Child and Youth Risk Management Strategy (CYRMS)

Updated 14 October 2026

SUMMARY

La Boite Theatre Ltd (LB) has a zero-tolerance policy to child abuse and neglect in any form.

LB is committed to safeguarding and promoting the welfare of Children in its organisation by providing a safe and inclusive environment and by ensuring that everyone involved is educated and informed of their responsibilities to protect and look after Children.

All Children have the right to feel safe and protected from all forms of abuse, harm and neglect. Children have the right to take part in our programs in a safe, positive, and enjoyable environment.

LB aims to create and maintain an inclusive, child-safe environment that is understood, endorsed, implemented, and adhered to by everyone involved.

This Strategy is part of LB's proactive and preventative approach to upholding its commitment to the safety, wellbeing, participation and empowerment of all Children involved in its programs.

The LB Child and Youth Risk Management Strategy seeks to ensure that everyone involved in activities is aware of their rights and responsibilities in relation to Children. This Strategy sets out the standards of behaviour expected of those involved in our organisation and the behaviours that are not acceptable ('Prohibited Conduct').

This Strategy imposes obligations on LB in relation to responding to allegations of Prohibited Conduct, including by reporting suspected Child Abuse to the appropriate authorities and to implementing a commitment to child safety and child-safe practices, including recruitment and screening of staff and volunteers.

DEFINITIONS

In this Strategy the following words in the singular include the plural and vice versa and have the corresponding meaning:

Abuse means any type of abuse (including physical, emotional or psychological, sexual, and inappropriate use of power) that has caused, is causing or is likely to cause harm to a person's wellbeing, whether in person or as the result of a publication viewable by any other person by any means.

Activity has the meaning of any LB event, practice or gathering of employees, volunteers or artists, planned or otherwise

Bullying means a person or group of people repeatedly and intentionally using words or actions, or the inappropriate use of power, against someone or a group of people to cause distress and risk to their wellbeing.

Child means a child or young person who is under the age of 18 years.

Child Abuse has the meaning given to it in Schedule 1 and includes the following as outlined in that Schedule:

(a) Physical Abuse
(b) Emotional or Psychological Abuse
(c) Sexual Abuse
(d) Neglect
(e) Exposure to Family Violence.

Child Safe Practices refer to the child safety requirements and practices adopted and implemented by Relevant Organisations to help ensure the safety of Children participating in a LB Activity as outlined in this Strategy.

Grooming refers to the process by which an adult establishes a trusting relationship with a child and those associated with the child's care and wellbeing, to create an environment in which abuse can occur.

Harassment means any type of behaviour towards a person that they do not want and that is offensive, abusive, belittling or threatening and is reasonably likely to cause harm to the person who is the subject of the harassment.

LGBTQI means Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, and Intersex.

Misconduct with a Child means any behaviour involving a Child that is objectively age inappropriate and/or places the Child at risk of harm.

Strategy means this Child and Youth Risk Management Strategy including any schedules, annexures and appendices. Prohibited Conduct means conduct in breach of this Strategy.

Recruitment and Screening means the child safety recruitment and screening requirements adopted and implemented by Relevant Organisations to help ensure the safety of Children participating in LB, as outlined in Annexure C.

Relevant Persons means any:

(a) Employee
(b) Personnel
(c) Volunteer
(d) Guest
(e) Artist/ Creatve
(f) Visitor
(g) Contractor
(h) Parent

Sexual Misconduct means:

(a) Sexual Harassment which is any unwanted or unwelcome sexual behaviour where a reasonable person would anticipate the possibility that the person being harassed would feel offended, humiliated, or intimidated; and
(b) Sexual Offences which include any criminal offence involving sexual activity or actions of indecency.

Unlawful Discrimination includes:

(a) Direct Discrimination when a person or group of people is treated less favourably than another person or group, because of a personal characteristic; and
(b) Indirect Discrimination when an unreasonable rule or policy applies to everyone but has the effect of disadvantaging some people because of a personal characteristic they share, where such personal characteristic is protected by applicable anti-discrimination legislation.

Victimisation means subjecting a person, or threatening to subject a person, to any unfair treatment because the person has made, or intends to pursue their right to make, a complaint or lawful disclosure, including under applicable legislation or this Strategy, or for supporting another person to take such action.

Vilification means a public act, conduct or behaviour that incites hatred, serious contempt for, or revulsion or severe ridicule of, a person or group of people because of a particular characteristic they hold, as covered by applicable legislation, including their race or religion, or homosexuality, transgender or HIV/AIDS status.

1. Statement of Commitment

LB is committed to ensuring the safety and wellbeing of all Children that are involved in our organisation. Our policies and procedures seek to address risks to child safety and to establish a child safe culture and practices.

We are committed to keeping Children safe:

(a) Through our Child and Youth Risk Management Strategy, we document our clear commitment to keeping Children safe from abuse and neglect.

(b) We communicate our commitment to all Relevant Persons and give them access to a copy of our commitment statement.

We promote equity and respect diversity:

(a) We actively anticipate Children's diverse circumstances and respond effectively to those with additional vulnerabilities.

(b) We give all Children access to information, support, and our complaints processes.

(c) We consider the needs of all Children, particularly Aboriginal and Torres Strait Islander Children, Children with a disability, LGBTQI Children and Children from culturally and linguistically diverse backgrounds.

