

Purpose

Ardoch seeks to safeguard the safety and wellbeing of children and young people and prevent the risk of exposing them to inappropriate persons or behaviours. The purpose of the Child Safety & Wellbeing Policy (the Policy) is to protect children and young people in our programs from abuse or harm and ensure their wellbeing.

The Policy provides clear guidelines to ensure that those who work, volunteer or partner with Ardoch are aware of their responsibilities for identifying and consistently responding to concerns or allegations of child abuse or harm. The Policy provides definitions and examples of different forms of abuse and harm and offers some indicators of when such abuse or harm might be occurring. (See Appendix 1 for key policy definitions.) Ardoch acknowledges that this may be a difficult or sensitive topic for some people and strongly encourages them to seek support, as needed, via the Employee Assistance Program (0407 086 000 – for employees) or Lifeline (13 11 14).

The Policy encourages a culture where issues regarding safeguarding children and young people are openly discussed. The Policy confirms Ardoch's commitment to best practice in child safety and reinforces and promotes a culture where every child is safe.

Context

Ardoch believes in the proactive empowerment of children and young people. It recognises their rights and is committed to their safety and wellbeing, and that of their families.

This Policy was developed in consultation with child safety experts in the community sector and government. Ardoch helped establish the first framework to assess and accredit organisations working with children and young people and was the first organisation accredited by the resultant organisation, Australian Council for Children & Youth Organisations.

Ardoch recognises and implements the legislated requirements and ministerial orders regarding child safety, in all the states and territories where it operates (see Child Safety Implementation and Reporting Procedure for applicable legislation). We adhere to, and implement initiatives consistent with, the National Principles for Child Safe Organisations, the NSW and Victorian Child Safe Standards, and any other child safe standards in the states or territories in which we work across Australia.

Ardoch undertakes regular whole-of-organisation training and review to align with child safety best practice and recommendations.

Statement of commitment to child safety

Ardoch is committed to the safety and wellbeing of all children and young people. This is the primary focus of our care and decision making. Ardoch has a zero-tolerance approach to all forms of child abuse or harm.

As an organisation, we recognise that all children have a right to be kept safe from harm, and are committed to upholding this moral and legal obligation at all times. Consistent with this, Ardoch works with its representatives to provide a child safe environment where children and young people are safe and feel safe, and where they are involved in decisions that affect their lives.

Ardoch will also actively promote the safety and wellbeing of particularly vulnerable children, specifically; the cultural safety of Aboriginal and Torres Strait Islander children, children from culturally and linguistically diverse backgrounds, children living with disability, children and young people who identify as LGBTIQ+ and children who have experienced trauma.

Every person involved in Ardoch has a responsibility to understand their important and specific role individually and collectively, in ensuring that the wellbeing and safety of all children and young people is at the forefront of all they do and every decision they make.

Scope

This Policy applies to Ardoch Employees, Board members, Volunteers, Partners and Contractors. It applies whether activities are being conducted in person or virtually, including:

- at Ardoch offices
- at Ardoch partner schools
- at Ardoch partner workplaces
- online or via correspondence (e.g., Literacy Buddies®)

The Policy is an integral part of Ardoch's work practices and induction processes. It is reviewed and shared annually with Employees, Board members, Volunteers and Partners. In addition to the Policy, all new employees are required to familiarise themselves with the accompanying Child Safety Implementation and Reporting Procedure, within 30 days of commencing at Ardoch and conduct their work accordingly.

Child Safety & Wellbeing Policy

Ardoch is committed to the safety, participation and empowerment of all children and young people. Ardoch promotes a rights-based approach to child safety and has expected standards of behaviour. Ardoch supports and respects all children, as well as its Employees, Board members, Volunteers, Partners and Contractors. We are committed to engaging families and communities in supporting and promoting child safety and wellbeing.

Ardoch is committed to preventing child abuse and harm, identifying risks early, and removing and reducing those risks.

Child abuse and neglect describe acts or omissions which endanger a child's health, wellbeing or development. This can be a single event or a series of traumatic events and is rarely limited to one form of harm. Child abuse and neglect can be perpetrated by parents, caregivers, other adults, and/or other children and young people.

It includes:

- Cumulative harm
- Emotional abuse
- Exposure to family violence
- Grooming
- Multi-dimensional harm
- Neglect
- Physical abuse
- Verbal abuse
- Sexual abuse and sexual exploitation.

