



marsdenfamiliesprogram

1. Statement of Commitment
2. Code of Conduct
3. Recruitment, Selection, Training and Management
4. Handling Disclosures and Suspicions of Harm
5. Managing Breaches of Risk Management Policy
6. Risk Management for High Risk Activities and Events
7. Compliance with Blue Card
8. Communication and Support



marsdenfamiliesprogram

1. Statement of Commitment



1 - Statement of Commitment

Marsden Families Program (MFP) is committed to providing specialist therapeutic intervention and intensive support services to children, young people, and their families, and assist them to develop skills, confidence and connections needed to be resilient and capable of actively shaping their own future.

Our organisation is committed to ensuring the safety and wellbeing of all children, young people, and their families and the protection of children from harm. We commit to this with our Child and Youth Risk Management Strategy and the policies and procedures embedded throughout the operational practice and service delivery of Marsden Families Program. We are dedicated to providing a safe and supportive service environment for children and young people by developing and delivering holistic, high-quality programs and partnering across services in the region to extend the reach and effectiveness of our programs and activities.

Marsden Families Program's Child and Youth Risk Management Strategy is developed, implemented and reviewed by the Administration and Quality Manager and Program Manager. We further commit to adhering to the National Principles for Child Safe Organisations and to protecting and upholding the Human Rights of all children, young people, and their families.

Marsden Families Program is committed to providing a culturally safe environment for Aboriginal and Torres Strait Islander children, children from culturally and /or linguistically diverse backgrounds, and to providing a safe and accessible environment for children with a disability.

The following values guide the decisions and actions of MFP and reflect the culture that we are committed to promoting within our organisation:

Respect

- For children, their safety and well-being;
- For human dignity;
- For human rights;
- For diversity in culture, ethnicity, age and lifestyle choices;
- For the power of place.

Collaboration

- Inviting the community in,
- Generating fresh, creative responses to challenging issues,
- Providing opportunities for reciprocity.

Person-centered practice

- Placing children, young people and families at the center of everything we do,
- Supporting children and young people to be safe and free from harm,
- Supporting people to be resilient and self-determining,
- Supporting people to imagine and shape their own future.

Sustainability

- Making strategic and business decisions that reflect a commitment to future generations,
- Making day-to-day decisions that support continuity and innovation in service provision,
- Making decisions that reflect a commitment to environmental sustainability, including those that relate to procurement and work practice.



marsdenfamiliesprogram

Reconciliation

- Frederick Marsden Youth Centre and Marsden Families Program acknowledges the traditional owners of country and their continuing connection to land, waters and community. We pay our respects to elders past and present.
- Developing an organisational framework for bringing the vision of reconciliation to life.

Marsden Families Program has specific Policy, Procedures and training in place that support our staff to achieve these commitments.

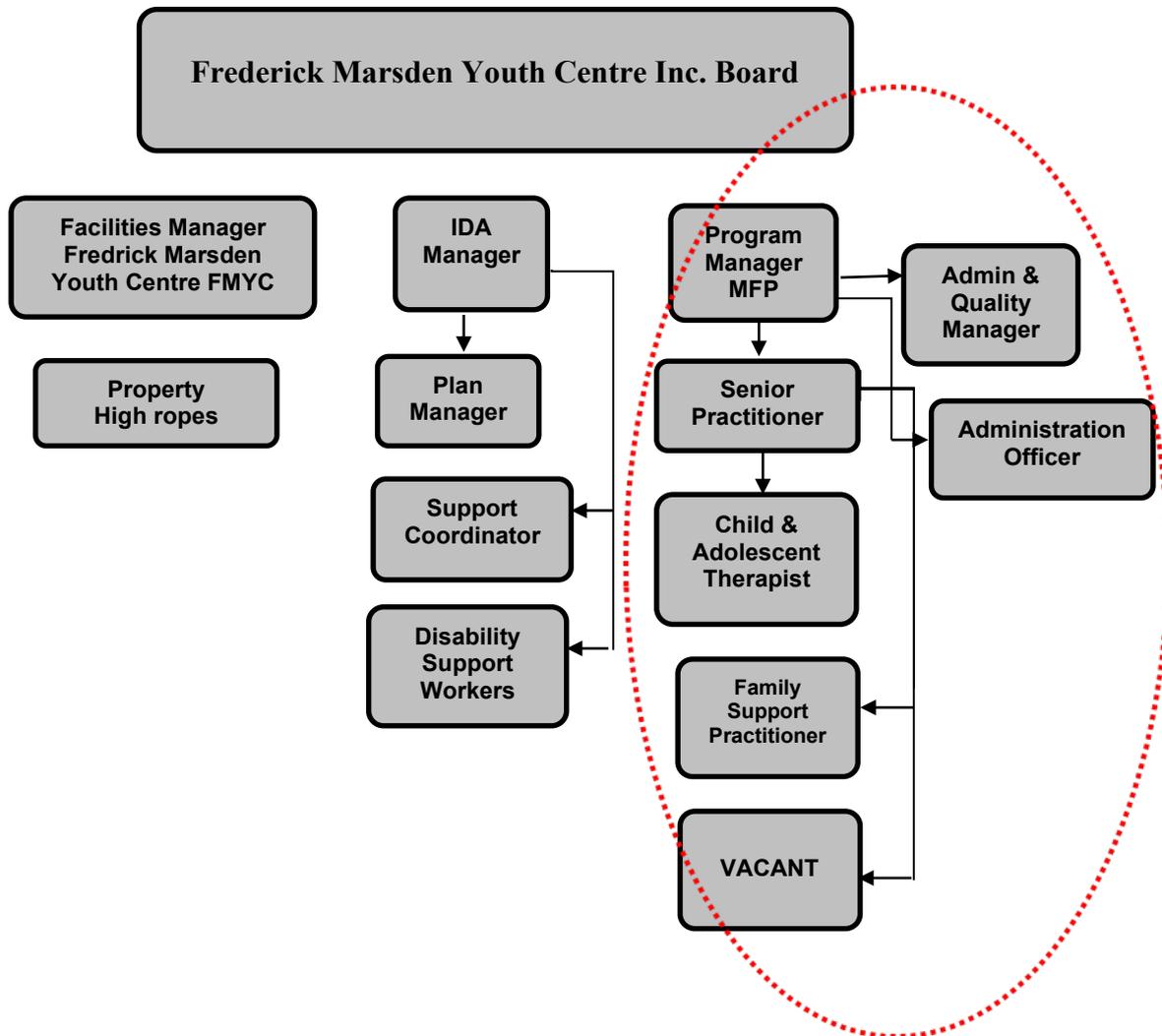
****Staff who believe a child is at immediate risk of abuse must phone 000.****



1 - Organisational Structure and Obligations

The Frederick Marsden Youth Centre Board is responsible for governance oversight of the Marsden Families Program which is quality certified by the Human Services Quality Standards (HSQS). It is a body corporate under Letters Patent issued on the Second day of March 2000 under the provisions of the religious, educational and charitable institutions acts 1861-1977. In the day to day, it operates according to the Incorporated Associations Smart Business guidelines provided by the Queensland Government Office of Fair Trading.

Organisational Structure



Governance Role

Good governance is the effective and efficient use of policies and practices to guide the strategic direction and conduct of an organisation. It is the fundamental means of caring for the organisation and the people it serves.



The commitment of the Board is to:

- be honest and diligent;
- be informed about what the organisation is doing;
- keep proper records of finance and other processes;
- manage Board processes;
- ensure debts can be paid;
- ensure compliance with government service agreements and legislative requirements;
- declare any personal interests that might conflict with the interests of the organisation or duties as a member of a board;
- monitor and manage risks;
- monitor compliance and performance of the organisation;
- maintain skills and monitor performance of the board;
- recruit board members based on skills and experience required to provide good governance to the organisation; and
- seek outside professional advice when there is insufficient information to make an informed decision.