Our defined relevant persons know the behaviour we expect:

(a) We ensure that Relevant Persons involved in the delivery of our Activities involving Children understand their role and the behaviour we expect in relation to keeping Children safe from abuse and neglect through application of our Child Safe Practices.

(b) We utilise clear position descriptions which clearly state relevant child safe requirements.

(c) All Relevant Persons are provided copies of the documents and policies that outline our child safe practises and expected behaviour.

We minimise the likelihood of recruiting a person who is unsuitable:

(a) We have appropriate measures in place to minimise the likelihood that we will recruit staff or volunteers who are unsuitable to work/volunteer with Children.

(b) We will meet the requirements of the Blue Card system in Queensland.

Induction and training are part of our commitment:

(a) Via our online training program, we provide all new staff and volunteers with information about our commitment to Child Safety including our:

i. Child and Youth Risk Management Strategy;

ii. Child Safe Policy; and

iii. Responding to Child Abuse Allegations.

(b) We support ongoing education and training for our employees and volunteers to ensure child safety information is provided and updated as required.

(c) We ensure that our staff and volunteers have up-to-date information on relevant legislation which applies in the state or territory they are based in or where they may travel to as a part of their duties.

We encourage the involvement of Children and their parents:

(a) We involve and communicate with Children and their families to assist in developing a

safe, inclusive, and supportive environment. We provide information to Children and their parents/carers (such as brochures, posters, handbooks, guidelines) about:

i. our commitment to keeping Children safe and communicating their rights;
ii. the behaviour we expect of Relevant Persons and of themselves;
iii. our Strategy about responding to child abuse (this Strategy).

(b) We have processes for encouraging two-way communication with Children and families.

(c) We seek their feedback and have a process for responding.

(d) We respect diversity and seek to facilitate effective communication and involvement.

Our staff and volunteers understand their responsibility for reporting child abuse:

(a) Our Strategy for responding to child abuse is approved and endorsed by the LB Board and applies to all staff and volunteers. Staff and volunteers must:

I. immediately report abuse or neglect and any concerns with policies, practices or the behaviour of Relevant Persons;
II. meet any legislated mandatory or other jurisdictional reporting requirements;
III. follow a specified process when reporting abuse or neglect.

(b) Staff and volunteers have access to the Respectful Workplace Policy and the Grievance Resolution Procedures and Discipline Procedure and understand the implications of the Strategy for their role.

(c) We document any allegation, disclosure or concern regarding child abuse and monitor responses to all allegations, disclosures, or concerns.

We maintain and improve our policies and practices:

(a) We are committed to maintaining and improving our policies, procedures, and practices to keep Children safe from neglect and abuse.

(b) We have assigned responsibility for regularly maintaining and improving our policies and procedures to LB's Program Manager.

(c) We monitor Relevant Persons to ensure appropriate practice, behaviour and policies are followed.

(d) We require staff and volunteers to disclose convictions or charges affecting their suitability to work with Children. We adhere to all aspects of the Blue Card system, ensuring all staff, volunteers and relevant persons have a valid Blue Card linked to the organisation or have signed a declaration in the case they are exempt.

(e) We have reviewed our programs to identify and document potential risks to Children.

(f) We undertake reviews, at least annually, to identify and document potential risks to Children associated with our programs.

2. Code of Conduct

All individuals coming under the scope of this Strategy are responsible for the safety and wellbeing of children and young people who engage with LB, and are expected to act in accordance with this Code of Conduct in any (physical and online) interactions with children and young people under the age of 18 years.

These individuals are required to:

- Act in accordance with LB child safety and wellbeing policies and procedures at all times.
- Behave respectfully, courteously and ethically towards children, their families, and other staff.
- Listen and respond to the views and concerns of children, particularly if they communicate (verbally or non-verbally) that they do not feel safe or well.
- Promote the human rights, safety and wellbeing of all children in LB.
- Demonstrate appropriate personal and professional boundaries.
- Consider and respect the diverse backgrounds and needs of children.
- Create an environment that promotes and enables children's participation and is welcoming, culturally safe and inclusive for all children and their families.
- Involve children in making decisions about activities, policies and processes that concern them wherever possible.
- Contribute, where appropriate, to LB's policies, discussions, learning and reviews about child safety and wellbeing.
- Identify and mitigate risks to children's safety and wellbeing as required by LB risk assessment and management policy or process.
- Respond to any concerns or complaints of child harm or abuse promptly and in line with LB policies and procedures for receiving and responding to complaints.
- Report all suspected or disclosed child harm or abuse as required by legislation and by LB policies and procedures on internal and external reporting.
- Comply with LB's protocols on communicating with children.
- Comply with all relevant legislation and LB's policies and procedures on record keeping and information sharing.