Definitions of each of these forms of abuse and Indicators of Abuse or Harm are provided in Appendix 1.

Note: Where sexual abuse is perpetrated by children or young people, it is usually referred to as "sexually harmful behaviour".

Responsibility

Ardoch requires everyone involved with it to take all reasonable steps to facilitate and maintain a safe environment for children and all participants in our services.

This means all Ardoch Employees, Board members, Volunteers and Contractors must:

Follow child safety policies, procedures and legislation

- Comply with Ardoch's Code of Conduct and Child Safety and Wellbeing Policy and Procedures
- Act in accordance with the National Principles for Child Safe organisations, the NSW and Victorian Child Safe Standards, and any other child safe standards in the state or territory where programs are undertaken

Maintain compliance and training

- Ensure their Working with Children Check remains current for the duration of their engagement with Ardoch and undertake any other specified checks relating to child safety as required for their role
- Maintain the level of training on child safety required by Ardoch

Be alert to and report concerns

- Be aware of changes in the behaviour of children and young people that might be Indicators of Abuse or Harm. The indicators are further outlined in Appendix 1.
- Report any concerns or allegations regarding the abuse or harm, or potential risk of abuse or harm, of children to Ardoch's Child Safety Officer (and, where required, to external authorities such as police or child protection) in accordance with Ardoch's Child Safety Implementation and Reporting Procedure

Create a child safe environment

- Proactively create and promote an open and inclusive environment in which all children and young people feel safe, happy and empowered
- Proactively participate in organisational discussions and initiatives relating to child safety.

Some roles have additional responsibilities in relation to child safety, which are outlined in Appendix 2: Role-specific responsibilities.

Child safety culture

Ardoch strives to build a child safe culture where all Employees and Volunteers, children and young people, and their families, feel able to raise child safety concerns and be confident that they will be heard. All Employees and Volunteers have a responsibility to understand their important and specific role individually and collectively, in ensuring that the safety and wellbeing of all children and young people is at the forefront of all they do and every decision they make.

Ardoch has established strong governance processes, with senior leadership oversight, to embed child safety across the organisation. It regularly reviews its policies, procedures and practices to ensure they reflect current standards for ensuring child safety and wellbeing, and continuously improve its approach.

Ardoch nominates internal child safety champions to assist with building child safety capacity and embedding a child safe culture across the organisation. The child safety champions explain and promote child safety best practices across the organisation and support the child safety officer.

Empowerment of children and young people

Ardoch designs its programs and activities to create an environment where children feel empowered, and are encouraged and supported to participate. Empowerment means strengthening children's confidence in themselves and in an organisation, and providing them with opportunities for choice and control. Participation means giving children opportunities to have their say and inform decision making.

Ardoch provides children and young people with the skills, knowledge and opportunities to express their views, be heard, and participate in decisions that impact them. This includes providing avenues for children to identify their individual needs and have them met. Ardoch provides information that is age-appropriate and readily accessible to children and young people regarding their rights, including to safety, information and participation. Ardoch supports its employees and volunteers to develop the knowledge and skills to help children participate meaningfully, express their views, raise concerns, and understand how the information they provide is used.

Ardoch implements sustainable youth engagement models to seek the voice of children and young people to influence program design and delivery, child safety practices and overall operations.

Equity, diversity and cultural safety

In line with its Equity, Diversity and Inclusion Policy, Ardoch is committed to providing culturally safe, inclusive and supportive environments for all children and young people, including those who:

- are Aboriginal and Torres Strait Islander
- are from culturally and linguistically diverse backgrounds
- are living with disability
- identify as LGBTIQ+
- have experienced trauma.

Ardoch's Code of Conduct outlines that behaviours such as racism and discrimination are not tolerated at Ardoch, and that everyone has a responsibility to call out and/or report to management any behaviour of that nature.

Commitment to Cultural Safety

Ardoch is committed to creating culturally safe environments in which the diverse and unique identities of Aboriginal and Torres Strait Islander children and young people are respected and valued.

This means we will:

- recognise and value the deep interconnection of Aboriginal and Torres Strait Islander cultures, values and practices with Aboriginal and Torres Strait Islander identities, resilience and belonging
- listen and learn from Aboriginal and Torres Strait Islander people to understand the harmful impact of the past and walk together for a better future
- not tolerate racism and immediately address any that occurs
- strengthen our cultural competency to build safe and inclusive environments in which Aboriginal and Torres Strait Islander children, and their families, are encouraged and supported to express their culture and enjoy their cultural rights.

