitment to complying with this strategy and relevant policies and procedures.

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2.2 Training and Management

- An induction process is provided to all employees on commencement of employment with TCL and will include training on this Child and Youth Risk Management Strategy, and our Privacy Policy. A copy of the strategy and any other relevant documentation will be provided to employees of TCL.
- All TCL employees currently employed will receive training in the Child and Youth Risk Management Strategy when it is initially released and when any updates are made to the policy.
- TCL employees will be provided with ongoing training as appropriate to assist them in developing new skills and meeting the requirements of their positions.
- TCL is committed to providing a safe and supportive workplace for their employees. All employees are encouraged to report any inappropriate behaviour to an immediate supervisor or Service Manager.
- TCL will provide information to employees on free EAP (Employee Assistance Program) services available to them.
- Each employee of TCL will be offered an exit questionnaire or interview on their departure from the organisation.

Standards Implementation – Practical Actions

1. Leadership and Culture

- **Visible Commitment to Child Safety**
TCL’s child safety and wellbeing commitment is not only published on our website and newsletters to participants, families, and staff, but is also actively reinforced through regular communication, training, and awareness campaigns. Leadership demonstrates a strong, ongoing commitment by ensuring child safety remains a standing item in meetings, planning sessions, and organisational updates.
- **Embedding Child and Cultural Safety in Governance**
Child safety and cultural safety principles are embedded into all levels of governance, decision-making, and reporting. This includes ensuring that Board and management decisions are reviewed for their impact on children and young people, applying child-focused risk assessments, and reporting transparently on child safety performance indicators.
- **Inclusive and Respectful Culture**
Leaders and staff model inclusive, respectful, and anti-racist behaviour in all interactions, setting a strong example for children, families, and colleagues. Culturally safe practices are promoted by valuing diversity, engaging with Aboriginal and Torres Strait Islander communities, and respecting the cultural identities of all children and families.
- **Clear Standards of Behaviour**
TCL maintains a robust **Code of Conduct** that sets clear expectations of behaviour for all staff, contractors, and volunteers. It reinforces respect, accountability, and appropriate boundaries when working with children and young people. Alongside this, TCL implements comprehensive **risk management strategies** to identify, assess, and mitigate potential risks to child safety. These strategies are regularly reviewed to ensure continuous improvement and alignment with evolving best practices.

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2. Voice of Children

- **Accessible Information and Resources**

TCL provides child-friendly resources that explain children’s rights, personal safety, and wellbeing in clear, age-appropriate language. These may include posters, storybooks, videos, or visual aids designed to help children understand their rights and know who to talk to if they feel unsafe. Materials are also adapted to be inclusive of children with diverse communication needs and abilities.

- **Opportunities to Be Heard**

Children are actively encouraged to share their views, express concerns, and contribute ideas about programs and services that affect them. TCL creates safe, respectful, and supportive environments where children can participate in decision-making. This may be through one-on-one conversations, group discussions, suggestion boxes, creative activities, or digital platforms that ensure children feel empowered and heard.

- **Inclusive and Culturally Safe Feedback**

Feedback mechanisms are designed to be inclusive, culturally safe, and responsive to the needs of children and young people from diverse backgrounds, including Aboriginal and Torres Strait Islander children, children from culturally and linguistically diverse communities, and children with disability. Staff are trained to listen with respect, respond appropriately, and act on the feedback provided.

- **Closing the Loop**

TCL ensures that children are informed about how their input has been considered and what actions have been taken as a result. This reinforces trust, validates their contributions, and demonstrates that their voices lead to real change within the organisation.

3. Family and Community

- **Active Family Engagement**

TCL actively involves families in decisions that affect their children’s safety and wellbeing. Families are encouraged to participate in care planning, provide input on programs, and contribute their perspectives on policies and practices. This engagement strengthens trust, supports positive outcomes for children, and ensures that family voices are central to organisational decision-making.

- **Transparency of Policies and Practices**

Policies, procedures, and guidelines are shared openly with families and the broader community. This includes clear communication about child safety measures, reporting processes, and how concerns are addressed. By making this information accessible, TCL ensures families understand the organisation’s commitments and can confidently support their children’s safety and wellbeing.