ACNC Governance Standards

Frederick Marsden Youth Centre complies with the following standards for Governance in compliance with the *Australian Charities and Not-for-profit Commission Regulation 2013*:

- Standard 1 – charities must be not-for-profit and work towards their charitable purpose. They must be able to demonstrate this and provide information about their purposes to the public.
- Standard 2 – charities that have members must take reasonable steps to be accountable to their members and provide them with adequate opportunity to raise concerns about how the charity is governed.
- Standard 3 – charities must not commit a serious offence, such as fraud, under any Australian law or breach a law that may result in a penalty of 60 penalty units (currently \$10,200) or more.
- Standard 4 – charities must take reasonable steps to:
 - Be satisfied that its responsible members (such as board or committee members or trustees) are not disqualified from managing a corporation under the *Corporations Act 2001* or disqualified from being a responsible person of a registered charity by the ACNC Commissioner, and
 - Remove any responsible person who does not meet these requirements.
- Standard 5 – charities must take reasonable steps to make sure that responsible persons are subject to, understand and carry out the duties set out in this standard.
 1. Act with reasonable care and diligence.
 2. Act honestly and in the best interests of the charity and for its purposes.
 3. Not misuse the position of responsible person.
 4. Not to misuse information obtained in performing duties.
 5. Disclose any actual or perceived conflict of interest.
 6. Ensure that the charity's financial affairs are managed responsibly.
 7. Not allow a charity to operate while insolvent.



2 – Philosophy, Values, Mission

Philosophy

In order to provide a standard of excellence in service provision Frederick Marsden Youth Centre organisation has committed to continuous reflection on practice. Furthermore, the service is dedicated to lifelong learning practices, culturally inclusive service provision, engagement of local community and an appreciative inquiry (strengths) based approach to program design and service delivery.

The philosophy which underpins the organisations practices mandates that:

- all people are entitled to be treated with dignity and respect
- all people have the right to social and economic participation in their community of choice
- all people have the right to be self-determining
- we value the expertise and life experience of staff, children, young people, and families we work with
- we seek to understand and respect individual family culture values
- all people are entitled to the 23 fundamental human rights and freedoms under the Queensland *Human Rights Act 2019*

Mission

To have a positive impact on the well-being of children, young people and families through:

- the provision of specialist therapeutic intervention and programs
- intensive support for families to develop skills, confidence and connections needed to be resilient, capable parents, and
- support for people to re-imagine and actively shape their own future.

Values

Respect

- For children and their safety and well-being
- For family
- For people with disability
- For human dignity
- For human rights
- For diversity in culture, ethnicity, age and lifestyle choices
- For the power of place

Collaboration

- Inviting the community in
- Having conversations that matter
- Generating fresh, creative responses to challenging issues
- Providing opportunities for reciprocity



marsdenfamiliesprogram

Person-centered practice

- Having children, young people, families and people with disability at the center of everything we do
- Supporting children and young people to be safe and free from harm, abuse and neglect
- Supporting people to be resilient and self-determining
- Supporting people to imagine and shape their own future

Sustainability

- Making strategic and business decisions today that reflect a commitment to future generations
- Making day to day decisions that don't compromise continuity or innovation in service responses possible in the future
- Making decisions that reflect a commitment to environmental sustainability, including those that relate to procurement and work practice

Reconciliation

- Frederick Marsden Youth Centre acknowledges the traditional owners of country and their continuing connection to land, waters and community. We pay our respects to them and their cultures and to elders past and present
- Developing an organisational framework for bringing the vision of reconciliation to life.

History

Frederick Marsden Youth Centre acknowledges the history of our organisation with regard to operating a residential facility known as "Marsden Home for Boys" from 1932 to 1990. We are fully committed to addressing the elements of child safe institutions as outlined in the report from the Royal Commission into Institutional Responses to Child Sexual Abuse, *Creating Child Safe Institutions, July 2016*.

Marsden Families Program was established in 1993 in response to the need for more community-based care and support. Made possible by funding from Queensland Department of Family Services (now Department of Families, Seniors, Disability Services and Child Safety) and the Frederick Marsden Board, the Marsden Families Program provided a new service arm for FMYC which aimed to strengthen families and lessen or cease their involvement with government child protection bodies.



3 - Board Responsibilities & Capabilities

- All members of the Board must have current Paid Blue Cards
- Members of the Board are responsible for:
 - Controlling the business and operations of Marsden Families Program.
 - Ensuring the Board complies with its rules on calling and holding meetings.
 - Ensuring minutes of all committee and general meetings are kept.
 - Ensuring an appropriate secretary is elected or appointed.
 - Keeping public liability insurance and professional indemnity insurance current.
 - Having a nominated address for documents to be served (a physical address, not a PO Box).
 - Registering land or interests in land gained by The Youth Centre because of its incorporation.
 - Ensuring the Youth Centre's name appears on the common seal.
 - Ensuring the Youth Centre's full name appears on all official documents such as advertising, business letters, accounts, official notes, publications, cheques and receipts.
 - Notifying Office of Fair Trading (OFT) within one month of change of office bearers (Chairman, treasurer, and secretary), The Youth Centre's postal address or the secretary's residential address.
 - Ensuring proper accounting records are kept which correctly record and explain the transactions of The Youth Centre and its financial position.
 - Ensuring Marsden Families Program's financial affairs are audited or verified annually.
 - Ensuring an AGM is held each year within six months of the end of The Youth Centre's financial year.
 - Ensuring the audited or verified financial statements of the accounts is submitted to members at the AGM.
 - Lodging an annual return using the form sent by OFT.

In addition, members will:

- Be aware of the duties of the secretary and ensure they are properly carried out.
- Use reasonable care and skill in the performance of their duties.
- Act in good faith.
- Ensure that the Human Rights of staff and clients are protected as per the Queensland *Human Rights Act 2019*
- Advise the committee of any conflict that may arise between their own interests and the interests of Marsden Families Program. (e.g. advise if any activities might result in a financial gain to themselves).
- Ensure any document addressed to the Marsden Families Program is brought to the attention of the Program Manager as soon as practical after receipt.
- Ensure documents provided to OFT or submitted to members do not contain or omit anything that make them false or misleading.



All Board members will have the following capabilities:

- Create a clear and inspiring vision for the future and demonstrates an understanding of, and commitment to the primary purpose of the organisation.
- Contributes to the development of a sound strategic plan so that staff and members can work to achieve identified outcomes and vision.
- Has consideration of the Human Rights of Staff and Clients in all decision-making practices.
- Understands the big picture and emerging issues that will impact the organisation, reads papers prior to meetings and obtains good information to actively participate in discussion and decision-making.
- Plans for organisational sustainability and financial viability, recruits new Board members with relevant and diverse skills and experience, supports induction and undertakes Board reviews and Board development activities.
- Works together with fellow Board members to prioritise the Board's work, focus on outcomes and address issues that impact on organisational sustainability.
- Interprets regular financial reports, monitors and reviews financial performance, ensures expenditure aligns with objectives and priorities.
- Ensures that the organisation is accountable, meeting reporting requirements of funding bodies, employment and other legislative responsibilities, has adequate insurances and provides a safe environment for staff and Board members.
- Establishes a risk management framework to review and prioritize risks to the organisation and develops strategies to control or mitigate risks that could threaten the organisation.
- Critically reviews reports on the activities and financial position of the organisation to ensure the organisation remains viable and working to its strategic plan.
- Monitors progress against the strategic plan, revises strategy as required and celebrates organisational achievements with staff and other stakeholders.
- Regularly attends meetings, works to meeting protocols, listens actively, focuses on the presenting issue, and provides relevant and succinct contributions that assist the meeting to efficiently work through the agenda.
- Builds and maintains relationships that will ensure decisions are informed by the community's/members' best interests, promotes the organisation through various networks, and supports fundraising initiatives.
- Establishes Board policies and ensures decisions are guided by agreed policies.
- Communicates with stakeholders, ensures that appropriate mechanisms are in place to inform and engage with stakeholders to further the organisational objectives.
- Works together to provide organisational leadership, respects differences and values diversity, supports the Chair to meet their obligations and commits to agreed decisions.
- Critically reviews Board performance, ensures Board independence, acts in the best interest of the organisation, avoids conflicts of interest, does not use position to obtain any advantages, makes timely and transparent decisions that reflect commitment to strategic visions, acts in good faith.
- Ensures that the requirements and obligations of the Constitution are met and maintains confidentiality about decision-making and ensures that information is not misused.



