

**BRIDGES HEALTH  
&  
COMMUNITY CARE**

**CHILD & YOUTH  
RISK MANAGEMENT  
STRATEGY**

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**Authorisation**

The Child & Youth Risk Management Strategy has been developed as a key document for Bridges Health & Community Care Ltd (BHCC Ltd) in conjunction with the Cth Child Protection Framework <https://pmc.gov.au/domestic-policy/national-office-child-safety/commonwealth-child-safe-framework>.

This document has been approved formally by the following personnel.

<b>Approved:</b>	Name: Sharon Sarah Position: Chief Executive Officer  Signature: _____ Date: 02/02/2022
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## Amendments

The Chief Executive Officer is accountable for ensuring that the Child and Youth Risk Management Strategy (RMS) is developed, implemented, and reviewed annually to be effective in addressing risks of harm to children and young people and remain up to date with current legislation and updated with relevant amendments, if necessary. Each review should consider if there have been any incidents that have occurred, the actual process used to manage incidents, if policies and procedures were followed by the relevant people, the effectiveness of the policies and procedures and that the content and frequency of training in relation to the RMS. All proposed changes to this document will be subject to approval as detailed above.

It is not compulsory to make changes but ensure that the review is still documented. Changes must be communicated to all in the organisation. You must conduct a review where a child has been harmed, is at risk of harm, or a breach of the strategy is identified.

The Child and Youth Risk Management Strategy will not be adopted and accepted until it has been approved as detailed above. Until such time this document should not be used and will remain in draft format. When the Child & Youth Risk Management Strategy has been formerly approved it will be assigned the version number of 1.0 and will be incremented by 1 with each revision. Amendments promulgated are to be certified in the following table when entered.

Version No.	Page/Section No.	Date	Amendment Description
1.0	Entire Document	28/04/2020	New Document
2.0	Entire Document	1/02/2022	Review for 2021 and 2022. Includes editorial changes, review cycle amendment, removal of Quality Manager and Staff Development, change from endorsement to approval only.

## Introduction

Safe service environments require ongoing planning, commitment, and maintenance. The Blue Card system aims to create a safe and supportive service environment where children and young people can receive services and participate in activities essential to their development and wellbeing. The Blue Card system has 3 key components:

- Risk Management Strategies.
- Blue Card screening.
- Compliance and ongoing monitoring.

The *Working with Children (Risk Management and Screening) Act 2000* (Qld) (the Act) and the *Working with Children (Risk Management Screening) Regulation 2011* (Qld) requires organisations to develop, maintain and review annually a Child & Youth Risk Management strategy which aims to keep children and young people safe.

The purpose of a child and youth risk management strategy is to help identify potential risks of harm to children and young people and to implement strategies to minimise these risks.

A well-developed strategy will help BHCC Ltd achieve its objectives by providing a clear and consistent framework to guide and support employees, vocational placements, and clients.

To comply with the legislative framework, a child and youth risk management strategy must include eight (8) minimum requirements. These requirements:

- Address an organisation's **commitment** to creating a safe and supportive service environment
- Strengthen an organisation's **capability** to provide such an environment
- Assist an organisation to manage any concerns with respect to the safety and wellbeing of children and young people who are involved with the organisation, and
- Promote the **consistency** of an organisation's approach to risk management, both within the organisation and with respect to compliance with the requirements under the Act. The 8 requirements are:

### Commitment

1. A statement of commitment to the safety and wellbeing of children and young people and the protection of children and young people from harm.
2. A code of conduct for interacting with children and young people.