Individuals must not:

- Engage in any unlawful activity with, or in relation to a child.
- Engage in any activity that is likely to physically, sexually or emotionally harm a child.
- Unlawfully discriminate against any child or their family members.
- Be alone with a child unnecessarily.
- Arrange personal contact, including online contact, with children they are working with for a purpose unrelated to the organisation's activities.
- Disclose personal or sensitive information about a child, including images of a child, unless the child and their parent or legal guardian consent or unless the individual is required to do so by LB policies and procedures on reporting.
- Use inappropriate language in the presence of children, or show or provide children with access to inappropriate images or material.
- Work with children while under the influence of alcohol or prohibited drugs.
- Ignore or disregard any suspected or disclosed child harm or abuse

If an individual believes this Code of Conduct has been breached by another person in LB, they must:

- Act to prioritise the best interests of children.
- Take actions promptly to ensure that children are safe.
- Promptly report any concerns to their manager.
- Follow LB policies and procedures for receiving and responding to complaints and concerns.
- Comply with legislative requirements on reporting if relevant, and with LB policies and procedures on internal and external reporting.

3. Recruitment, Selection, Training and Management

Strategy statement
LB is committed to the safety and wellbeing of all children and acknowledges that a key element is ensuring the right people are appointed to work with children. LB will actively appoint and support those who aim to provide an enjoyable and educational experience for all children, and who meet the standards for child protection and safety. LB highly values its staff and is committed to promptly addressing all issues that may arise.

Pre-Appointment
When advertising, recruiting and appointing applicants, LB will be clear about its commitment to provide a safe and supportive environment for children. LB will carefully consider an applicant's eligibility, capability and suitability to performing a role that aligns with its commitments and in accordance with relevant legislation.

Position Descriptions
All position descriptions will highlight LB's Statement of Commitment and describe the expectations that applicants must be deemed suitable, eligible and capable of working with children in a safe manner, and in accordance with relevant legislation.

Position descriptions will outline the skills, experience and responsibilities required of the role, including:

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

Within the position descriptions and broader advertising materials, applicants will be informed they are subject to Blue Card screening, referee checks, identification verification, and that LB will request the candidate disclose any information relevant to their eligibility to engage in activities involving children and young people.

LB will review position descriptions for full-time staff annually to ensure roles and responsibilities remain current, compliant with legislation, aligned with LB culture and take into consideration improvements made (including where incidents have led to changes in Strategy and procedure). LB will review position descriptions for other staff every two years or adjust more frequently as major changes occur.

Recruitment
To apply for a full-time, part-time or contract position within LB an individual must:

- make an application;
- provide contact details of two referees;
- hold a Blue Card or Exemption Card, or be willing to complete an application;
- be able to provide photographic evidence of their ID (i.e. drivers licence);
- be willing to participate in an interview; and
- be ready, willing and able to abide by the CYRMS and other policies and procedures.

Parents and underage volunteers, and visitors:
See the below section ***Parent and underage volunteers, visitors and high-risk individuals*** for more information where an individual such as a visitor, parent volunteer or underage volunteer, may not require a Blue Card.

Interview process
Each interview will explore an applicant's background, work history, skills and values, and evaluate their suitability to work with children and young people. During the interview process, appropriate and informative questions will be asked to help LB select the most appropriate person for the role and consider how well they will uphold the organisation's values, including the CYRMS.

Questions will be included that explore the candidate's capacity to contribute to LB's safe and supportive environment. As an employer with a responsibility to provide a safe and supportive organisation for children and young people, LB has the right to question any inconsistencies in a person's work history. Question types may include:

- scenario-type questions that explore how an applicant might behave in employment-related situations
- open-ended questions that allow the applicant to provide detailed answers, and
- probing questions which ask applicants to elaborate on the answers they have provided to previously asked questions.

Referee checks

Checking referee reports is a vital part of the LB selection process. LB staff will carry out reference checks with the most recent employers to verify the identity of prospective employees, accuracy of the details of previous employment, and suitability of individuals to work with children and young people. If the reference is written, the referee will be contacted to confirm authenticity. Some questions to Referees may include:

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

Selection

LB will choose the most suitable candidate for the position. Only people who will promote and protect the rights, interests and wellbeing of children and young people will be selected. Assessment will be based on the position description developed for the role, with the aim to recruit someone who has the skills and attributes to fulfil the role requirements, or someone who, with a little extra training, can acquire the skills. Selection criteria will be used.

Example below:

SAMPLE SELECTION CRITERIA

Duties and Tasks	Skills and Attributes
– talking and interacting with children – communicating with parents and carers – supervising children rehearsing, performing and playing together	• keen desire to work with children including patience and enthusiasm • values children's rights to feel safe and happy • prior experience with working with children • understanding of physical and emotional needs of children • communication skills including rapport and trust building skills • leadership skills • problem solving and conflict resolution skills • positive reinforcement/strength-based approach
– organising activities with children – organising special events such as music camps and concerts	• keen desire to work with children including patience and enthusiasm • values children's rights to feel safe and happy • prior experience with working with children • leadership skills • problem solving and conflict resolution skills • time management and planning skills

Source: Queensland Department of Justice and Attorney-Program Blue Card Services, 2021, *Child and Youth Risk Management Strategy Organisation's Toolkit*, Queensland.

LB Responsibilities

LB staff will 'link' the successful applicant to the LB Blue Card services account prior to the individual commencing any duties with LB.

Post-Appointment

Induction
Each successful applicant will be required to participate in an induction.