Chairperson

The Chair will have the following capabilities:

- Demonstrates leadership, inspires trust and confidence in Board members, creates an inclusive environment, fosters collaborative processes, provides a positive public face to the organisation, demonstrates commitment to organisational values, resolves disputes, fosters development of Board and ensures regular review of Board performance.
- Establishes clarity about the roles of Board and Management, clarifies financial and other delegations, encourages trust and regular communication, provides direction to the Managers in line with Board decisions, ensures that the Board engages constructively and honestly with the Managers to evaluate performance against stated objectives.
- Adheres to clear agendas and timeframes for discussion, supports and focuses on discussion, manages differences of opinion and ensures that clear outcomes are agreed, promotes Board engagement, calls special meetings of the Board or subcommittees as required.

Secretary

The secretary is primarily responsible for managing the records of The Frederick Marsden Youth Centre.

The secretary will also:

- Take and keep minutes for all meetings.
- Keep the register of members.
- Take nominations for the Board committee.
- Provide appropriate notice to members for meetings.
- Call and convene special general meetings.
- Coordinate any correspondence or reports to be presented at meetings.
- Circulate the minutes of meetings to members.
- Complete any actions arising from meetings that require correspondence.
- Receive all correspondence and bring urgent matters to the attention of the chairman or treasurer if necessary.
- Annual Review of Blue Card Compliance for all Board members.

The secretary will have the additional capabilities:

- Oversees the timely and accurate preparation and lodging of statements to meet compliance reporting requirements.
- Consults the Chair and other relevant people to develop agenda, circulate agenda and meeting papers prior to meetings, creates minutes that are timely, true and accurate.
- Maintains membership records and ensures all necessary records are accessible for reports, elections and other votes, and deals with correspondence and disseminates information promptly.

Treasurer

The treasurer is primarily responsible for the financial management of The Frederick Marsden Youth Centre.

The treasurer will:



marsdenfamiliesprogram

- Keep and maintain an asset register.
- Keep all documentation for payments made including receipts, invoices and statements.
- Keep and maintain the deposit and cheque books.

The treasurer will have the additional capabilities:

- Monitors financial position, including cash flow and estimates of future financial performance, oversees financial systems and takes appropriate actions to ensure that the organisation has necessary resources to meet its obligations.
- Monitors financial systems to identify errors and discrepancies, ensures that the financial are protected against theft and criminal activities, arranges regular audits and supports the audit process.
- Ensures budget and expenditure reflect strategic intent of the Board, assists in the preparation of the budget and presents it to the Board for approval, establishes financial processes and delegations, oversees all financial transactions and signs cheques within limits of authority.

Program Manager

The Program Manager of Marsden Families Program work directly with the offices of the Board and general Board members as negotiated with the Chairperson.

The Position Descriptions are available as a separate document. As for all members of the Board, it is the Manager's responsibility to disclose conflicts of interest as they arise. Conflicts of interest that arise from operational responsibilities with MFP are not anticipated to be different to those arising from operational responsibilities with Frederick Marsden Youth Centre.



marsdenfamiliesprogram

2.Code of Conduct



2 - Code of Conduct for Working with Children and Young People

In addition to Marsden Families Program's standard Code of Conduct for employees, Marsden Families Program has a Code of Conduct for Working with Children and Young People that specifically addresses interactions with children and young people.

The purpose of the Code of Conduct for Working with Children and Young People is to clearly outline expected standards of behaviour for all people involved with MFP when interacting with children and young people in the organisation.

This policy applies to all people involved with the organisation, including employees (permanent, part-time, and casual), volunteers, consultants and contractors, board/committee members, students on placement, people undertaking work experience, and visitors and spectators.

MFP upholds a Zero Tolerance to racism and all forms of discrimination. Every person — including children, families, staff, and community partners — has the right to be treated with dignity and respect. Any behaviour, action, or communication that is racist, culturally disrespectful, or discriminatory is strictly prohibited and will be addressed under the organisation's disciplinary and grievance procedures.

At all times I will:

- Follow Marsden Families Program's child protection and child services policies and procedures
- Listen to and respect children
- Avoid favouritism
- Treat children and young people fairly and without prejudice or discrimination
- Value and take children's and young people's contributions seriously, actively involving children and young people in planning activities wherever possible
- Ensure any contact with children and young people is appropriate and in relation to my work and the work of the service being provided
- Ensure my language is appropriate
- Follow the Child and Youth Risk Management Strategy and report any breaches;
- Ensure equipment is used safely and for its intended purpose
- Role model behaviour for children and young people to follow
- Respond appropriately to unacceptable behaviour and report all allegations/suspicions of abuse
- Respect a child's or young person's right to personal privacy

I will not:

- Patronise or be condescending towards children and young people
- Allow allegations to go unreported
- Develop inappropriate relationships such as contact with children and young people that is not a part of my work or agreed to with Program Manager
- Conduct a sexual relationship with a child or young person or indulge in any form of sexual contact with a child or young person



marsdenfamiliesprogram

- Provide children and young people with my personal contact details (mobile number or address)
- Make sarcastic, insensitive, derogatory or sexually suggestive comments or gestures to or in front of children and young people
- Act in a way that can be perceived as threatening or intrusive
- Make inappropriate promises to children and young people, particularly in relation to confidentiality
- Jump to conclusions about others without checking facts
- Exaggerate or trivialise child abuse issues

Reporting breaches of the Code of Conduct

I will report any breaches or suspected breaches of the Code of Conduct to the Program Manager. I understand that trivial, unfounded, or vexatious complaints may result in disciplinary action.

Signature: _____

Name: _____

Date: _____



16 - Code of conduct – MFP

Statement of Intent

The Code of Conduct establishes a standard by which staff conduct themselves towards others and perform their work.

The aim of this Code of Conduct is to help staff to aspire to the highest standards of ethical conduct and to make clear the general and specific expectations of MFP.

Where relevant, this Code of Conduct operates in conjunction with other policies relating to minimum standards of behaviour and conduct, the contract of employment or contract for services.

This Code of Conduct applies to all employees, students, volunteers agents, contractors (including temporary contractors) of MFP (collectively referred to as '**Workplace Participants**').

The Code does not form part of a Workplace Participant's contract of employment or contract for services.

MFP upholds a Zero Tolerance to racism and all forms of discrimination. Every person, including children, families, staff, and community partners, has the right to be treated with dignity and respect. Any behaviour, action, or communication that is racist, culturally disrespectful, or discriminatory is strictly prohibited and will be addressed under the organisation's disciplinary and grievance procedures

What you are required to do - General Obligations

Workplace Participants are required to behave ethically, with integrity and appropriately during the course of their employment or engagement, or while volunteering with MFP.

Workplace Participants are required to conduct themselves professionally and respectfully at all times when at work and outside of work while undertaking work-related activities.

All Workplace Participants are expected to observe the highest standards of ethics, integrity and behaviour during the course of their employment or engagement with the Company. This Code of Conduct provides an overview of MFP's fundamental values. It is by no means exhaustive, but summarises some of MFP's most important policies, which are based on standards that underlie MFP's ethics and professional integrity, and which apply to all Workplace Participants.

Workplace Participants are required to:

- comply with their contract
- follow all lawful and reasonable directions given to them
- comply with all local, state/territory and federal laws
- comply with all policies and procedures, rules and regulations
- behave appropriately, including use of appropriate language
- take reasonable care and behave in a safe manner at all times
- never report for work in circumstances where there is a risk that they could be affected by or impaired by, or 'under the influence of' drugs or alcohol
- not make personal profit or gain in connection with their employment or engagement, or volunteering, other than as provided for in their contract or agreement
- not engage in any conduct that might damage the reputation of MFP or any of its officers or employees
- maintain confidentiality of all information, records or other materials acquired during their employment



marsdenfamiliesprogram

or engagement, or volunteering, with MFP

- behave in a non-discriminatory manner at all times (this includes respect for a person's race, colour, religion, national origin, age, sex, sexual orientation, marital status, family responsibilities, pregnancy or potential pregnancy, union membership or non-membership, mental or physical disability)
- not engage in bullying or harassment.