Recruitment and screening

Ardoch takes all reasonable steps to ensure that all people working with it have passed screening procedures and do not pose a risk to children. It applies robust child safety human resources and recruitment practices for all Employees, Volunteers and Contractors, including regarding position descriptions, interviewing and reference checking. It remains diligent and vigilant in recruiting, screening and selecting Employees, Volunteers and Contractors to exclude people with unacceptable attitudes, behaviours and history from the organisation.

Prior to commencing work or volunteering with Ardoch:

- all Employees, Volunteers and Contractors are required to obtain or hold valid Working with Children clearances (WWCC) for the states or territories in which they will be working or volunteering for Ardoch, unless Ardoch accepts any special arrangements in place for their profession. For Employees and Volunteers, the WWCCs must be linked to or reference Ardoch as one of the organisations for whom the person is working or volunteering, in line with state guidelines, when requested by Ardoch
- all Employees and Volunteers, other than serving police officers, are required to undergo national police checks for Australia, as well as for any country in which they have lived for more than 12 months in the last 10 years. Ardoch will support obtaining the checks at the appropriate time and reserves the right to seek further checks during the period of employment or volunteering. Ardoch will manage any disclosable outcomes in line with its Disclosable Outcomes Policy
- all Employees and Volunteers are required to review this Policy annually. Employees are additionally required to read and understand Ardoch's Child Safety Implementation and Reporting Procedure. Ardoch provides training to ensure that child safety is front of mind for all Employees and Volunteers.

Complaints and Reporting

Ardoch has zero tolerance for child abuse or harm in any form across the organisation and our programs. All allegations and concerns regarding child safety are treated very seriously and responded to as soon as possible, in line with its Child Safety Implementation and Reporting Procedure.

Ardoch places the child at the centre of its complaint processes, ensuring all steps contribute to supporting the best interests of the child. Ardoch provides child-friendly avenues for complaints and allegations, including providing children with a safe and supported environment, and the time they need, to make any complaints or allegations.

Ardoch, and the individuals working or volunteering with it, have legal obligations to contact relevant authorities when concerned about a child's safety. Ardoch follows these obligations rigorously and supports those working or volunteering with it to do the same. Ardoch acknowledges that different legislative requirements are in place in different Australian jurisdictions, including regarding mandatory reporting and certain criminal offences related to reporting.

Regardless of legislative standards, Ardoch takes the stance that all Employees and Volunteers have a moral and ethical obligation to report concerns to the relevant authorities. This approach is reflected in its reporting procedure, which includes provisions for voluntary reporting, as well as being compliant with the reporting laws operating in each state and territory.

All Employees, Volunteers and Contractors are required to report any concerns or allegations that a child has suffered harm, or is at risk of harm, in line with Ardoch's Child Safety Implementation and Reporting Procedure. This includes:

- taking notes of the incident or observation for record-keeping purposes
- notifying the Child Safety Officer of the concern or allegation as soon as possible
- immediately notifying the police if the concern or allegation relates to child sexual abuse or any other form of abuse or neglect.

Ardoch responds to any suspicion, allegation or act of child abuse or harm within its services immediately, transparently, fairly and rigorously, liaising with all stakeholders as required, including government departments, school partners, child safety and child protection services and police. It ensures statutory notifications are made appropriately, and reports and complaints are stored securely and confidentially, in accordance with Australia's privacy principles. Where historical allegations of abuse or harm are made, which pertain to Ardoch, the organisation will co-operate fully with police or other statutory body investigations. The welfare of the victim/survivor is central to any response.

More information on Ardoch's approach to reporting can be found in the Child Safety Implementation and Reporting Procedure and the Feedback and Complaints Management Policy.

Training and support

Ardoch is committed to regularly training and educating its Employees and Volunteers on safeguarding children and young people and ensuring their wellbeing. It provides:

- child safety training on initial engagement and at regular intervals
- easy access to this policy and related procedures
- supervision and performance review appropriate to the role
- professional development opportunities
- ongoing support to develop capability in detecting, reporting and preventing child abuse or harm.

All Employees and Volunteers are required to undertake child safety training on induction and annual refresher training, as well as any additional training identified by Ardoch as important for their role. Supervision and performance management discussions are used as an opportunity to support ongoing check-in, reflection and discussion on child safety practices.