### Capability

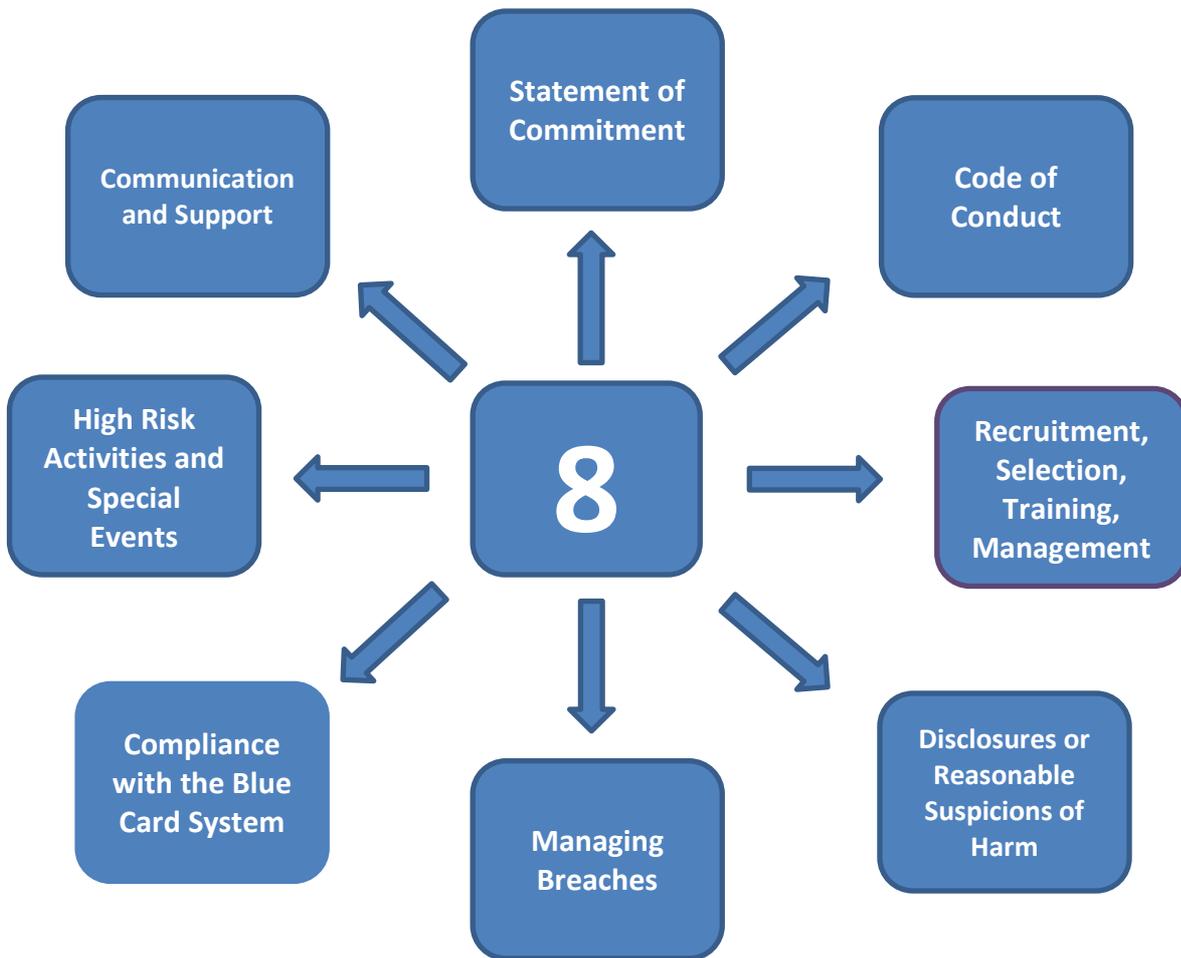
3. Written procedures for recruitment, selection, training and management of staff and vocational placements

### Concerns

4. Policies and procedures for handling disclosures or reasonable suspicions of harm, including reporting guidelines.
5. A plan for managing breaches of your risk management strategy.
6. Risk Management plans for high-risk activities and special events.

### Consistency

7. Policies and procedures for managing compliance with the blue card system.
8. Strategies for communication and support.



**The following describes how the strategy document is to be developed:**

**Requirement** – The 8 mandatory requirements as set out in the *Working with Children (Risk Management and Screening) Act 2000* (Qld) and the *Working with Children (Risk Management Screening) Regulation 2011* (Qld).

**Action/s** – Intentional actions, programs, processes that have been developed and will be implemented. The Action/s must be specific and expressed in terms that can be assessed and evaluated as to their effectiveness.

**Reference/s** – Describe the policy, procedures etc. which form the authority of the particular Action/s.

**Responsible Officer/s** – This identifies the particular staff member who has responsibility for the development and/or implementation of a particular Action/s.

**Evidence** – This identifies those things which can be objectively examined and will demonstrate that the action is in place and is being applied correctly.