The LB induction pack will include:

- the CYRMS including the Code of Conduct
- a position description
- obligations and responsibilities of LB adults should they become a restricted person; and

Prior to participating in any duties the applicant must:

- acknowledge and sign the Code of Conduct
- complete online building and emergency procedures training for The Old Museum
- complete the CYRMS training program

Probationary period
The performance of new, paid administrative staff who are on permanent tenure or contracts of one year or more, and their suitability for the role will be assessed through a probation period before confirming their full employment. It may be necessary for the person to receive close supervision throughout the probationary period. During the probation period, the LB Program Manager (or appropriate staff member) will meet with a new employee or volunteer to:

- set goals
- identify training needs, specifically in relation to child safeguarding, risk management practices
- identify and provide any additional support needed to ensure success in the role

Ongoing Training

- Annual training that covers topics similar to Induction Training may be provided to LB staff and training may include learnings from the previous year.
- Staff may also be required to participate in additional training on child safeguarding.
- To assist staff and volunteers, LB will ensure training can be easily accessed.

4. Reporting Disclosures and Suspicions of Harm

All individuals involved in LB play a crucial role in protecting Children and are required to follow the three actions set out below when responding to any Child Abuse allegations.

Action 1 – Responding

If a Child is at risk of immediate harm you must ensure their safety by:

- Calling 000 for medical and/or police assistance to respond to urgent health or safety concerns;
- Administering first aid, if required:
- Separating at-risk Child and others involved;

Identifying an appropriate contact person for any on-going liaison with the Police. If there is no immediate harm, go to Action 2.

Action 2 – Reporting

If you suspect, on reasonable grounds that a Child was, is, or is at risk of being abused and/or neglected, you must report it to the police and/or the Department of Child Safety.

If you suspect, on reasonable grounds that a child was, is, or is at risk of sexual abuse from a relevant person of LB you must report it to the Police.

If the alleged Child Abuse is occurring in LB, it must be documented on the Report Form found in Appendix 1.

You must also report internally to your designated contact within LB, who then needs to report to the Executive Director.

The Executive Director will then support you in any communication to parents or other organisations.

Action 3 - Support

- Support should be provided to any Child that has experienced abuse.
- It is important that the person providing support to the Child does not attempt to provide support which is outside of the scope of their role.
- Support should include maintaining a calm, open manner when listening to any allegations and/or disclosures, while avoiding seeking detailed information or asking leading questions.
- This information needs to be well documented and shared with LB's Executive Director.
- Further support for the Child, relevant adults and others involved may be required, including a referral to wellbeing or healthcare professionals and or the development of a safety plan.

5. **Managing Breaches**

The CYRMS is in place to protect children, and any breaches of this Strategy will be taken seriously. Breaches will be dealt with in a supportive, fair, confidential and consistent manner, and be clearly documented.

LB is committed to safeguarding everyone involved in our organisation including Children in our care, ensuring that they feel and are safe. LB's Child Safe Practices have been developed to identify and prevent behaviour that may be harmful to Children in our activities. A breach of our Child Safe Practices is a breach of the Child and Youth Risk Management Strategy and will be managed by the Grievance Resolution Procedures and Discipline Procedure

There may be exceptional situations where aspects of the Child Safe Practices do not apply, for example in an emergency it may be appropriate to physically restrain a child. However, it is crucial that, where possible, you seek authorisation prior to taking action that does not comply with these standards.

Sexual Misconduct

(a) Under no circumstances is any form of 'sexual behaviour' to occur between, with, or in the presence of Children.
(b) 'Sexual behaviour' needs to be interpreted widely, to encompass the entire range of actions that would reasonably be considered to be sexual in nature, including, but not limited to:
    I. 'contact behaviour', such as sexual intercourse, kissing, fondling, sexual penetration or exploiting a child through prostitution; and
    II. 'non-contact behaviour', such as flirting, sexual innuendo, inappropriate text messaging, inappropriate photography or exposure to pornography or nudity.

Professional Boundaries

LB recognises that there may be times where Relevant Persons are related to Child Participants. While it is not LB's intention to proscribe interactions between families, these connections must be identified to safeguard all Relevant Persons.

Therefore, if a Relevant Person is a relative of a Child, and both participate, such a connection must be formally disclosed and recorded with LB.

(a) Relevant Persons must act within the scope of their role (as specified in their position description or contract) when working with Children who are involved or have been involved in LB. They must not:
    I. provide any form of support to a Child or their family unrelated to the scope of their role, where there is no existing social, personal, or family relationship (e.g. financial assistance, babysitting, provide accommodation);
    II. use a personal phone, camera, or video camera to take images of Children unless express authorisation from LB is provided.
    III. exhibit any type of favouritism towards a Child;
    IV. transport Children unless specifically approved by all parties in writing;
    V. give gifts/presents to Children other than the provision of official awards;
    VI. engage in open discussions of a mature or adult nature in the presence of Children;
    VII. discriminate against any Child, including on the basis of gender identity, culture, race, or disability;
    VIII. have one on one contact with a Child outside of authorised activities (includes direct contact such as in-person as well as indirect, such as by phone, or online); or
    IX. accept an invitation to attend any private social function at the request of a Child or their family, where there is no existing social, personal, or family relationship.

(b) If Relevant Persons become aware of a situation in which a Child requires assistance that is beyond the confines of that person's role, they should undertake any or all of the following at the earliest opportunity:
    I. refer the matter to an appropriate support agency;
    II. refer the Child to an appropriate support agency;
    III. contact the Child's parent or guardian;
    IV. seek advice from the LB Program Manager.