More information on Ardoch's approach to training can be found in the Child Safety Implementation and Reporting Procedure.

Use of images and messages

Ardoch bases all image gathering and publishing processes on ethical standards, which includes assessing the risk to children, child safety, respect for children's rights and integrity and dignity. It requires its Employees, Volunteers and Contractors, to apply these same standards.

Ardoch requires parent/guardian consent to be provided for children under 16 and will also seek verbal consent from children/young people before taking photos of them. More information on Ardoch's approach to gathering and publishing images and content regarding children can be found in the Photo and Content Permission Policy.

Family involvement

Ardoch seeks to keep parents/guardians informed about their child's involvement in Ardoch programs, such as through provision of pre-program information and seeking their consent for photo taking. It also offers avenues for families to identify their child's individual needs and have them met, and assists them with the complaints and reporting process, where required.

Risk assessments and risk management

Risk management means identifying the potential for an incident or accident to occur and taking steps to reduce the likelihood or severity of its occurrence. Implementing risk management processes that actively anticipate, respond to, and prevent child safety risks is paramount in Ardoch's practice.

Ardoch regularly monitors and reviews risks to ensure ongoing learning and improvement. This includes following up on any incidents, complaints or feedback from stakeholders, including children and young people or their families. Ardoch also reviews its policies, procedures and potential risks following the introduction of new, or changes to existing, child safe standards or legislation, or in response to emerging best practice. Ardoch is committed to reviewing and addressing any systemic issues which may be contributing to or hindering the organisation from being safe.

Ardoch undertakes child safety risk assessments for all programs and activities that may have contact with children, to identify risks and document steps to eliminate or mitigate them.

Partnerships

Ardoch undertakes child safety risk assessments as part of organisational appraisals, prior to beginning a partnership, and works with its partners to address any concerns regarding child safety practices and approaches. Ardoch ensures that partnering agreements are in place with all delivery partners that include requirements for meeting Ardoch's child safety expectations. Ardoch continues to work collaboratively with partners and Contractors to take proactive steps to reduce risks (such as resources for planning programs and assessing/mitigating risks) and to monitor, support and ensure reporting of all child safety matters.

Ardoch provides readily accessible information on its policy and procedures regarding child safety to enable other organisations to undertake child safety risk assessments in relation to it.

Implementation and review

Ardoch is focused on strengthening its compliance with the National Principles and child safe standards, proactively seeking feedback, and continually improving the way we work. Ardoch is committed to seeking the voices of relevant stakeholders such as employees, volunteers, children and young people and school partners as part of the policy review process.

The Policy's implementation is supported by Ardoch's Child Safety and Wellbeing Strategy and Child Safety Implementation and Reporting Procedure, and is aligned with its Equity, Diversity and Inclusion Policy.

The key responsibilities for the Policy's implementation for specific roles within the organisation, including the Board, Finance, Risk and Audit Committee, Chief Executive Officer (CEO), Child Safety Officer, child safety champions, senior managers, program managers and programs team members are set out in Appendix 2. The CEO has primary responsibility for the Policy's implementation, under the oversight of the Board.

The Policy, and its implementation, is reviewed annually by the Board and CEO, with input from Employees, Volunteers, Contractors and other stakeholders.

Appendix 1: Policy definitions and glossary of terms

Term	Definition
Adult	A person 18 years of age or older, including those who are Employees, Volunteers and associates of Ardoch
Child	Any person under the age of 18
Child Safe	Refers to an organisational environment that has an open and aware culture, understands child abuse, is supported by robust child safe policies, promotes the empowerment and participation of children, identifies and manages child safety risks, and expects all stakeholders to report any allegations, disclosures or concerns for the safety and wellbeing of children. A child safe environment ensures that children and young people are culturally safe.
Child Protection	Usually refers to a statutory authority responsible for investigating and responding to reports of child harm in the community
Code of Conduct	A policy which specifies behaviours expected of all Employees, Contractors, tutors, Volunteers and directors in the organisation
Contractor	Any individual person or organisation contracted directly by Ardoch to perform work on its behalf
Cultural Safety	Promotes the positive recognition and celebration of cultures. It is more than just the absence of racism or discrimination, and more than cultural awareness and cultural sensitivity. A culturally safe environment is socially and emotionally safe, as well as physically safe for children. It is underpinned by shared respect, shared meaning, shared knowledge, and experience, and living and working together with dignity and truly listening. ¹
Cumulative harm	Cumulative harm refers to the effects of multiple adverse or harmful circumstances or events in a child's life. Cumulative harm may be caused by an accumulation of a single recurring adverse circumstance (such as unrelenting low-level care); or by multiple circumstances or events (such as persistent verbal harm and denigration, inconsistent or harsh disciplines and /or exposure to family violence).
Disclosure	Refers to a child telling someone (through words, drawings, or actions) that he or she feels unsafe or has been harmed.
Emotional abuse	Emotional abuse occurs when a child's parent, caregiver or any other adult repeatedly rejects the child or uses threats to frighten the child. This may involve children: <ul style="list-style-type: none"> • Being repeatedly rejected, called names, or being put down