Requirement	1. Statement of commitment
<b>Action/s</b>	<p>To develop a Statement of Commitment</p> <p><i>“At Bridges Health &amp; Community Care Ltd, our Mission is To improve the health, social and economic outcomes for people of all ages and communities.</i></p> <p><i>Bridges Health &amp; Community Care Ltd (BHCC) has a Statement of Commitment ensuring the safety and wellbeing of children and young people from harm and a Risk Management Strategy that complies with the mandatory requirements of the Working with Children (Risk Management and Screening) Act 2000 (Qld), the Working with Children Risk Management Screening Regulation 2011 (Qld) and the Commonwealth Child Safe Framework.</i></p> <p><i>BHCC supports the rights of children and young people and is committed to providing a safe and supportive service environment directed at ensuring their safety, welfare and wellbeing. We acknowledge that all children and young people have the right to feel safe.</i></p> <p><i>We have in place robust human resources and recruitment practices for all personnel. We have committed to ensuring our staff are educated on identifying risk early and removing and reducing these risks.</i></p> <p><i>BHCC are committed to responding to allegations of child and youth harm resulting in conduct or actions of any person including employees, including mandatory reporting requirements.</i></p> <p><i>This commitment includes the provision of a safe and supportive environment for all children and young people and requires all employees, vocational placements and visitors to model and encourage behaviour that upholds dignity and protection from harm.</i></p> <p><i>In support of this commitment, BHCC is dedicated to their Child and Youth Risk Management Strategy which includes having relevant policies, procedures and training in place to effectively address the safety and wellbeing of children in our care.</i></p> <p><i>BHCC is also committed to the regular review of our processes and developing actions to improve our systems.”</i></p>
<b>Reference/s</b>	<ul style="list-style-type: none"> <li>• BHCC PS 04 Statement of Commitment Policy Statement</li> </ul>
<b>Responsible Officer</b>	<ul style="list-style-type: none"> <li>• Chief Executive Officer</li> <li>• Quality, Risk and Compliance Manager</li> </ul>
<b>Evidence</b>	<ul style="list-style-type: none"> <li>• Statement of Commitment on display. Visible placement in all reception/administrative areas.</li> <li>• Statement of Commitment on website when complete.</li> </ul>

<b>Requirement</b>	<b>2. Code of Conduct</b>
<b>Action/s</b>	<ul style="list-style-type: none"> <li>Revised Code of Conduct sent out to all staff for signing and placed on Personnel File.</li> <li>Board Code of Conduct.</li> <li>BHCC Ltd Staff are committed to the mission and values of the organisation.</li> </ul>
<b>Reference/s</b>	<ul style="list-style-type: none"> <li><i>Working with Children (Risk Management and Screening) Act 2000</i> (Qld).</li> <li><i>Working with Children (Risk Management Screening) Regulation 2011</i> (Qld).</li> </ul>
<b>Responsible Officer</b>	<ul style="list-style-type: none"> <li>Chief Executive Officer</li> <li>Human Resources Manager</li> </ul>
<b>Evidence</b>	<p>Code of Conduct for all staff:</p> <p><a href="#">K:\1. QUALITY MANAGEMENT SYSTEM - STAFF\5. Policies and Procedures\Individual Policies and Procedures\Human Resource Management\BHCC HR 02 Code of Conduct V1.pdf</a></p> <p>Code of Conduct for Board Members:</p> <p><a href="#">K:\1. QUALITY MANAGEMENT SYSTEM - STAFF\5. Policies and Procedures\Manuals\Policy and Procedure Manual - Governance V1.pdf</a></p> <p>Staff are required to sign the Code of Conduct on employment, when completing their annual Performance Review and when changes are made.</p>

<b>Requirement</b>	<b>3. Recruitment, Selection, Training and Management</b>  Written processes for recruitment, selection, training and managing staff and vocational placements.
<b>Action/s</b>	A suite of Policies and Procedures have been developed and are in place for recruitment, selection, training and managing employees, vocational placements. <ul style="list-style-type: none"> <li>• Review relevant Policies and Procedures to ensure they meet the minimum requirements.</li> <li>• Reference checks – do you have any concerns about the person working directly with children?</li> <li>• Induction Checklist – to include the Child and Youth Risk Management Strategy</li> </ul>
<b>Reference/s</b>	<ul style="list-style-type: none"> <li>• <i>Working with Children (Risk Management and Screening) Act 2000</i> (Qld).</li> <li>• <i>Working with Children (Risk Management Screening) Regulation 2011</i> (Qld).</li> </ul>
<b>Responsible Officer</b>	<ul style="list-style-type: none"> <li>• Chief Executive Officer</li> <li>• Human Resources Manager</li> </ul>
<b>Evidence</b>	<ul style="list-style-type: none"> <li>• Policies and Procedures can be located in the Quality Management System.             <ul style="list-style-type: none"> <li>○ Individual Policies and Procedures</li> <li>○ HR Manual</li> <li>○ Service Manual for specific service</li> </ul> </li> <li>• Pre-appointment             <ul style="list-style-type: none"> <li>○ Position Description – clearly state the Blue Card screening, Selection Criteria, Interview questions and scoring tool and Reference Checks</li> <li>○ Employment contract</li> </ul> </li> <li>• Post-appointment             <ul style="list-style-type: none"> <li>○ Induction Checklist/program</li> <li>○ Probationary Review</li> <li>○ Training requirements/professional development – assess risks and deliver subsequent training. Maintain a training calendar, identify mandatory training including frequency, maintain a register</li> <li>○ Management Tools – Performance Reviews/Appraisals, Complaints Management, Performance Management, Disciplinary procedures, exit interviews or questionnaires</li> </ul> </li> </ul>