Use of Language and Tone of Voice

Language and tone of voice used in the presence of Children should:
(a) provide clear direction, boost their confidence, encourage, and/or affirm them;
(b) not be harmful to Children. In this respect, not use language that is:
    I. discriminatory, racist, or sexist;
    II. derogatory, belittling, or negative, for example, by calling a Child a 'loser' or commenting in a negative way on their physical appearance
    III. intended to threaten or frighten; or
    IV. profane or sexual.

Positive Guidance (Discipline)

(a) Children participating in LB will be made aware of the acceptable limits of their behaviour to provide a positive experience for all participants.
(b) Relevant Persons must use appropriate techniques and behaviour management strategies to ensure:
    I. an effective and positive environment; and
    II. the safety and wellbeing of Participants
(c) Relevant Persons must use strategies that are fair, respectful, and appropriate to the developmental stage of the Children involved.
(d) Children need to be provided with clear directions and given an opportunity to redirect their behaviour in a positive manner.
(e) Under no circumstances are Relevant Persons to take disciplinary action involving physical punishment or any form of treatment that could reasonably be considered as degrading, cruel, frightening or humiliating.

Supervision

(a) Children participating in LB Activities must always be supervised. Supervision must be constant, active, and diligent and requires Relevant Persons to always be in a position to observe each Child, respond to individual needs and immediately intervene if necessary.
(b) One-to-one unsupervised situations with Children should be avoided, however some services and programs may involve such circumstances and in this case, these situations need to be identified and recorded.
(c) Any incident of one-to-one unsupervised contact should be immediately reported to LB within 24 hours of the incident occurring.

Use of electronic or online communications

(a) For any electronic or online communication with a Child in LB, a parent or guardian of the Child must always be copied in.
(b) When communicating with Children, Relevant Organisations and Relevant Persons must ensure content is:
    I. directly associated with delivering LB Activities, such as advising that a scheduled event is cancelled;
    II. concise, with personal or social content limited only to convey the message in a polite and friendly manner;

III. devoid of any sexualised or inappropriate language; and
IV. not promoting unauthorised social activity or contact.

Photographs of Children

(a) Children should be asked if they are comfortable being photographed or videoed and provided with information on how the photo or footage will be used.
(b) Children are to be photographed or videoed while involved in LB Activities only if:
    I. the Child's parent or guardian has provided prior written approval for the photographs to be taken or for the video footage to be captured;
    II. the context is directly related to participation in LB;
    III. the Child is appropriately dressed and posed; and
    IV. the image is taken in the presence of other personnel.
(c) Relevant Persons must not distribute images or videos (including as an attachment to an email) to anyone outside of LB other than the Child photographed or their parent, without the LB and the Childs parental knowledge and approval.
(d) Images (digital or hard copy) are to be stored in a manner that prevents unauthorised access by others and will be destroyed or deleted as soon as they are no longer required.
(e) Images are not to be exhibited online or in publications without parental knowledge and approval (through a signed image consent form), or such images must be presented in a manner that de-identifies the Child. Any caption or accompanying text may need to be checked so that it does not identify a Child if such identification is potentially detrimental.

Physical Contact with Children

(a) Children should be asked if they consent to being touched and provided with the reason for the physical contact.
(b) Any physical contact with Children must be appropriate to the delivery of activities and based on the needs of the Child such as assisting with the use of musical instruments, equipment, technique, treatment by a health practitioner or administering first aid.
(c) Under no circumstances should Relevant Persons have contact with Children participating in LB Activities that:
    I. would appear to a reasonable observer to have a sexual connotation;
    II. is intended to cause pain or distress to the Child (e.g. corporal punishment);
    III. is overly physical (e.g. sitting-on, forced stretching, horseplay, tickling);
    IV. is unnecessary (e.g. assisting with toileting when a Child does not require assistance); or
    V. is initiated against the wishes of the Child, except if such contact may be necessary to prevent injury to the Child or to others, in which case:
        - physical restraint should be a last resort;
        - the level of force used must be appropriate to the specific circumstances, and aimed solely at restraining the Child to prevent harm to themselves or others; and
        - the incident must be reported to management as soon as possible.
(d) Relevant Persons are required to report to LB any physical contact initiated by a Child that is sexualised and/or inappropriate, for example, acts of physical aggression, as soon as possible, to enable the situation to be managed in the interests of the safety of the Child, Relevant Persons and any other Participants.

Overnight stays and sleeping arrangements

(a) Overnight stays involving Children are to occur only with LB approval and consent of a parent/s or guardian/s of the Children involved.
(b) Written approval must be obtained prior to the overnight stay. Written approval could include electronic messaging formats such as email or SMS.
(c) Child Safe Practices and behaviour by Relevant Persons involved during an overnight stay must be consistent with the Child Safe Practices and professional boundaries expected during delivery of LB Activities at all other times.

(d) Standards of conduct that must be observed by Relevant Organisations and Relevant Persons involved during an overnight stay include:
    I. Children are provided with privacy when bathing, toileting, and dressing;
    II. appropriate dress standards are observed when Children are present – such as no exposure to adult nudity;
    III. Children will not be exposed to pornographic material, for example, through movies, television, the internet, or magazines;
    IV. Children will not be left under the supervision or protection of unauthorised persons such as accommodation staff, or peers;
    V. sleeping arrangements will not compromise the safety of Children such as unsupervised sleeping arrangements or Children sharing a bed or an adult sleeping in the same bed as a Child; and
    VI. Children have the right to contact their parents, or another adult, if they choose to or if they feel unsafe, uncomfortable, or distressed during the stay.