What you are required to do - Specific Obligations

1. The personal behaviour of Workplace Participants will not bring discredit to the organisation, to the work performed by the organisation or to fellow Workplace Participants. Any complaints or problems about practices at any level should be discussed with the identified Workplace Participants and appropriate investigation/grievance procedures will be followed, as required.
2. Workplace Participants will remain proficient in their practice and the performance of their duties. Workplace Participants will not undertake work beyond their capacity or competence. Workplace Participants will protect and enhance the dignity of their work and the organisation.
3. Workplace Participants will not exploit work relationships for professional gain or profit. Workplace Participants will not exploit clients/customers for personal advantage, nor solicit attendees of the organisation for activities resulting in personal gain.
4. Under no circumstances will Workplace Participants engage in sexual activities with clients receiving services from the organisation, including previous clients of the organisation.
5. Workplace Participants, paid and unpaid, shall disclose any personal relationships that may present a conflict of interest.
6. Workplace Participants will not use their position to promote personal, political, religious or business loyalty.
7. Workplace Participants will treat colleagues with respect, courtesy, fairness and good faith. Where serious disagreements cannot be resolved, they will be addressed as outlined in the grievance procedure.
8. Workplace Participants will respect the right of clients to privacy, and will similarly respect the confidences shared by colleagues in the course of their professional relationships and transactions. Refer to MFP's Client Charter. Clients will be made aware of the limitations within confidentiality agreements.
9. Workplace Participants will be responsible and vigorous in discussion and critical review of their delivery of service, participating in outcome focused discussion and evaluation of their own and others work.
10. Where applicable, the delivery of services will not proceed without the informed consent of the client. Refer to MFP's Client Charter.
11. Clients of the organisation should be seen at appropriate locations. These may include the client's home, school, MFP offices and training rooms and other places by approval of the Program Manager. If directed by the Program Manager, Workplace Participants may need to cease work within the client's home due to a risk to personal safety.
12. Any requests for comments from the media including comment made on the conditions of the local area, people or service issues will be referred to the Program Manager.
13. Workplace Participants are prohibited from acting in any capacity while under the influence of any mind-altering substance including alcohol.
14. Workplace Participants who have responsibility for employing and evaluating the performance of other Workplace Participants members will act in a fair, considerate and just manner, performing evaluations on clearly enunciated criteria.



marsdenfamiliesprogram

15. All Workplace Participants are bound by both the ethical and legal aspects of confidentiality, and will be required to sign a confidentiality agreement.
16. Workplace Participants will not use the assets of the organisation for their personal benefit or gain. Workplace Participants may rent, lease or borrow assets of the Centre on a fee for use basis commensurate with policies and the fees and charges set out in the Schedule of Fees and Charges. Management approval is required for all requests.
17. All employees (permanent, part-time and casual), volunteers, students on placement, and people undertaking work experience must hold a current Blue Card as providing child-related services regulated by the Child Protection Act 1999 are part of the day to day practice of MFP.
18. Workplace Participants will make physical contact with children and young people only as necessary and appropriate. Appropriate physical contact may include injury management, demonstration of a skill or for instructional purposes as part of an activity, or to assist in the toileting of young children. The purpose of physical contact must be explained prior to the contact being made. Inappropriate physical contact by a Workplace Participant is a breach of conduct and will be handled as such by the Program Manager.

Issues for Managers and Supervisors

In addition to observing the above standards of behaviour, managers and supervisors should:

- a) Promote a positive team spirit.
- b) Maintain confidentiality so far as is reasonably practicable when conducting investigations into grievances and disputes.
- c) Avoid bias in decision making.
- d) Ensure compliance with MFP's procedures when carrying out counselling and discipline.
- e) Exercise objectivity when administering rewards or discipline.
- f) Promptly, reasonably and professionally respond to non-compliance of this Code of Conduct.

Breaches of this Code of Conduct

A breach of this Code of Conduct may lead to disciplinary action including, but not limited to, termination of employment or services.

Variations

MFP reserves the right to vary, replace or terminate this Code of Conduct from time to time.

Additional Policies Resources

- Employment Contracts
- Physical Contact Policy
- Disciplinary Policy and Procedure



9b - Language

All people involved with the organisation must use appropriate language at all times. Appropriate language includes using encouraging, positive words, pleasant tone of voice, honest and open communication.

Inappropriate language includes that of an explicit, discriminatory, aggressive, and threatening nature. Examples of inappropriate language includes swearing, racial comments and sexually suggestive comments or jokes.

The inappropriate use of language includes insults, criticism, name calling, yelling and bullying.

Employees who use inappropriate language will receive a breach of conduct.
Children and young people will be supported according to Managing Challenging Behaviour Policy.

Parents using inappropriate language in the presence of children and young people will be managed according to the Managing Challenging Behaviour Policy, and if unwilling to cease as requested, will be asked to leave the session/centre/Program as necessary.

Students on placement, people undertaking work experience, consultants and contractors, visitors, spectators who use inappropriate language in the presence of children and young people will be requested to comply with organisational requirements or leave the centre/premises/event.



21a - Managing challenging behaviour

Marsden Families Program adheres to the use of positive behaviour support and least restrictive alternatives when working with children and young people.

MFP staff employ consistent processes that respect and support human rights and personal dignity. We promote an environment that protects the safety and wellbeing of clients through proactive planning that aims to minimise the risk of harm. MFP supports working with other agencies, including the Department, in assessment, planning, and review to support children and young people. Our goal is always to de-escalate challenging behaviour through positive responses. Prohibited practices must never be used.

This policy outlines how MFP staff support safe and positive behaviour and details preventative and responsive strategies to ensure effective, safe, culturally aware, and trauma-informed behaviour support.

Challenging behaviour is any behaviour with the potential to physically or psychologically harm another person, or self or property. Challenging or at-risk behaviour is understood to be behaviour that:

- Is typically not seen in children or young people of a similar age,
- Is inappropriate to the context in which it occurs,
- Is of such frequency, intensity, and duration that it presents risk to the child or young person or others, and/or
- Has a negative influence on the child or young person's quality of life such as restricting learning opportunities, limiting access to everyday community activities or impacting negatively on relationships.

MFP understands that behaviour arises within the context of development, environment, family experiences and social settings. MFP also considers individual factors such as experiences of trauma, intellectual disability, and physical and mental health that may contribute to at-risk behaviours. Our practice frameworks support staff to identify the nature, impact, and causes of challenging behaviours and respond in ways that support the dignity and well-being of the individual. The management of known (through existing reports, risk assessments or observation) challenging behaviour will be addressed in the individual/family planning process or development of positive behaviour support plans. Other challenging behaviours that emerge will be addressed in accordance with relevant guidelines.

Guidelines for preventing and responding to challenging behaviour:

- **Primary preventative strategies** that aim to change the environment and improve quality of life to reduce the need for the child or young person to engage in at-risk or challenging behaviour include building strong relationships, creating safe and trauma-sensitive environments, recognising positive behaviours rather than negative ones, focusing on strengths, clear and consistent boundaries and assisting with problem solving.
- **Secondary strategies** that aim to alleviate the situation when behaviours are low risk and to prevent the behaviour from escalating. They are used when there are early warning signs of at-risk or challenging behaviour
- **Non-aversive reactive strategies** that aim to bring about resolution and return to safety including therapeutic de-escalation strategies. Process the crisis event with children to help improve their coping strategies.

Prohibited practices are unlawful and unethical practices which present a high risk of causing high level discomfort and trauma and cannot be used under any circumstance.



Prohibited practices include:

- Corporal punishment
- Unethical practices to modify a child or young person's behaviour
- Planned use of physical restraint
- Planned use of restriction of access to items (environmental restraint)
- Containment (environmental restraint)
- Seclusion
- Chemical restraint
- Mechanical restraint
- Aversive strategies

Managing high risk behaviours and emergency use of restrictive practices

At times, children and young people may engage in behaviours of such intensity, frequency and duration they present immediate risk to themselves and/or others without intervention. In these limited instances, the emergency use of a restrictive practice may be required to manage risk.

Guiding principles for the emergency use of restrictive practices:

The situation in which an emergency use of restrictive practices may be appropriate is when:

- the child or young person is behaving in a way that poses immediate foreseeable risk of harm or actual risk of harm to themselves or others
- the practice is reasonable in all the circumstances of the behaviour
- where there is no less restrictive measure available to respond the child or young person's behaviour in the circumstances
- paramount consideration must be given to the best interests of the child.

The ongoing reliance on emergency use of restrictive practices is not to be used as a behaviour management technique nor for convenience, as retaliation or to discipline a child or young person.