<b>Requirement</b>	<b>4. Handling disclosures or reasonable suspicions of harm, including reporting guidelines</b>  Policies and procedures for handling disclosures or reasonable suspicions of harm including reporting guidelines.
<b>Action/s</b>	Review Service Manual with policy and procedure required for Handling disclosures or reasonable suspicions of harm.
<b>Reference/s</b>	<ul style="list-style-type: none"> <li>• <i>Child Protection Act 1999</i> (Qld)</li> <li>• Commonwealth Child Safe Framework 2019</li> <li>• <i>Working with Children (Risk Management and Screening) Act 2000</i> (Qld)</li> <li>• <i>Working with Children (Risk Management Screening) Regulation 2011</i> (Qld).</li> </ul>
<b>Responsible Officer</b>	<ul style="list-style-type: none"> <li>• Chief Executive Officer</li> </ul>
<b>Evidence</b>	<ul style="list-style-type: none"> <li>• BHCC Ltd Service Manual Section 4.5, 4.6, 4.7, 4.8,</li> <li>• BHCC HR 28 Discrimination, Sexual Harassment and Bullying</li> <li>• BHCC PS 04 Statement of Commitment to Children and Young People</li> <li>• BHCC Service 01 Feedback, Complaints and Appeals</li> <li>• BHCC WHS F 01 Accident/Incident Report Form</li> <li>• BHCC HR 02 Code of Conduct</li> </ul>

<b>Requirement</b>	<b>5. Managing breaches of your risk management strategy</b>  A plan for managing breaches of your risk management strategy.
<b>Action/s</b>	<ul style="list-style-type: none"> <li>• BHCC Ltd recognises that the policies and procedures and systems put in place to prevent harm may be breached through action or inaction by a person in our organisation.</li> <li>• BHCC Ltd further recognises that a breach may arise due to a person not being aware of their obligations and/or being confused on what course of action they should have taken. In this case, a review of training/information will be conducted to improve the level of understanding.</li> <li>• BHCC has processes in place to deal with breaches in a consistent, fair and supportive manner.</li> <li>• The Feedback, Complaints and Appeals Policy and Procedure may also be referred to in these instances.</li> </ul>
<b>Reference/s</b>	<ul style="list-style-type: none"> <li>• <i>Working with Children (Risk Management and Screening) Act 2000</i> (Qld)</li> <li>• <i>Working with Children (Risk Management Screening) Regulation 2011</i> (Qld).</li> </ul>
<b>Responsible Officer</b>	<ul style="list-style-type: none"> <li>• Chief Executive Officer</li> <li>• Human Resources Manager</li> <li>• Quality, Risk and Compliance Manager</li> </ul>
<b>Evidence</b>	<ul style="list-style-type: none"> <li>• BHCC Service 01 Feedback, Complaints and Appeals</li> <li>• BHCC WHS F 01 Accident/Incident Report Form</li> </ul>

<b>Requirement</b>	<b>6. Compliance with the requirements of the Blue Card system</b>  Policies and procedures for managing compliance with the Blue Card system.
<b>Action/s</b>	<ul style="list-style-type: none"> <li>• Policy and procedure with the guidelines for the requirement to hold a Working with Children clearance (Blue Card) at BHCC Ltd.</li> <li>• A register of all current Blue Card and expiry dates is maintained by the Human Resources department.</li> <li>• Use of Blue Card Portal from Department to management linking and delinking with BHCC Ltd.</li> </ul>
<b>Reference/s</b>	<ul style="list-style-type: none"> <li>• <i>Working with Children (Risk Management and Screening) Act 2000 (Qld)</i></li> </ul>
<b>Responsible Officer</b>	<ul style="list-style-type: none"> <li>• Chief Executive Officer</li> <li>• Human Resources Manager</li> </ul>
<b>Evidence</b>	<ul style="list-style-type: none"> <li>• Screening and Criminal History Checks forms part of the Human Resources Policy and Procedure Manual which is located in the Quality Management System.</li> <li>• Access to the Blue Card Register is restricted to authorised personnel only. Information classification of private.</li> </ul>