- **Inclusive Feedback Mechanisms**

TCL establishes multiple, accessible channels for families and community stakeholders to provide feedback, raise concerns, or make suggestions. Feedback is welcomed from diverse community members and is carefully considered, acted upon, and used to improve services. Families are informed of outcomes and changes resulting from their input, reinforcing a culture of collaboration and accountability.

- **Co-Designing Cultural Safety Strategies**

Cultural safety strategies are developed collaboratively with Aboriginal and Torres Strait Islander families and communities. This ensures that programs and practices are culturally respectful, responsive, and relevant. TCL engages elders, cultural advisors, and community representatives to guide decision-making, celebrate cultural strengths, and embed cultural safety across all levels of service delivery.

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4. Equity and Diversity

- **Policies that Respect Diversity and Inclusion**

TCL implements clear policies and procedures that promote diversity, inclusion, and equity across all aspects of service delivery. These policies ensure that all children, families, and staff are treated with respect, regardless of cultural background, language, ability, gender identity, religion, or socio-economic status. The organisation regularly reviews policies to ensure they remain current and reflect best practice in diversity and inclusion.

- **Culturally Safe and Trauma-Informed Support**

Children with additional needs, including those with disability, mental health challenges, or from culturally and linguistically diverse backgrounds, receive support that is both culturally safe and trauma-informed. Staff are trained to recognise and respond sensitively to individual needs, using approaches that minimise risk of harm, promote wellbeing, and respect children’s cultural identities and lived experiences.

- **Training on Unconscious Bias and Equitable Practices**

TCL delivers regular training for all staff on unconscious bias, cultural competency, and equitable practices. This training helps staff identify and challenge their own assumptions and behaviours, ensuring that decisions and interactions are fair and inclusive. Staff are equipped to create environments where every child feels valued, safe, and able to participate fully.

- **Monitoring and Continuous Improvement**

The organisation actively monitors equity and diversity outcomes, seeking feedback from children, families, and staff to identify areas for improvement. Lessons learned inform policy updates, staff development, and the ongoing refinement of programs to ensure inclusivity and fairness are embedded in everyday practice.

5. People

- **Rigorous Recruitment and Screening**

TCL ensures all staff, volunteers, and contractors undergo thorough recruitment processes, including detailed referee checks, verification of qualifications, and mandatory Blue Card or equivalent child safety screening. Recruitment practices are designed to select individuals who demonstrate the highest standards of integrity, professionalism, and commitment to child safety and wellbeing.

- **Embedding Child and Cultural Safety in Roles**

All job descriptions explicitly include responsibilities related to child safety, cultural safety, and safeguarding practices. This ensures every team member understands their role in protecting children and promoting an inclusive, respectful environment from the outset.

- **Induction and Ongoing Supervision**

New staff receive comprehensive induction training that covers child protection policies, cultural safety, trauma-informed practice, and organisational expectations. Ongoing supervision, mentoring, and professional development support staff to maintain high standards of practice, identify and address risks early, and continually improve their skills in safeguarding children and young people.

- **Zero Tolerance for Racism and Discrimination**

TCL maintains a zero-tolerance approach to racism, discrimination, or any behaviour that

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undermines cultural safety. Clear reporting pathways are in place for staff, children, and families to raise concerns safely. All reports are taken seriously, investigated promptly, and addressed with appropriate actions to ensure accountability and a safe, inclusive environment for all.

- **Promoting a Positive and Safe Workplace Culture**

Beyond compliance, TCL fosters a culture where staff model respectful, inclusive behaviour, support one another, and actively contribute to the organisation’s child safety and wellbeing objectives. Leadership demonstrates these behaviours consistently, setting the tone for the entire organisation.

6. Complaints Management

- **Accessible and Child-Focused Complaint Processes**

TCL maintains complaint processes that are easy for children to access and understand. These processes use age-appropriate language, visual aids, and multiple channels (in-person, online, or via trusted adults) to ensure children can raise concerns safely and confidently. Children are informed about what will happen after they make a complaint and are supported throughout the process.

- **Staff Awareness of Reporting Obligations**

All staff are trained and regularly reminded of their mandatory reporting obligations, confidentiality requirements, and appropriate responses to complaints. Staff understand how to document, escalate, and follow up on concerns while protecting the privacy and wellbeing of children.