Emergency use of physical restraint

Physical restraint is the sustained or prolonged use or action of physical force to prevent or restrict the movement of a person, or any part of their body, for the primary purpose of managing their behaviour that causes risk of or actual harm to themselves or others. It is distinct to a hands-on technique to guide the person away from potential harm or injury consistent with what would be considered as exercising duty of care towards a child or young person. Children and young people in care arrangements are not to be physically restrained by staff or carers except in emergency circumstances. In all circumstances where physical restraint is used in an emergency, staff are required to ensure that the physical restraint:

- is reasonable and necessary to prevent the child from harming themselves or others; and
- is the least restrictive option, in that it is the minimum level of force which is reasonable and necessary to protect the child or young person against danger; and
- is applied for the shortest amount of time possible, and is removed as soon as the risk has reduced; and
- is only used where the risk of not using the restraint outweighs the risk for using the restraint.

There is a serious risk that physical restraint can result in physical and/or emotional harm to the child or young person, the person applying the restraint, and those that witness the restraint. Any emergency



use of physical restraint will consider the child or young person's individual needs and circumstances, including:

- the age and size of the child or young person
- past behaviours
- any impairment, disability or health condition the child or young person may have for example obesity, epilepsy, medications or the side effects of drug use
- the child's cultural background
- any history of trauma, including physical and sexual abuse or exposure to domestic and family violence
- the environment in which the physical restraint is taking place.

If the emergency use of physical restraint is required, the child or young person will be carefully and continuously monitored and must never reach the stage where:

- the child or young person subject to the restraint says they cannot breathe, vomits, demonstrates signs of physical or psychological distress, starts to change colour or has a medical emergency such as a seizure; or
- the staff member administering the restraint is observed to be injured, unwell or unable to continue to safely monitor the situation.

After any use of emergency physical restraint, the child or young person will be:

- supported to access any required medical attention
- provided the opportunity to debrief about the incident once they are calm.

The use of any restrictive practice is reported to MFP Manager and to the Child Safety Service Centre or Child Safety After Hours Service Centre within **24 hours** of the incident occurring.

Any incident of the use of prohibited practices in relation to a child in a care arrangement must be immediately reported by MFP to the Child Safety Service Centre or Child Safety After Hours Service Centre. The use of any practices that may constitute a criminal offence must be immediately notified to the Queensland Police Service.



21b - Supervision of children and young people

Supervision of children and young people at Centre-Based Therapy Sessions:

For the attendance of therapy sessions at the Marsden Families Program Centre:

- Arrangements for transport to and from sessions at the Centre will be made prior to sessions and confirmed by phone at the confirmation of appointment approximately 24 hours prior to scheduled time.
- If a child needs to be collected from home or school by an MFP employee to attend a session at the Centre, an MFP vehicle will be used. Personal vehicles will not be used for child or young person transportation.
- MFP vehicles will be fitted with the required car seat for the age and size of the child.
- Children and young people (under the age of 12 years) will only travel in the back seat of MFP vehicles and if this is refused, alternative arrangements will be made including cancellation of a session and organisation of pick up by parent/carer.
- Parents/carers can transport children and young people to the Centre for sessions and must walk their child/ren into the reception area of the Centre.
- Therapy sessions are conducted with **one-on-one supervision** of the child or young person by the allocated Therapist.
- At the completion of sessions, the child or young person can be transported home by the MFP employee or picked up by parent/carer coming into the reception area of the Centre.
- MFP employees must always carry their Drivers' Licence and Blue Card when transporting children and young people.
- Children and young people who are scheduled to be picked up at the conclusion of their session and remain uncollected will remain supervised by MFP employees while contact with parent/carer is made. Alternative arrangements can include the child or young person being dropped home by MFP employee if the parent/carer is there, or the child or young person remaining at MFP until the parent/carer can arrive for pick up.
- If a parent/carer arrives to pick up a child/young person and shows signs of intoxication or signs of risk of causing harm, the Manager will be immediately informed and, if necessary, the QPS or CSO called and an Incident Report form is to be completed.



Supervision of Children during Group Events:

MFP will run Group Programs in response to client need. All group participation will be based on an individual plan, as part of the client's broader support plan. Children's groups will be designed around individual need, in conjunction with referring team members.

For the attendance of Group Programs at the Marsden Families Program Centre:

- Arrangements for drop-off and collection of children and young people will be made prior to Programs commencement and confirmed via phone call to confirm attendance and at drop-off.
- Children and young people will be under the supervision of MFP employees to the ratio of **1 MFP worker to 4 children.**

For the attendance of Special Events at the Marsden Families Program Centre:

- Children and young people will be under the supervision of parents/carers at Special Events.
- Parent/carers are not considered capable of supervision at Special Events if intoxicated or show signs of causing harm to children or young people, the Manager/Senior Practitioner will be immediately informed, and if necessary, the QPS or CSO called.
- MFP employees will be in attendance and providing secondary supervision as to duty of care for children and young people and the organisation.

Additional Policies and Resources

1. Managing Difficult Behaviours Policy
2. Transportation of Children and Young People Policy
3. Code of Conduct for Working with Children and Young People



21c - Physical Contact with Children and Young People

The Marsden Families Program (MFP) is committed to ensuring that all interactions with children and young people are safe, respectful, and appropriate. Physical contact is to occur only when necessary, reasonable, and directly related to the child or young person's needs, safety, or participation in activities.

Before any physical contact is made, the purpose must be clearly explained to the child or young person in a way they can understand. Wherever possible, verbal consent should be sought from the child or young person, and parent or carer consent obtained in advance for situations such as First Aid or toileting support.

Appropriate physical contact may include:

- Administering First Aid or supporting injury management;
- Demonstrating or guiding a skill as part of an educational or recreational activity;
- Assisting young children with toileting or hygiene needs in accordance with parental consent and organisational procedures;

Inappropriate physical contact includes, but is not limited to:

- Any violent or aggressive behaviour such as hitting, kicking, slapping, or pushing;
- Kissing or other forms of intimate contact;
- Any touching, behaviour, or gesture of a sexual or suggestive nature; or
- Any contact that causes distress, discomfort, or breaches a child's personal boundaries.

MFP maintains a zero-tolerance approach to any form of inappropriate physical contact. Such behaviour constitutes a serious breach of conduct and will be managed under the organisation's disciplinary and reporting procedures. Allegations involving potential harm or abuse will be escalated in accordance with mandatory reporting and child protection requirements.

All staff are required to maintain professional boundaries and act in accordance with the Code of Conduct, Child and Youth Risk Management Strategy, and National Principles for Child Safe Organisations. Ongoing supervision, training, and reflective practice will support staff in ensuring safe and appropriate physical contact at all times.

Additional Policies and Resources

1. Toileting and Change Rooms
2. Management of Illness and Injury
3. One-on-one Contact and Relationships with Children.



14b - One-on-one contact and relationships with children and young people

The following are circumstances whereby staff members may be providing one-to-one support to children and young people as part of service delivery:

- learning assistance or feedback
- behaviour assistance/monitoring
- counselling session
- toileting assistance in the absence of a parent or caregiver.

The following strategies are implemented to minimise risk and achieve an appropriate balance between maintaining privacy for children and young people (to provide their dignity and provide an environment conducive to the service being delivered) and maintain their safety.

Where possible, staff are to conduct interactions with children and young people where visible to others. If this is not possible, such as a counselling session, these sessions should be provided in unlocked rooms that are located near staff traffic areas. Parental or caregiver consent is obtained at service entry and information about the service provided at Intake meeting which outlines confidentiality and privacy. Marsden Families Program ensures visit and counselling notes are documented appropriately.

The following strategies provide guidance on appropriate relationships and professional boundaries when working with children and young people.

Gifts

Conclusion of therapeutic intervention or to meet a therapeutic function (e.g. assist with transition or behaviour modification) are circumstances under which it is appropriate to provide a small gift to a child. This gift is to be selected from the set of pre-arranged gifts provided for this purpose and approved by the Program Manager

Social Media

Under no circumstances are staff to have contact with children, young people or families on Social Media or join private pages to share photos or updates.

Contact with child outside of service environment

Close personal relationships with children and young people outside of the service environment are inappropriate and will not be tolerated. Staff are not to have contact with children or young people outside of office hours or outside of the service delivery or environment.