¹ Revised from *An Overview of the Victorian Child Safe Standards* (November 2015) – State of Victoria, Department of Health and Human Services and *A Guide for Creating a Child Safe Organisation* (Version 2.0 December 2015) – Commission for Children and Young People.

	<ul style="list-style-type: none"> • Being frightened by threats • Experiencing continual coldness to the extent that it significantly damages their physical, social, intellectual, or emotional development.
Employee/ Employees	Refers to any individual person engaged directly by Ardoch under a contract of employment, whether ongoing, fixed-term or casual, or under an arrangement with another organisation for an employment-style relationship, such as an internship, traineeship or student placement.
Exposure to family violence	<p>Family violence is behaviour by a person towards a family member that is:</p> <ul style="list-style-type: none"> • Physically or sexually abusive • Emotionally (psychologically) abusive • Coercive or in any way controls or dominates that family member and causes that family member to fear for their safety or wellbeing, or for that of another family member • Causes a child to hear, witness or otherwise be exposed to the effects of the behaviour referred to above • Exposes a child to family violence which includes seeing, hearing, or experiencing violence in a number of ways.
Gender Identity	A person's concept of self as male, female, a blend of both or neither. Gender identity refers to how individuals perceive themselves and how they self-identify. Gender identity can be the same or different from the gender assigned at birth. ²
Grooming	<p>Grooming is predatory behaviour designed to prepare a child for sexual abuse. Many perpetrators of sexual offences against children purposefully create relationships with children and young people, their families, and carers, to establish the conditions necessary for them to abuse the child. For example:</p> <ul style="list-style-type: none"> • Spending special time with a child e.g., in private settings, away from their family or organisation, including online • Isolating the child or young person from family and peers • Giving gifts to a child • Showing favouritism • Allowing the child to step out of boundaries or rules • Touching the child.
Indicators of Abuse or Harm	<p>Signs that may suggest that a child is facing or at risk of abuse, harm or neglect. Children are often practiced at hiding these signs. Abuse, harm or neglect may occur without indicators. Some examples of indicators of abuse or harm include:</p> <ul style="list-style-type: none"> • Disclosing that they (or someone they know) has been hurt or abused • Signs of physical harm (e.g., welts, bruising, burns) • Inappropriate interest or knowledge of sexual topics for age

² Human Rights Campaign, www.hrc.org.

	<ul style="list-style-type: none"> • Harming others • Inappropriate clothing for the weather • Hunger or fatigue • Self-harm • Eating disorders/disordered eating • Social isolation • Substance abuse
Mandated Reporter	Any adult who is legally required to ensure a report has been made when a concern, allegation and /or disclosure of child harm arises. A mandatory reporter may be a person who holds a particular occupation or falls under state/territory specific legislation.
Multi-Dimensional Harm	Occurs where multiple abuse types are experienced at the same time e.g., sexual abuse also involves physical and emotional abuse.
Neglect	<p>Neglect is the failure to provide for the child's basic needs for life to the extent that the child's health and development are, or are likely to be, placed at risk including:</p> <ul style="list-style-type: none"> • Food • Clothing • Shelter • Medical attention • Supervision or care.
Partner	An organisation, other than a school, that formally engages with Ardoch to support our work.
Physical abuse	<p>Physical abuse or injury may consist of any non-accidental form of injury or serious physical harm inflicted on a child by any person. Physical injury and significant harm to a child may also result from the failure of a parent, carer or guardian to adequately ensure the safety of a child by exposing the child to extremely dangerous or life-threatening situations. Examples of physical abuse may include:</p> <ul style="list-style-type: none"> • Beating, shaking, or burning • Assault with implements • Fabricated illness syndrome • Female genital mutilation.
Reasonable Belief	<p>A 'reasonable belief' is not the same as having proof. A 'reasonable belief' is formed if a reasonable person in the same position would have formed the belief on the same grounds. A 'reasonable belief' might be formed when:</p> <ul style="list-style-type: none"> • a child states that they have been harmed • a child states that they know someone who has been harmed (sometimes the child may be talking about themselves) • someone who knows a child states that the child has been harmed