Use of, possession or supply of alcohol or drugs

Relevant Persons, whilst responsible for the care of Children, must not:
(a) use, possess or be under the influence of an illicit drug;
(b) use or be under the influence of alcohol;
(c) be impaired by any other legal drug such as prescription or over-the-counter drugs;
(d) supply alcohol or drugs (including tobacco) to Children; or
(e) supply or administer medicines, except when permitted by law or with the consent of the parent, guardian, or carer of the Child and under a valid prescription for that Child and at the prescribed dosage.

Parent/Guardian Involvement in Relevant Organisations

Relevant Persons must:
(a) ensure that a parent/guardian is involved in any significant decision, including the signing of any documentation in relation to their Child's involvement in LB.
(b) make parents/guardians aware of the standard of behaviour required when watching their Child during LB Activities. Parents/guardians displaying inappropriate conduct may be asked to leave but may not be denied access for an undetermined amount of time.

Transporting Children

(a) Children are only to be transported in circumstances that are directly related to the delivery of LB Activities.
(b) Other than in an emergency, it is not acceptable for Relevant Persons to transport Children without prior written approval from their parent or guardian. Gaining approval involves providing information about the proposed journey, including the:
    I. form of transport to be used;
    II. reason for the journey;
    III. route to be followed, including any stops or side trips; and
    IV. details of anyone who will be present during the journey
(c) When transporting Children, the Relevant Person must:
    I. drive responsibly;
    II. not be impaired by alcohol or any other mind-altering substances;
    III. have an unrestricted drivers' licence; and
    IV. to the extent practicable, not be alone in the car with a Child and/or request the Child sit in the back seat.
(d) Children may only be transported in a vehicle when the manufacturer stated capacity is adhered to and seatbelts and child restraints must meet Australian Standards (AS/NZS1754).

Drop off and Pick up of Children

Relevant Organisations or Relevant Persons must:

(a) ensure Children and their parent or guardian know the time and location of the LB Activity, including start and finish times.
(b) arrive before scheduled Activities start to ensure that Children are not left unattended.
(c) have an accessible register of parent and guardian emergency contact numbers and an operational phone.
(d) ensure they are aware of alternative pick up arrangements for Children and that the parent or guardian has provided consent.
(e) ensure that if a parent or guardian is late, they make reasonable attempts to contact them. It is not the responsibility of Relevant Persons to transport Children home if their parent or guardian is late for pick up.
(f) not leave the LB Activity until all Children have been collected by their parent or guardian.

Reporting a breach

Should a breach of the Strategy be identified, including self-identification, it is imperative this is reported to the LB Program Manager within 24 hours**.**

Depending on the urgency, an individual may consider calling 000 Emergency Services or Child Safety prior to reporting a nominated person.

Post Breach

- Quick and frank advice needs to be provided to parents, staff, volunteers and other key stakeholders once an incident has occurred.
- It is important to advise how LB intends on reducing the risk of subsequent issues in the future.
- While information must be made available to the above-mentioned parties, no identifying particulars should be included. At all times staff must protect the privacy and confidentiality of all involved parties.
- A review of the CYRMS will be completed.

6. Risk Management Plan for High-risk Activities

LB aims to protect young people while they are engaged in any LB activity, and give them an opportunity to explore their abilities in a variety of ways, which may include events, experiences or activities outside of Program rehearsals, tutorials and concerts.

LB will implement effective risk management analysis, planning and mitigation aimed at keeping young people, staff, volunteers and all other persons safe.

By implementing effective risk management LB will:

- Increase the likelihood of achieving optimal outcomes for young people.
- Remove opportunities for harm and threats to young people, our culture and the community.
- Improve confidence in parents, stakeholders and the community.
- Ensure all events and activities are planned effectively and reviewed in a consistent and reliable manner.

A high-risk activity or event is anything that may occur outside of the approved facilities, Program rehearsals or similar activities, or involve individuals who have not been previously approved. It also includes activities that may involve a potential hazard or require mitigation strategies.

Examples are camps, tours, overnight stays, certain day trips, swimming, participation of individuals external to LB, venues with crowds and hazards.

Complete a Risk Management Plan
The relevant LB Office staff member is required to complete a risk management plan if the high-risk activity or special event threshold is met. These plans take into account a number of considerations which have been adapted from Standard Australia's AS/NZS ISO 31000:2009 Risk management – Principles and guidelines.

A risk matrix will be used to determine consequence, likelihood and give an overall risk rating. If risks are classified as 'Extreme' after risk mitigation strategies are in place, then the activity or event is not to proceed.

Endorsements, Communication and Review
The LB Program Manager must endorse all risk management plans, and ensure all relevant persons are aware of them. Communication for reducing risks during high-risk activities or special events, must be provided to LB adults, participants and other relevant people. This communication must be provided in a manner cognisant to the stakeholder's level of understanding, eg. child-friendly documents must be provided to young children.

The LB Program Manager is responsible for reviewing risk management plans after the event has occurred and recording any learnings to assist future activities or events.