Additional Policies and Resources

1. Code of Conduct for working with Children and Young People
2. Physical Contact Policy
3. Behaviour Management Policy
4. Gifts and Benefits Policy (HR)



12 - Transportation of Clients

The transport of children and young people to and from home, school, the MFP office, and community events is part of the everyday work of Marsden Families Program. Transport occurs in MFP registered vehicles by staff holding an open license during approved work hours. Properly fitted restraints for children of a range of ages are used by staff trained in their use. The Transport Checklist, located in Mandatory Forms, must be completed prior to transporting all children and young people. Parental and caregiver consent is obtained within the Client Charter on intake to the service.

VEHICLE SAFETY

Vehicle safety requirements apply to all vehicles present during service delivery, including organisation and privately owned by organisation staff.

The vehicle safety requirements apply to organisation staff during all aspects of service delivery, including when:

- attending or working with families during home or community visits
- transporting children and young people
- accompanying children and young people in the community
- facilitating/attending activities or events where children and young people are present
- children and young people are present in office environments/other organisation environments.

The following vehicle safety requirements will be addressed in these guidelines:

- Secure storage and carriage of vehicle keys
- Vehicle maintenance and roadworthiness
- Safe operation of vehicles
- Child restraints and child locks
- Other safety matters

SECURE STORAGE AND CARRIAGE OF VEHICLE KEYS

A major risk to the safety of children and young people is gaining access to motor vehicles. Vehicle keys must never be left unsecured under any circumstance.

Vehicle keys that are not in use are to be securely stored in a locked room within MFP Office. Keys that are in use are carried on the staff member's person during service delivery.

Immediate internal reporting of lost or stolen vehicle keys to Program Manager is required.

VEHICLE MAINTENANCE AND ROADWORTHINESS

MFP will ensure that all vehicles used to transport children and young people are registered, meet roadworthy requirements, and are maintained to a safe standard. This includes performing periodic vehicle safety and serviceability checks, and processes for reporting damage to vehicles. Queensland vehicle safety requirements are outlined at: <https://www.qld.gov.au/transport/vehicle-safety>

SAFE OPERATION OF VEHICLES

MFP ensures that safety risks for children and young people, staff and members of the public are considered and guarded against prior to transporting individual children and young people.

Each driver must have a valid Queensland, interstate, or international driver licence of a class appropriate to the vehicle they will be transporting children or young people in. Processes must be in place that require staff who may transport children or young people to disclose to the organisation if they have been



disqualified/suspended from driving, if conditions have been imposed on their licence, or if they are not in a fit state to safely operate a vehicle.

Prior to transporting a child or young person individual risk must be considered to identify whether the needs, known behaviours of the child/young person or any other circumstances may pose a safety concern during transport. Considerations may include but are not limited to:

- potential triggers during travel that may lead to escalations, and associated preventative strategies
- strategies to respond if a child or young person becomes agitated, aggressive, is distracting the driver, or is not remaining seated
- strategies to respond if a young person attempts to exit a moving vehicle
- the most suitable place to seat children and young people
- whether a second staff member is required to assist during transport
- ensuring the driver has access to a mobile/satellite phone in case of an emergency.

MFP will ensure that children and young people are supported to develop the skills to be safe in a vehicle and these expectations should be reinforced through regular discussion (e.g., the need to wear a seatbelt and remain seated etc).

Vehicles must be parked safely and remain locked when not in use. The engine must not be left running at any time when the driver has exited the driver's seat. Vehicles must be turned off and keys carried securely by the driver when vehicles are being refuelled.

CHILD RESTRAINTS & CHILD LOCKS

It is a legal requirement in Queensland that all persons wear a correctly fitted seatbelt or child restraint when in a vehicle that is moving or stationary (not parked). When driving with children up to 7 years of age, they must be restrained in a properly fastened and adjusted Australian Standards (AS) approved child restraint which is appropriate to their age and the restraint's height markers. Current Queensland child restraint requirements are available at: <https://www.qld.gov.au/transport/safety/rules/children>.

MFP staff are trained in correctly installing, adjusting, and fastening any child restraint that is to be used.

Child restraints, harnesses and buckle guards used to manage a child's behaviour may be considered a restrictive practice (mechanical restraint) and must comply with the *Managing Difficult Behaviours* policy. Decisions regarding the use of these devices must take into consideration the age and developmental needs of children and young people and the risk of the child's behaviour during transport (this includes risk to self, others in the car and other road users). Devices to ensure the safe posture of a child during transport are not considered a restrictive practice. The use of any device or harness to support the safe transport of a child or young person with a physical disability should be prescribed by an appropriate professional and adhere to the appropriate legal requirements.

Vehicles must never be used to contain or seclude a child or young person.

OTHER SAFETY MATTERS

- Children and young people must not be left unattended in vehicles.
- If a child needs to be collected from home or school by an MFP employee to attend a session at the Centre, an MFP vehicle will be used. Personal vehicles will not be used for child or young person transportation.
- Children and young people (under the age of 12 years) will only travel in the back seat of MFP vehicles and if this is refused, alternative arrangements will be made including cancellation of a session and organisation of pick up by parent/carer.



marsdenfamiliesprogram

- MFP employees must always carry their Drivers' Licence and Blue Card when transporting children and young people.

Staff must know how to respond should keys accidentally be locked inside the vehicle when children or young people are inside.

Smoking (including e-cigarettes and vaping) is not permitted within a vehicle that is transporting children and young people.

ADDITIONAL POLICIES AND RESOURCES

1. Managing Difficult Behaviours
2. Supervision of Children and Young People policy
3. QLD Government Car Restraints <https://www.qld.gov.au/transport/safety/rules/children>
4. Transportation Risk Management Template



High risk activities and special events – Risk Management Plan

Organisation's name

Person completing this form:

Date:

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Describe the activity Identify all elements of the event from beginning to end	Identify risks Something that could happen, resulting in harm to a child or young person	Analyse the risk Likelihood (almost certain, likely, possible, unlikely or rare) Consequences (critical, major, moderate, minor or insignificant)	Evaluate the risk The level of risk (using the Risk Analysis Matrix)	Manage the risk Assess the options	Review Nominate who will review after the event/activity



21d - Toileting and Change Rooms

Marsden Families Program (MFP) is committed to ensuring that all toileting and change room practices uphold the safety, dignity, and privacy of children and young people, while maintaining appropriate staff supervision and professional boundaries.

Safe and private toilet and change room facilities are provided and located near therapy and training areas to allow for discreet supervision. These facilities are designed to enable privacy for the individual while ensuring staff can monitor safety and wellbeing from outside the area.

Staff are to check the facility for safety and cleanliness before use and then wait in close proximity to the entrance (for example, in the corridor outside). Staff must not enter a toilet or change room unless there is a valid reason, such as responding to an emergency, assisting a young child who requires help, or ensuring immediate safety.

If entry is required, the staff member should, where possible:

- Notify another staff member beforehand;
- Announce clearly and loudly their intention to enter, ensuring all occupants are aware; and
- Maintain the highest level of privacy and respect for all individuals.

Whenever practical, two authorised adults should be present when a staff member must enter a toilet or change room with a child or young person. Staff should document the circumstances in FlowLogic if assistance or intervention was required.

Photography, video, or recording in change rooms or toilets is strictly prohibited under all circumstances.

MFP maintains a zero-tolerance approach to any breach of this policy. Any conduct that compromises a child or young person's privacy, safety, or dignity will be treated as a serious breach of professional conduct and may lead to disciplinary or reporting action.