	<ul style="list-style-type: none"> professional observations of the child's behaviour or development leads a person to form a belief that the child has been harmed signs of harm lead to a belief that the child has been harmed.
Risk of Harm	A child or young person is at risk of harm if they have suffered harm, or there is a likelihood they will suffer harm, of a kind against which ordinarily they should have been protected. ³
Sexual abuse	<p>Sexual abuse occurs when a person uses power, force, or authority to involve a child in any form of sexual activity. Behaviour that sex offenders engage in may include:</p> <ul style="list-style-type: none"> Touching or fondling children Sending obscene or suggestive phone calls/texts to children Exhibitionism and or voyeurism in front of children Exposing children to pornographic images Penetration with penis, finger or other object into the mouth, anus, or vagina.
Sexually harmful behaviour	Refers to harmful behaviour perpetrated by one child to another child. Harmful behaviours in children are often an indicator that they have experienced harm or neglect. Where sexually harmful behaviour occurs, organisations have a duty of care to both children. Note that in children under 10 years of age, such behaviour is usually referred to as sexually problematic behaviour.
Volunteer	Any person formally recognised as a volunteer by Ardoch, having undertaken relevant compliance checks and training, including members of the Ardoch Board.

³ Revised from Safe Environments for Children and Young People, Government of SA, Department of Human Services

Appendix 2: Role-specific responsibilities

This table outlines the key responsibilities for specific roles within the organisation for developing and maintaining a culture of child safety and wellbeing. These responsibilities are in addition to the general responsibilities of all Ardoch Employees, Board members, Volunteers and Contractors outlined in the Policy.

Role	Responsibilities
Board	<p>As the governing body for Ardoch, the board is responsible for:</p> <ul style="list-style-type: none"> • Ensuring that child safety considerations are foremost in organisational decision-making • Approving, and reviewing at regular intervals, Ardoch's Child Safety and Wellbeing Policy • Ensuring that Ardoch's Child Safety and Wellbeing Policy is aligned with the National Principles for Child Safe Organisations, child safe standards, and reflects the legislative requirements of all relevant state and territory jurisdictions in which Ardoch works • Clearly articulating Ardoch's risk appetite with respect to child safety matters • Ensuring that there are appropriate management structures and practices are in place to ensure that the Child Safety and Wellbeing Policy is operationalised effectively.
Finance Risk and Audit Committee (FRAC)	<p>As a sub-committee of the Ardoch Board, the FRAC is responsible for:</p> <ul style="list-style-type: none"> • Regularly reviewing Ardoch's compliance against Child Safe Standards • Reviewing all reported child safety incidents, seeking further advice and clarification from management if required, and maintaining oversight to ensure that any recommendations to policy or practice arising from these reviews are implemented • Alerting the board to any critical child safety incidents involving Ardoch employees or volunteers as alleged perpetrator, emerging risks or matters requiring remediation.
Chief Executive Officer	<p>The Chief Executive Officer is responsible for:</p> <ul style="list-style-type: none"> • Ensuring that child safety considerations are foremost in organisational decision-making • Building a culture of child safety throughout the organisation • Recommending to the board any changes to Ardoch's Child Safety and Wellbeing Policy in line with relevant legislative changes or evolving practice relevant to the National Principles for Child Safe Organisations • Ensuring Ardoch's Child Safety and Wellbeing Policy is implemented and adhered to • Ensuring that a program of training is in place for all employees and volunteers that is relevant to their specific role and that a system of monitoring compliance with training requirements • Reporting to FRAC and/or the Board, as per Ardoch policies and procedures, all breaches of Ardoch's Child Safety and Wellbeing Policy or Code of Conduct and ensuring the appropriate steps for