Record Keeping
All risk management plans, learnings and reviews will be kept on file.

7. Managing Compliance with Blue Card System

Risk Management Strategy Requirements

- Reviews of the CYRMS will occur annually, or upon an incident, harm or suspected harm being identified or a breach.
- Reviews are the responsibility of the LB Executive Director and require LB Board endorsement.
- Annual or post-incident reviews will seek to include input from a variety of people including children, LB staff, parents, LB Board and anyone else deemed suitable.
- Reviews will consider:
    - Program compliance with policies and procedures, including use of appropriate reporting channels
    - effectiveness of Strategy and procedures in handling concerns raised with specific focus on concerns relating to breaches, and harm or suspected harm
    - effectiveness of policies and procedures in minimisation and prevention of harm
    - ease of staff ability to comply with Strategy and procedures, and applicability to the environment and services provided
    - content of induction training, as well as content and frequency of ongoing training
    - compliance with record keeping requirements
    - updates to legislation and evidence based best practice for upholding the safety and well-being of children.
- Reviews will be documented and held on file by LB.

Who requires a Blue Card or Exemption Card
LB is a regulated environment dealing directly with children and young people, therefore any person who has direct or indirect contact with children must have a Blue Card or Exemption Card before commencing activities (see exception below). This applies to all staff and regular contractors (e.g. photographers, audio recording staff, videographers).

Parents who volunteer in the same LB activity as their child, unless they are a restricted person, do not require a Blue Card or Exemption Card. LB volunteers in this category must sign a declaration that they are

not a Restricted Person. LB will ensure that volunteers who do not have children as LB members or do not volunteer in the same activity as their child, have a current Blue Card or Exemption Card before commencing work with LB.

Tradespeople and contractors who are visiting the premises to complete work that does not involve children do not need a Blue Card. However, these individuals will be closely monitored for interactions with children and appropriate risk mitigation strategies put in place to ensure the safety of children.

More information on Restricted Persons and Restricted Employment is available from Queensland Blue Card Services: Restricted Person and Restricted Employment

Blue Card System: Contact Person

The LB Program Manager is the designated contact person responsible for managing Blue Cards and Exemption Cards. Each Blue Card or Exemption Card application form for a paid or volunteer employee has a space in the 'Organisation details' section for a 'contact person'. Blue Card Services will send all notifications to the LB Program Manager. The LB Program Manager, & Executive Director are the only LB staff who Blue Card Services can discuss the person's Blue Card status with unless additional authorisation is provided.

Blue Card Processes

i) *Managing Blue Card applications*
Before commencing work with LB, those needing a Blue Card must register via the government website https://my.bluecard.qld.gov.au/login for either a Paid or Volunteer Card. A Paid card (indicating the person receives financial payment from LB) is usually approved within 24 hours. A Volunteer card is free but can take up to 6 weeks to process.

ii) *Managing existing Blue Card holders*
A Blue Card of a LB adult MUST be sighted (photograph acceptable) and linked to the organisation by the designated contact person before commencement of duties. The following details must be provided to LB: full legal name (matching their Blue Card account name), email, date of birth, and mobile telephone number.

The designated contact person must notify Blue Card Services of any change to the employee's/volunteer's personal information, adding the date they informed Blue Card Services to the employee register.

It is an offence for an employee to fail to notify Blue Card Services of any change in personal details within 14 days.

Managing High Risk Individuals

Managing changes in police information

Individual staff are obliged to advise LB if there is a change in their police information. They are not required to disclose the specific nature of the change, only that a change has occurred. An authorised LB staff member will then notify Blue Card Services within 48 hours of being advised of this information.

Managing high-risk individuals

The following process applies if the designated contact person receives notifications from Blue Card Services in relation to high-risk individuals, for example:

- an employee receives a negative notice or is a known disqualified person, or
- an employee has their Blue Card or exemption card cancelled or suspended, or
- an employee has their Blue Card application withdrawn, or
- a notification in relation to a serious change in criminal history is received from Blue Card Services.

The designated contact person will inform the LB Program Manager, who will ensure the adult does not continue to have direct or indirect contact with young people within the organisation.

If an unexpected adult arrives at a LB venue, expects to have contact (direct or indirect) with young people and doesn't have a Blue Card, they will politely be informed of Queensland Law and LB policies, and asked to leave the premises.

Ceasing Services
If a LB staff member ceases working with LB, the designated person will advise Blue Card Services immediately, and 'de-link' this individual from the LB Blue Card account.

Employee Register
LB maintains a register of staff and employees, using information found on the Queensland Government's Blue Card Services Organisation Portal. This register is maintained by the LB Program Manager.

8. Communication and support

Communication

Child safety is the responsibility of everyone at LB. Appropriate communication is always encouraged, as it is vital to ensuring our children are safe and have the opportunity to reach their full potential.

LB is committed to effectively and proactively providing people with relevant and accurate information to ensure young people remain safe and free from harm while engaged in its activities.

In order to meet our core objectives and comply with legislation, LB will communicate with key stakeholders to ensure individuals are aware of their responsibilities and our expectations for conduct with young people.