Additional Policies and Resources:

1. Physical Contact with Children and Young People
2. Supervision of Children and Young People



24b - Health and Safety of Children and Young People

The following strategies are implemented in consideration of the general safety of children and young people:

- Proper hygiene is practiced by all staff at MFP and children are guided in the same, this includes but is not limited to the washing of hands, covering mouth when coughing or sneezing, and using tissues for runny noses. Hygiene products may be provided to clients as needed.
- Activities that take place outdoors will require the use of hats and sunscreen, with sunscreen supplied and requirements for hats being brought made in advance to the parent/carers.
- Activities involving water and swimming, if ever conducted, will require parent/carer participation and supervision.
- Children who are experiencing infectious illnesses such as colds, flu, chickenpox and so on will be requested to not attend Centre-based activities.
- Children who present to the Centre showing symptoms of infectious illness will be cared for as appropriate, with arrangements made to have them dropped home or picked up early, to protect staff and other children/young people/clients.
- Staff are aware of their responsibility to evacuate children in their care in the event of an emergency, such as a fire at the Centre, by following the Emergency and Evacuation Response Plan and Procedures. This will extend to parents/carers and visitors as required. For Group Programs, attendance records are taken by staff at the start of the program. In the event of an evacuation, these attendance records are used to identify the child, young person or adult present and/or if any children, young people or adults need to be located.
- Staff are not permitted to smoke or vap inside the workplace, within ten meters of doors or open windows of the workplace, or in sight of children, young people, or families. Adults (clients, visitors) are not permitted to smoke or vap inside the workplace, within ten meters of doors or open windows of the workplace.
- The buildings and physical environment where services are delivered are safe for people working in and are well maintained. The organisation is committed to ensuring the equipment and facilities meet safety requirements.

Additional Policies and Resources:

1. Physical Contact with Children and Young People
2. Supervision of Children and Young People
3. Transportation of Clients



13b - Management of Illness and Injury

The following policy provides clear guidelines in relation to managing illness and injuries, as follows:

- Staff may not store or administer medications to children, young people, or adults.
- Children with known allergies will be monitored and supervised by staff as needed.
- Information regarding allergies/medical conditions as well as management of condition will be gathered at Intake Meeting and noted in client files.
- Children who experience allergic reactions at the Centre will receive First Aid from First Aid trained staff until an ambulance arrives. Parents/carers will be called and notified as soon as possible.
- In the event that a child has a known medical condition requiring management, caregiver will be requested to remain on-site or within the service during the child's engagement with the service.
- Children with known medical conditions such as epilepsy, diabetes, and asthma will be known to all staff with individual plans and procedures developed on a case-by-case basis to respond in the event of incidents and what is required by the child.
- First aid kits are available in the Office and in vehicles. A checklist of the contents is located inside each first aid box. If an item is removed or used from the kit, staff must ensure they write down what has been taken. The kit is restocked as need and St John conduct an annual service to the First Aid kit every 12 months. A selection of staff are trained in CPR and/ or First Aid.

Additional Policies and Resources:

1. Physical Contact with Children and Young People
2. Supervision of Children and Young People



3a - Culturally Safe Practices

The purpose of this policy is to outline the commitment of Marsden Families Program to ensuring a culturally safe organisation, which respects and honours the diversity of our clients, staff, and the communities we work within. Marsden Families Program is committed to providing a culturally safe environment for Aboriginal and Torres Strait Islander and culturally and/or linguistically diverse children, young people, and families. This policy applies to all people involved in the organisation.

Cultural considerations are embedded in day-to-day case discussion and problem solving. Considerations such as those relating to hospitality, language, family structure and communication protocols will inform approach to service provision. The cultural backgrounds of staff are respected, acknowledged, and referred to as a source of expertise. This expertise is utilised to provide good judgement, and good practice that provides culturally sensitive service. Simultaneously, alongside cultural training, preference is given to recruitment practice that strengthens the diversity of the workforce so that cultural consideration becomes normal practice instead of consideration.

Where languages other than English are used in the home, accredited translation services will be offered and coordinated, as mentioned in the *Communication with Clients Policy*. Members of the deaf community will be offered the use of appropriate supports e.g. TTY, on-site interpreting or video conference interpreting. People with disability will also be offered supports.

Reference will be made to <https://www.qld.gov.au/gov/find-translator-or-interpreter> for interpreter service providers.

Core organisational values of Marsden Families Program include **Respect** – for children, their safety and wellbeing, for human dignity and human rights, for diversity in culture, ethnicity, age, and lifestyle choices, and for the power of place – and **Reconciliation** – acknowledging the traditional custodians of Country and their continuing connection to land, waters, and community and an organisational framework for bringing the vision of reconciliation to life.

Zero Tolerance for Racism

Marsden Families Program upholds a Zero-Tolerance approach to racism, discrimination, or cultural disrespect in any form. All staff, volunteers, clients, and visitors are expected to contribute to a culturally safe environment. Any behaviour that undermines respect for culture, identity, or human rights will be addressed through our Code of Conduct and disciplinary procedures. We are committed to fostering a workplace where all individuals feel safe, valued, and free from racial prejudice or bias.

To enable and support the growth of cultural capability throughout the organisation, Marsden Families Program is committed to:

- Collaborating to find pathways of support and exploring the role of culture for our clients so that supports that are effective, acceptable to the family and respectful of the family's values.
- Adhering to the National Principles for Child Safe Organisations which emphasise improving the way organisations engage with Aboriginal and Torres Strait Islander children and their families, recognising the impact of intergenerational trauma, and respecting cultural diversity.
- Providing training in cultural competency for all employees, to enable a respectful and practical understanding of the cultural norms, values, beliefs and practices of our community and community members.



- Working in partnership with government departments, NGOs and communities to ensure collaborative responses to culturally diverse community needs.
- Referencing Queensland's Aboriginal and Torres Strait Islander child protection peak (QATSCIPP) for resources and information to inform practice.
- Consultations with Cultural Practice Advisors through the Department of Families, Seniors, Disability Services and Child Safety, following Cultural Support Plans and requesting involvement of the Early Indigenous Response Collective on relevant notifications made via the Regional Intake Service where appropriate
- Providing office and therapy rooms that create safe, comfortable, accessible and culturally supportive environments. This is achieved through the display of cultural artworks, acknowledgement of Country, and therapeutic materials including dolls, books, and toys that represent cultural diversity.
- Ensuring cultural rights are imbedded throughout MFP policies and day-to-day service operations including the QLD Human Rights Act 2019 and awareness of the Aboriginal and Torres Strait Islander Practice Principle.

Glossary

Term	Definition
Cultural Safety	A service or environment that reflects the cultural norms and values of colleagues and services users and does not prioritise the dominant culture. Providing a culturally safe service or workplace requires acknowledging the impact of institutional discrimination and colonisation. It means creating a space where someone can be their true self and express all parts of their culture and identity freely and without discrimination.
Cultural Awareness	Cultural awareness means being aware of, and developing sensitivity to, cultural difference and cultural diversity. It involves knowledge, attitudes and values that demonstrate an openness and respect for other people and other cultures, languages, religions, dress, and communication styles
Cultural Capability	Cultural capability refers to the skills, knowledge, behaviours and systems that are required to plan, support, improve and deliver services in a culturally respectful and appropriate manner.

Additional Policies and Resources:

- Know Your Community Resource
- Human Rights Policy
- MFP Code of Conduct
- MFP Language Policy



15a - Photographs, Technology and Social Media

The following policy outlines the appropriate circumstances and processes for taking photographs or videos of a child or young person while participating in activities, and guidelines for staff and clients in relation to use of technology, official websites and social media platforms associated with the organisation. Management of issues which arise from inappropriate usage of electronic devices or inappropriate conduct on social media is outlined.

The Policy applies to all full-time, part-time, and casual employees of MFP as well as clients, visitors, contractors and subcontractors working at MFP's workplace.

Photographs of events and other activities may be used on the MFP website, however, no identifiable photograph or information will be made public. All photographs used by MFP on social media and website will support the dignity of individuals and a positive image of children, young people, and families. All posts on social media and website need to be approved by the MFP Manager.

Photographs

MFP workers do not take photographs/video of children or young people at MFP without parent/carer consent.

Parents/carers can take photographs/video of their own children or young people ONLY at MFP Group Programs or Special Events that they are attending.

Parents/carers can take photographs/video of their own children or young people at MFP programs ONLY if supporting the dignity of individuals.

Children and young people must be appropriately clothed for any photographs/videos.

Social Media

The photographs/videos to be used as content on the MFP website must have prior approval by the Manager/Senior Practitioner.

Staff are not permitted to initiate or accept contact with children or young people on personal social media, telephone, or email outside of the hours and context of service delivery.

Any employee (paid, unpaid, volunteer) will not use their personal social media accounts to conduct MFP business.

All employees are prohibited from making comments on behalf of MFP or using MFP's branding (including the corporate logo, internal logo and registered trademarks) on any social media platform unless expressly authorised to do so by MFP.