- **Culturally Safe Reporting Options**

Complaints processes are designed to be culturally safe and responsive to the diverse needs of children and families, including Aboriginal and Torres Strait Islander children and those from culturally and linguistically diverse backgrounds. TCL engages cultural advisors where appropriate and ensures staff are trained to provide support in ways that respect cultural values and practices.

- **Timely and Transparent Resolution**

All complaints are addressed promptly, thoroughly, and fairly. TCL communicates outcomes to the complainant (and, where appropriate, their family), explaining any actions taken to resolve the issue and prevent future occurrences. Feedback from complaints is used to improve policies, procedures, and practices across the organisation.

- **Encouraging a Speak-Up Culture**

TCL fosters an environment where children, families, and staff feel safe to raise concerns without fear of reprisal. This culture of openness and accountability ensures that complaints are treated as opportunities to enhance safety, trust, and organisational learning.

7. Knowledge and Skills

- **Regular Training on Safety and Wellbeing**

TCL provides ongoing training for all staff, volunteers, and contractors on child safety, cultural safety, and trauma-informed practice. Training is designed to build practical skills, awareness of risks, and understanding of best practices in protecting children and promoting wellbeing. Refresher sessions ensure that knowledge stays current and relevant.

- **Accessible Knowledge Base**

The organisation maintains a comprehensive repository of resources, policies, guidelines, and external guidance related to child safety and cultural competency. This knowledge base is

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accessible to all staff, enabling them to reference information quickly, follow correct procedures, and make informed decisions in their daily work.

- **Competency Evaluation and Support**

Staff competency is regularly evaluated through supervision, performance feedback, and observation of practice. Supervision sessions focus on applying knowledge in real situations, identifying areas for growth, and providing tailored support to strengthen skills in child safety and culturally safe practice.

- **Continuous Professional Development**

TCL encourages continuous learning by providing access to workshops, seminars, and professional networks. This ensures staff remain up-to-date with emerging research, legislative changes, and innovative approaches to safeguarding children and young people.

- **Embedding Knowledge in Practice**

Knowledge and skills are actively applied in daily work through reflective practice, team discussions, and scenario-based learning. This ensures that training translates into practical, consistent, and effective child-safe behaviour across the organisation.

8. Physical and Online Environments

- **Comprehensive Risk Assessments**

TCL conducts regular risk assessments for all physical spaces, programs, and activities to identify potential hazards and implement strategies to minimise harm. This includes indoor and outdoor environments, excursion locations, and spaces used for learning, recreation, or care. Risk assessments are reviewed and updated regularly to reflect changes in activities, environments, or emerging risks.

- **Safe Design of Environments**

Physical and online environments are intentionally designed to promote safety, accessibility, and inclusion. This includes secure facilities, appropriate supervision ratios, clear safety signage, safe access points, and child-friendly layouts. Online platforms used by children are configured with privacy settings, content controls, and safeguards to reduce the risk of harm or exploitation.

- **Monitoring Technology Use**

TCL actively monitors the use of technology by children and staff to ensure privacy, safety, and responsible use. Guidelines are in place for safe digital communication, social media, and online learning tools. Staff are trained to recognise and respond to online risks, including cyberbullying, inappropriate content, and grooming behaviours.

- **Continuous Improvement and Reporting**

Feedback from staff, children, and families informs ongoing improvements to both physical and online environments. Safety incidents, near misses, and risk reports are analysed to enhance policies, practices, and the design of spaces and digital platforms.

- **Embedding a Culture of Safety**

Beyond formal assessments, staff and children are encouraged to actively participate in identifying risks and contributing ideas for safer environments. This collaborative approach ensures that safety is integrated into everyday practices and the organisational culture.

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9. Continuous Improvement

- **Regular Policy and Practice Review**

TCL conducts annual reviews of all child safety policies, procedures, and training programs to ensure they remain current, effective, and aligned with best practice. Reviews consider legislative changes, emerging research, and feedback from staff, children, and families to identify opportunities for improvement.

- **Feedback-Driven Enhancements**

Feedback is actively collected from children, families, and staff through surveys, consultations, suggestion boxes, and focus groups. This information is used to inform updates to policies, program design, training content, and organisational practices, ensuring that improvements are responsive to the needs and experiences of those directly affected.