<b>Requirement</b>	<b>7. Risk management plans for high risk activities and special events</b>  Risk management plans for high risk activities and special events.
<b>Action/s</b>	<ul style="list-style-type: none"> <li>• BHCC Ltd has an extensive Risk Management System included the Risk Register locating in LogiQC.</li> <li>• Where it is deemed necessary a risk assessment will be completed for both internal and external activities.</li> <li>• It is expected that any proposed activity with a risk rating of Extreme or High would not proceed until further controls can be introduced to lower the risk rating.</li> <li>• Each risk assessment will identify areas of potential risk and list the corresponding controls. Each risk assessment is then evaluated and given a risk rating using the risk score table considering the likelihood of occurrence and the consequences that may result.</li> </ul> <p><b>Risk Levels:</b></p> <ul style="list-style-type: none"> <li>• Extreme Risk, High Risk, Medium Risk, Low Risk</li> </ul> <p><b>Consequences:</b></p> <ul style="list-style-type: none"> <li>• Severe, Major, Moderate, Minor, Insignificant</li> </ul> <p><b>Likelihood:</b></p> <ul style="list-style-type: none"> <li>• Almost Certain, Likely, Possible, Unlikely, Rare</li> </ul>
<b>Reference/s</b>	<ul style="list-style-type: none"> <li>• <i>Working with Children (Risk Management and Screening) Act 2000 (Qld)</i></li> <li>• <i>Working with Children (Risk Management Screening) Regulation 2011 (Qld).</i></li> </ul>
<b>Responsible Officer</b>	<ul style="list-style-type: none"> <li>• Chief Executive Officer</li> <li>• Human Resources Manager</li> <li>• Relevant Program Lead.</li> </ul>
<b>Evidence</b>	<ul style="list-style-type: none"> <li>• BHCC Quality Policy and Procedure Manual Sect QM 15</li> <li>• BHCC WHS F 01 Accident/Incident Report Form</li> <li>• BHCC WHS F 04 Identification and Analysing Risk/Risk Matrix</li> <li>• LogiQC Risk Register</li> </ul>

<b>Requirement</b>	<b>8. Communication and support</b>  Strategies for communication and support.
<b>Action/s</b>	<b>Communication</b> <ul style="list-style-type: none"> <li>• Ensure all relevant policies and procedures have been communicated so the people are aware of their responsibilities, understand acceptable behaviour, comfortable addressing issues or concerns, highlight the importance of the organisations commitment to keeping children and young people safe and reduce the likelihood of breaches of the RMS.</li> <li>• Ensure written information for employees, vocational students include details of the organisations risk management strategy or where to access it.</li> <li>• Ensure training materials help identify risks of harm and how to handle disclosures or reasonable suspicions of harm; and outline the organisations risk management strategy.</li> <li>• What are our methods of communication – email, phone, meetings</li> <li>• If we involve all the people associated within the organisation, they will be more likely to accept, support and adhere to them. This will create a culture within the organisation that recognises and values the importance of upholding safeguards for children and young people</li> <li>• Present the RMS to other staff for feedback</li> <li>• Consider communication strategies – Induction training which includes the RMS and all policies and procedures, place information in newsletters and other publications, use notice boards and posters, give access to the RMS, mandatory training, include in professional development and performance plans, provide staff with information around their obligations as a blue card holder</li> </ul> <b>Support</b> <ul style="list-style-type: none"> <li>• Behaviour management, Stress, Conflict, Bullying, Child protection concerns, Breaches of the RMS, Dealing with disclosures or reasonable suspicions of harm</li> </ul> <p>Appoint internal support service officers, WHS officers who can partner with External Employee Assistance Programs (EAP) to support all people within the organisation.</p>
<b>Reference/s</b>	<ul style="list-style-type: none"> <li>• <i>Working with Children (Risk Management and Screening) Act 2000 (Qld) (the Act)</i></li> </ul>
<b>Responsible Officer</b>	<ul style="list-style-type: none"> <li>• Chief Executive Officer</li> <li>• Human Resources Manager</li> <li>• Relevant Program Lead.</li> </ul>
<b>Evidence</b>	<ul style="list-style-type: none"> <li>• Emails, memos, meetings etc.</li> </ul>