Strategic objectives
- Ensure young people, parents and others who hold concerns know how to report issues or seek help in a timely manner.
- Raise awareness and improve confidence of parents and other key stakeholders of LB's commitment to uphold the safety of children at all times through clear and consistent processes to reduce risk of harm.
- Provide accurate and up to date information in a clear and succinct manner on child protection.
- Improve internal and external communications.
- Reduce the likelihood of breaches of the CYRMS.

Scope
This *Communication Strategy* relates to all internal and external communication with stakeholders including, but not limited to LB staff, parents, participants, contractors and the Program public.

How we will achieve this
LB will provide
- an easily accessible PDF copy of the CYRMS on the LB website
- a printed copy of the CYRMS to anyone who requests it
- training to LB staff on the CYRMS including identifying risks of harm and how to handle disclosures or suspicions of harm.

Support

Staff, members or parents may require support to deal with issues such as behaviour management, stress, conflict, bullying including cyberbullying, child protection concerns, breaches of the CYRMS and dealing with disclosures or suspicions of harm, especially after incidents.

LB will assess each situation and organise appropriate support services. These may include:
- appointing or partnering with external work health and safety officers, and/or counselling services

- implementing mentoring programs using mentors who are either internal or external to LB, including mediation or other alternative conflict resolution techniques.
- providing additional training.

External Support Services

Below is a list of external support services.

Face to Face:

- Psychologist, counsellors and other mental health practitioners (the Australian Government supports people to attend psychology sessions under a *Mental Health Care Plan* – talk to your GP).

Online/Telehealth:

Kids Helpline	Ph. 1800 55 1800	www.kidshelpline.com.au
Beyond Blue	Ph. 1300 22 4636	www.beyondblue.org.au
Headspace	Ph. 1800 650 890	www.headspace.org.au

Head to Health:
Provided by the Australian Department of Health, Head to Health brings together apps, online programs, online forums, and phone services, as well as a range of digital information resources.
www.headtohealth.gov.au

Aboriginal and Torres Strait Islander Services:
For a list of Queensland Aboriginal and Torres Strait Islander Family Well-being services go to:
www.csyw.qld.gov.au/child-family/child-family-reform/meeting-needs-requirements-aboriginal-torres-strait-islander-children-families-communities/aboriginal-torres-strait-islander-family-wellbeing-services

Esafety:
The ESafety Commissioner has many available resources to help young people understand virtual engagement. It also has helpful educational guides regarding safety and security in a child appropriate format.
https://www.esafety.gov.au/

Schedule 1 – Child Abuse Definitions

Child Abuse is the mistreatment of a Child that:

(a) causes, is causing or is likely to cause any detrimental effect on that Child's physical, psychological, or emotional wellbeing; or

(b) does, or is likely to, endanger that Child's physical or emotional health, development, or wellbeing,

whether through a:

(a) single act, omission, or circumstance; or

(b) a series or combination of acts, omissions, or circumstances, and includes:

1. Physical Abuse occurs when a person subjects a Child to application of physical force, which may cause injury intentionally or inadvertently as a result of physical punishment or the aggressive treatment of a Child. Physically abusive behaviour includes, but is not limited to:

   (a) shoving, hitting, slapping, shaking, throwing, sitting on, punching, biting, burning, kicking; and

   (b) harmful training methods, overtraining or enforcing excessive repetition of skills where there is the potential to result in damage to a Child's physical development.

2. Emotional or Psychological Abuse which occurs when a Child does not receive the love, affection, or attention they need for healthy emotional, psychological, and social development or are exposed to violence/abuse against other Children or adults. Such abuse may involve:

   (a) repeated rejection or threats to a Child;

   (b) constant criticism, teasing, ignoring, threatening, yelling, scapegoating, ridicule, intentional exclusion, continual coldness, and rejection;

   (c) Bullying and Harassment;

   (d) harmful training methods or overtraining where there is the potential to result in damage to a Child's physical, intellectual, or emotional wellbeing and development.

3. Sexual Abuse occurs when an adult, or a person in authority (i.e. older, or younger but more physically or intellectually developed) involves a Child in any sexual activity. A child cannot provide consent, therefore even if ‘consent’ is given, it still constitutes sexual abuse.

4. Neglect is the persistent failure or deliberate failure or denial to meet a Child’s basic needs. Child Neglect includes the failure to provide adequate food, clothing, shelter, adequate supervision, clean water, medical attention, or supervision to the extent that the Child's health and development is or is likely to be harmed. Types of neglect include physical, medical, emotional, educational neglect and abandonment.

5. Exposure to Family Violence is any abusive behaviour used by a person in a relationship to gain and maintain control over their partner or ex-partner. It can include a broad range of behaviour that causes fear and physical and/or psychological harm. If a Child is living in a household where there have been incidents of domestic violence, then they may be at risk of significant physical and/or psychological harm.

Appendix 1

INCIDENT REPORT FORM

Name/s of the person or people involved in the incident:

Description of the incident:

Date and time incident occurred:

Location where incident occurred:

Immediate action taken: Please include details of who has been informed. Is a report to police or Child Safety required?

If no action taken - reason:

Follow up action (including person responsible and date completed):

Name of person completing this form:

Telephone:

Signature:

Date:

Contact Numbers:

Ambulance/ Police/ Fire: 000
Child Safety Services: 1800 811 810
Child Safety Brisbane Intake Service: 1300 682 254
(After hours): 1800 177 135 or (07) 3235 9999