- **Measuring Cultural Safety**

TCL evaluates cultural safety using Aboriginal-defined success indicators, developed in partnership with Aboriginal and Torres Strait Islander families and communities. These indicators provide a meaningful measure of how well practices respect cultural identity, support participation, and uphold culturally safe standards. Insights gained from this evaluation inform ongoing improvements and strengthen the organisation's commitment to cultural safety.

- **Embedding a Learning Culture**

Continuous improvement is reinforced through reflective practice, staff supervision, and team discussions. Lessons learned from incidents, complaints, audits, and feedback are shared across the organisation to build knowledge, enhance accountability, and ensure child safety and wellbeing practices evolve proactively.

- **Transparent Reporting and Accountability**

TCL communicates outcomes of reviews and improvements to children, families, staff, and community stakeholders. This transparency demonstrates accountability, builds trust, and reinforces the organisation's commitment to safe, inclusive, and culturally responsive practices.

10. Policies and Procedure

- **Comprehensive Documentation and Updates**

TCL maintains a full suite of documented child safety and wellbeing policies and procedures. These are reviewed and updated regularly to reflect legislative changes, emerging best practices, and lessons learned from incidents, feedback, or audits. Updates are communicated clearly to all staff, volunteers, and relevant stakeholders.

- **Alignment with the Universal Principle and Cultural Safety**

All policies are designed to uphold the **Universal Child Safe Principle** and embed cultural safety at every level. This ensures that policies protect children's rights, respect cultural identities, and foster inclusive and safe environments for all children and young people, including Aboriginal and Torres Strait Islander children and those from culturally and linguistically diverse backgrounds.

- **Accessibility for Children, Families, and Stakeholders**

Policies and procedures are made accessible in clear, age-appropriate, and culturally sensitive formats. Children, families, and community stakeholders are provided with easy-to-understand resources, summaries, or visual guides, ensuring that they are aware of organisational

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expectations, rights, and processes. Accessibility also includes alternative formats for children or families with additional communication needs.

- **Supporting Implementation and Compliance**

Policies are reinforced through staff induction, ongoing training, supervision, and practical guidance. Staff are supported to apply policies consistently in daily practice, ensuring compliance while promoting a culture of child safety and wellbeing.

- **Continuous Evaluation and Improvement**

Feedback from children, families, and staff is used to assess the effectiveness and clarity of policies. Continuous evaluation ensures policies remain relevant, actionable, and aligned with organisational goals for child safety, cultural safety, and overall wellbeing.

Concerns

3.1 Policies and procedures for handling disclosures and suspicions of harm

TCL employees will follow the relevant policy and procedures to ensure that they respond as quickly as possible and in the interests of the child, if disclosures of harm are received or harm is suspected.

All TCL staff will receive training in identifying and handling disclosures or suspicions of harm as a part of induction training, or when this strategy is implemented for existing employees. This policy and procedures will be reviewed annually to ensure that TCL are continuing to provide a safe and supportive environment for children.

Harm may be categorised in the following types:

- *physical abuse*, e.g. beating, shaking, burning, biting, causing bruises or fractures by inappropriate discipline, giving children alcohol, drugs or inappropriate medication
- *emotional or psychological abuse*, e.g. constant yelling, insults, swearing, criticism, bullying, not giving children positive support and encouragement
- *neglect*, e.g. not giving children sufficient food, clothing, enough sleep, hygiene, medical care, leaving children alone or children missing school, and
- *sexual abuse or exploitation*, e.g. 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).

A **disclosure of harm** occurs when someone, including a child, tells a person about harm that has happened or is likely to happen. A **suspicion of harm** can occur when a person is concerned about significant changes in behaviour or new, unexplained or suspicious injuries to a child.

Procedures to minimise harm to children and young people

TCL will work to minimise harm to children and young people by acting in a manner that supports their interests and wellbeing by:

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- making sure that children we support know that it's their right to feel safe at all times;
- taking anything a child or young person says seriously and following up on their concerns;
- encouraging them to tell their parent/carer, support worker or trusted person about any suspicious activities or people.