	<p>addressing such breaches are taken, along with implementing required actions to mitigate against further such breaches</p> <ul style="list-style-type: none"> • Being aware of their Reportable Conduct obligations (across all states where Ardoch works), and ensuring that delegates are also aware of these. • Reviewing and supporting Child Safety Officer to respond to complaints, allegations, or concerns regarding child safety matters • Recommending, within Ardoch's annual operating budget, the expenditure of necessary resources to ensure Ardoch can demonstrate it is meeting its stated commitment to child safety, or invest in relevant initiatives to enable it to meet this commitment • Embedding inclusivity and cultural safety throughout the organisation • Demonstrating proactive and positive leadership on child safety matters
Child Safety Officer	<p>The Child Safety Officer is responsible for:</p> <ul style="list-style-type: none"> • Supporting the CEO to build a culture of child safety throughout the organisation • Coordinating the Child Safety Champions to promote child safety through their teams • Developing and implementing an annual plan of works to improve child safety at Ardoch • Being aware of National Principles for Child Safe Organisations, state-based Child Safe Standards and legislative changes and taking actions to ensure compliance with these • Overseeing child safety content of employee and volunteer training, including signing off on all training, and reviewing the training at least annually to ensure currency • Ensuring that an annual program of training is in place for all Ardoch employees and volunteers (including board members) and that all managers are aware of their responsibilities for ensuring completion of the relevant training • Receiving and responding to complaints, allegations, or concerns regarding child safety matters from Ardoch employees and volunteers • Ensuring the CEO and delegates are aware of their Reportable Conduct obligations. • Reporting complaints, allegations or concerns to the CEO or the Chair of the Board in accordance with procedures, as well as notifying any relevant school partners about the complaint • Supporting volunteers and employees to report to external authorities (such as police or child protection services), as required.
Senior managers	<p>Senior managers are responsible for:</p> <ul style="list-style-type: none"> • Taking a proactive role as a member of the leadership team in ensuring that child safety considerations are foremost in organisational decision-making • Contributing to an overall culture of child safety at Ardoch

	<ul style="list-style-type: none"> • Ensuring that all employees within their teams complete relevant training, understand their child safety responsibilities and maintain relevant knowledge for the fulfilment of their role, providing additional support if required • Ensuring any recruitment is undertaken in accordance with child safe screening practices • Initiating appropriate performance management and/or disciplinary actions that may be required where employees fail to do so and/or commit any breach of Ardoch's Child Safety and Wellbeing Policy or Code of Conduct
Program managers	<p>Program managers are responsible for:</p> <ul style="list-style-type: none"> • Ensuring that all Ardoch programs are developed taking account of the National Principles for Child Safe Organisations • Providing internal leadership in relation to program delivery matters to ensure that all program employees, program delivery partners and education partners are aware of Ardoch's commitment and approach to child safety • Ensuring that program risk assessments are reviewed and updated annually, or more frequently as required • Where necessary, liaising with Ardoch program delivery and education partners to ensure that Ardoch's ability to demonstrate compliance with the National Principles for Child Safe Organisations is not compromised
Child safety champions	<p>The Child safety champions are responsible for:</p> <ul style="list-style-type: none"> • Developing and maintaining a comprehensive understanding of the National Child Safe Standards and how they apply to Ardoch's work • Promoting the importance of child safety in all aspects of Ardoch's work • Providing proactive support, acting as a sounding board, and being a source of knowledge on child safety issues, especially within their own teams • Actively supporting the Child Safety Officer with implementation of Ardoch's Child Safety Improvement Plans, including providing feedback on resources such as policies, procedures, program materials and training modules, and building team knowledge through team meetings and other forums • Proactively identifying ways in which a child safety culture can be further embedded at Ardoch, and working collaboratively to help them be realised • Advocating within Ardoch for children and young people and their right to be safe, supporting the roles of the Child Safety Officer and other relevant managers.
Programs team members	<p>Program team members are responsible for:</p> <ul style="list-style-type: none"> • Ensuring any training developed or delivered to volunteers is in-line with child safe practices and has been approved by the Child Safety Officer

- Implementing child safety strategies (such as volunteer screening, family information sheets, pre-program briefings) and advising any issues with these strategies
- Proactively identifying any child safety concerns and alerting them to Child Safety Officer
- Understanding and implementing risk mitigation strategies developed for Ardoch programs
- Encouraging and supporting volunteers to report child safety concerns and/or breaches in-line with Ardoch's Child Safety Implementation and Reporting Procedures
- Supporting Ardoch partner organisations to understand Ardoch's child safety approaches and their obligations within this, and reporting any breaches or concerns about partners to Child Safety Officer