Procedures for receiving disclosures of harm

When receiving a disclosure of harm TCL employees are to:

- remain calm and talk discreetly to the child or person disclosing
- not promise that they will 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

Documenting disclosures or suspicion of harm

Suspicious of harm. If any TCL employee has concerns about the safety of a child, they will record their concerns in a non-judgmental and accurate manner as soon as possible and following the reporting procedures outlined below.

If an employee of TCL witnesses unsafe or harmful actions towards a child, the employee will intervene immediately, provided it is safe to do so. Otherwise, the employee will call the police.

On receiving a **disclosure of harm**, TCL employees are to report immediately, then complete an Incident report recording the details as soon as possible so that they are accurately captured, including:

- the 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 the report and signature.

Reporting disclosures or suspicions of harm

TCL will not conduct its own enquiries in relation to any disclosure or suspicion of harm and will not attempt to mediate an outcome between the parties involved.

If a TCL employee receives a disclosure or suspects harm they are to report this immediately to the Service Manager, Carrie de Brueys, or in her absence the TCL's President, Cathy Till. If a disclosure is made on a school or educational facilities' premises, the matter will also be referred to the principal or chief officer of the facility.

All disclosures or suspicions of harm will then be reported to:

- Department of Communities (Child Safety Services) on free call 1800 811 810, or
- Queensland Police Service (to the relevant local station)

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- The NIDS Quality & Safeguard Commission.

Actions following a disclosure of harm

- Support and counselling will be offered to all parties involved.
- The child involved should be offered appropriate counselling and support in the environment where the disclosure was reported. For example, if a disclosure was made on school grounds, this should be sought through appropriate school support processes.
- Details of the parties who made the report and who are involved in the matter will be kept completely confidential.
- Any TCL employee 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.
- If the person who is alleged to have committed the harm to child is an employee of TCL, their duties will be reviewed and any further interaction with children will be suspended until the matter is resolved. Appropriate disciplinary action which could include termination of employment will be taken by TCL management in response to any subsequent policy investigation.

3.2 Plan for managing breaches of the child and youth risk management strategy

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. A breach is any action or inaction by any TCL employees that fails to comply with any part of this strategy.

Who must comply with this plan?

- TCL employees, both paid and volunteer and Board members
- parents and carers
- children and young people

Processes to manage a breach

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

- all people concerned will be advised of the process and 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

Suitable outcomes for breaches

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

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- 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
- mediation between those involved in the incident (where appropriate)
- disciplinary procedures if necessary
- termination of employment, or
- reviewing current policies and procedures and developing new policies and procedures if necessary.

3.3 Planning processes for high risk activities and special events

Any planned high-risk activities or special events will require the prior approval of TCL Manager, Carrie de Brueys. A detailed risk management strategy must be drafted and endorsed prior to any high-risk event or activity occurring.

4. Consistency

4.1 Policies and procedures for compliance with Chapter 8 of the *Working with Children (Risk Management and Screening) Act 2000*

In Queensland, employment screening is required by the *Working with Children (Risk Management and Screening) Act 2000* (the **Act**) 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. Eligible persons in relevant child related employment need to obtain a blue card. The Act also prescribes the requirements for the development, implementation and review of this child and youth risk management strategy.

The blue card system prohibits certain 'disqualified' people upfront from entering into regulated child related employment 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. The Public Safety Business Agency that administers the blue card system also undertakes ongoing monitoring of the police information of blue card holders and service providers compliance with their blue card obligations.

Blue card compliance & maintenance

- All TCL employees are required to have a current blue card before commencing work and if they don't renew their blue card by the time it expires, they will be subject to the No Card, No Start law and cannot work.
- All information kept in relation to blue card applications, renewals or notifications will be kept confidential.
- All applicants to relevant job positions advertised will be notified of the requirement to either hold or be eligible to apply for a current blue card.

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- The contact person who is responsible for managing blue cards within TCL is Service Manager Carrie de Brueys.
- This contact person will be trained in and maintain an up to date knowledge of the blue card system requirements for application, renewals and notifications and register maintenance in order to comply with the Act.
- This contact person will have access to the blue card register portal and maintain records of all employees, both paid and volunteer; including any employees that do not require blue cards.

There are stricter requirements for people who rely on an exemption to work or volunteer with children, such as:

- volunteer parents
- volunteers under 18
- people who don't meet the frequency.

Restricted person means a person who either:

- has been issued a negative notice
- has a suspended blue card
- is a disqualified person
- has been charged with a disqualifying offence which has not been finalised.

Restricted employment refers to the situations that allow a person to work with children without a blue card,

such as if they are:

- a volunteer parent
- a volunteer who is under 18
- paid or unpaid staff who work in regulated child-related employment for not more than 7 days in a calendar year
- a person with disability who is employed at a place where the person also receives disability services or NDIS supports or services
- a secondary school student on work experience who carries out disability related work under the direct supervision of a person who holds a blue or exemption card.

Penalties apply to:

- individuals who continue or start in restricted employment as a restricted person
- organisations who employ a restricted person in restricted employment.

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Restricted Person

Restricted Employment

No Card, No Start.

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

- ensure the employee does not continue to undertake child related work within your organisation (work that is regulated by the Working with Children (Risk Management and Screening) Act 2000, and
- if it continues 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 TCL.

TCL is also required to unlink an applicant or blue card holder when they stop working for us and advise the agency if the contact person for your organisation changes.

It is important to note that:

- blue cards are current for 5 years unless cancelled or suspended; if received in conjunction with a worker screening card
- the blue card renewal process involves an application under worker screening and choosing option for blue card exemption. This involves 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.

Implementation and review of this strategy

This strategy will be implemented, and TCL employees will be informed of and receive training on its contents. This document will also be published on the TCL website and participants will be informed of the strategy and their requirement to comply with it.

This strategy will be reviewed on an annual basis, or as necessary in the following circumstances:

- If significant changes are made to TCL activities that involve reconsideration of any child safety risks,
- In order to comply with any legislative or policy changes made under the Working with Children (Risk Management and Screening) Act 2000.

The annual review process will consider:

- whether the 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;

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- the effectiveness of the policies and procedures in preventing or minimising harm to children and young people; and
- the content and frequency of training in relation to the child and youth risk management strategy.

All changes to the child and youth risk management strategy will be appropriately communicated to TCL employees.

4.2 Strategies for communication and support for all stakeholders

Stakeholders of TCL consist of our employees, board members, carers and children. These stakeholders will be made aware of this child and youth risk management strategy and encouraged to discuss concerns through the following:

- The strategy will be made available to all stakeholders.
- Children and their parents or carers will be asked to read and comply with this strategy.
- TCL employees visiting schools will provide information about this child and youth management strategy, the codes of conduct, and
- As appropriate via general TCL communication such as newsletters, or if deemed appropriate through social media posts.

Employee Register

TCL will establish and maintain an employee register which records all paid employees and volunteers involved in child-related activities within the organisation.

The blue card register will contain a record of all employees within TCL including:

- the type of application (e.g. 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 (e.g. 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 TCL informed the Agency's Blue Card Services of the change; and
- any change of personal information of an employee, including the date they informed the Agency's Blue Card Services (TCL should note that it is an offence for an employee to fail to notify on the appropriate form of any change in personal details within 14 days).

Under the *Working with Children (Risk Management and Screening) Act 2000*, the Agency's Blue Card Services has the power to conduct an audit on an organisation to ensure that the organisation

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maintains an employee register. TCL will need to develop procedures for establishing and maintaining a register in either electronic or hard copy format.

TCL may be asked for a copy of the employee register if a complaint is made in relation to an individual or the organisation itself. Failure to comply with this requirement is an offence.

The employee register will be regularly reviewed and updated.

Relevant Child Safety Information:

Atherton Child Safety Service Centre

Address: 34 Mabel Street, Atherton Qld 4883
 Postal address: PO Box 151, Atherton Qld 4883
 Phone: 07 4091 9250
 Fax: 07 4091 9287

For emergencies outside of working hours, contact the Child Safety After Hours Service Centre.

The Child Safety After Hours Service Centre (formerly Crisis Care) is a 24-hour state wide service that provides after hours responses to participants of the department, members of the public and staff from government departments and community agencies in relation to child protection matters.

Phone: 07 3235 9999
 Freecall: 1800 177 135 (Queensland only)

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