Inappropriate conduct on social media (e.g. public comments, private pages and situations where a person can be identified as a representative of MFP) is not permitted. All employees will be made aware upon induction that activity on their personal social media accounts (photographs/comment/activity) that is of a



nature against the Code of Conduct and causes concern as to the ability of the employee to provide a safe and supportive environment of children or damages the reputation/community opinion of MFP will be considered breach of conduct and handled according to procedure.

The organisation prohibits live-streaming functionalities on social media platforms.

On-going education will be provided as needed for staff and volunteers around current social media platforms in order to recognise cyberbullying and mental health changes in children and young people in the annual *Recognising and Responding to Disclosures and Suspicions of Harm* training.

Technology

During the course of service delivery, information and resources, such as from the eSafety Commission website, will be provided to parents and caregivers, children and young people on safe online practices for children and young people. This may also include links and resources around cyberbullying and the types of apps and technology currently being used by children and young people.

Further, resources from the eSafety Commissioner's website will be shared in ongoing staff training.

Posters that inform children and young people of the ways to identify cyberbullying and help that is available are displayed in the office. Reports of cyber bullying within MFP service environment will be responded to in accordance with the relevant policy.

For the delivery of services, staff may be supplied with mobile phone, laptop computer, tablet and/or portable devices as needed. Inappropriate use of electronic devices and technology (e.g. using an organisation's phone/camera for personal use) is not permitted.

Inappropriate photographs/videos taken, and inappropriate use of social media and technology will be considered breach of conduct and handled according to disciplinary policy and procedure.

Additional Policies and Resources:

- Social Media Policy (HR)
- Disclosure and Suspicion of Harm Policy (Practice)
- Code of Conduct for working with children and young people policy (Practice)
- Code of Conduct (HR)
- One-on-one contact and relationships with children and young people (Practice)



16b - Substance Misuse: Smoking, Vaping, Consumption of Alcohol and Use of the other drugs

Staff are not permitted to smoke or vape inside the workplace, within ten meters of doors or open windows of the workplace, or in sight of children, young people, or families. Adults (clients, visitors) are not permitted to smoke or vape inside the workplace, within ten meters of doors or open windows of the workplace.

During an outreach visit, if a client appears drug affected or intoxicated, worker will let them know firmly but politely that they will call to make another appointment and leave the premises.

If a parent/carer arrives to pick up a child/young person and shows signs of intoxication or signs of risk of causing harm, the Manager will be immediately informed and, if necessary, the QPS or CSO called and an Incident Report form is to be completed.

For the attendance of Special Events at the Marsden Families Program Centre:

- Children and young people will be under the supervision of parents/carers at Special Events.
- Parent/carers are not considered capable of supervision at Special Events if intoxicated or show signs of causing harm to children or young people, the Manager/Senior Practitioner will be immediately informed, and if necessary, the QPS or CSO called.

Additional Policies and Resources

1. Supervision of Children and Young People Policy
2. Drugs and Alcohol Policy (HR)
3. Smoking Policy (HR)
4. Code of Conduct (HR)



31 - Drugs and Alcohol

Aim

MFP is committed to providing a safe and healthy work environment, so far as is reasonably practicable in which all workers are treated fairly, with dignity and respect. The use of drugs and alcohol may impact on an individual's capacity to perform work safely, efficiently and with respect, thereby posing a risk to the health and safety of the individual and others at the workplace.

This Workplace Drugs and Alcohol Policy ('**Policy**') outlines MFP's commitment to a safe workplace and is aimed at preventing, or minimising, any risk of injury or harm to the health and safety of its workers, or others at the workplace, from the use of alcohol or drugs. It describes the standards of behaviour expected in relation to the use of drugs and alcohol, the responsibilities of MFP, workers and others at the workplace, and the consequences of breaching the Policy.

Commencement of the Policy

This Policy will commence on **November 2025** It replaces all other drug and alcohol policies of MFP (whether written or not).

Scope

This Policy applies to employees of MFP (whether full-time, part-time or casual) and all persons performing work at the direction of, in connection with, or on behalf of MFP (for example contractors, subcontractors, agents, consultants and temporary staff) (together, '**Workplace Participants**').

This Policy is not limited to MFP's workplaces but extends to all other places where Workplace Participants may be working or representing MFP for example, when visiting a customer, client or supplier, and to all work-related functions, for example work lunches, conferences, Christmas parties and client functions (collectively referred to as the '**Workplace**').

This Policy does not form part of any Workplace Participant's contract of employment, or contract for service.

Definitions

The following are terms used in this Policy:

'**drugs**' — include illegal drugs, prescription or pharmacy drugs, or synthetic drugs as defined below.

'**illegal drugs**' — include:

- any drug prohibited by Australian State, Territory or Federal law or any other laws (including foreign and international laws) to which MFP is subject or which apply to the work performed at or for MFP;
- prescription or pharmacy drugs (as defined below) which are used without the necessary prescription, or for non-medical purposes;
- any synthetic drug (whether prohibited by law or not), being a psychoactive herbal and/or chemical product which, when consumed, mimics the effects of a prohibited drug, for example synthetic cannabis (aka 'Kronic').

'**management**' — means MFP's managers, supervisors, team leaders (whichever are relevant) and all employees with supervisory responsibilities.

'**prescription drugs**' — mean lawful drugs which are prescribed by a medical practitioner for a diagnosed medical purpose and issued by a pharmacist.



marsdenfamiliesprogram

'pharmacy drugs' — mean drugs which are lawfully available at Australian pharmacies (without a prescription) and are required for a legitimate medical purpose.

'safety critical environment' means any environment in which:

- a person might be exposed to serious health or safety risks that cannot be entirely eliminated; or
- any human error or process malfunction may lead to serious injury or severe damage to property or equipment.

'Safety critical environments' include (but are not limited to) the following environments:

- warehouses, factories, mine sites and laboratories;
- confined spaces;
- roads, railways and tramways;
- workplaces involving the presence of or access to hazardous materials;
- workspaces with slippery floors or at heights;
- any workplace involving driving of vehicles or the operating of heavy machinery;
- any workplace involving access to or exposure to electrical cabling, wires or live electricity; and
- workplaces involving interaction with bodies of water.

'under the influence' — means that a person's faculties are impaired by the use of drugs or alcohol to the extent that the person is unfit to be entrusted with a duty they perform, or may be called on to perform, with efficiency and safety to themselves and others.

Responsibilities

Workplace Participants' responsibilities

All Workplace Participants must:

- comply with this Policy;
- observe all directions from MFP in regard to this Policy;
- recognise that performance of duties could be affected by alcohol or drugs; and
- immediately notify management if they are aware of any breach of this policy by another Workplace Participant. Subject to any disclosures required by law, any notifications received by management will be treated confidentially. Failure to report any breach of this Policy by another Workplace Participant may itself constitute a breach of this Policy.

Except as set out in this Policy, Workplace Participants must not:

- manufacture, possess, distribute, sell, purchase, use or consume illegal drugs in the workplace. Such conduct constitutes serious misconduct. It may also constitute a criminal offence, in which case MFP may notify the police, or other appropriate government authority;
- work while under the influence of drugs or alcohol, particularly where the Workplace Participant's judgement and performance may be impaired by the drugs or alcohol;
- attend the Workplace, commence or return to the Workplace while under the influence of alcohol and/or drugs;
- consume alcohol and/or drugs during work, or at the Workplace (note qualification for prescription and pharmacy drugs below).



All Workplace Participants must not:

- a) present for work or perform any work whilst the Workplace Participant has a blood alcohol content of:
 - a. 0.02 or greater for employees working in a 'safety critical environment'; or
 - b. 0.05 or greater for employees working in other environments.

- b) present for work or perform any work whilst the Workplace Participant has in his or her system the presence of the following substances at or above the Australian Standards Cut-Off Levels prescribed below:

Code	Test Drug	Cut-Off Level (urine testing)	Cut-off level (oral testing)
AMP	Amphetamine	150 µg/L	50 µg/L
BZO	Benzodiazepines	100 µg/L	25 µg/L
COC	Cocaine Metabolites	100 µg/L	50µg/L
MET	Methamphetamine	150 µg/L	50 µg/L
OPI	Codeine Morphine	300 µg/L	50µg/L
THC	Carboxy-tetrahydrocannabinol (THC-COOH)	15 µg/L	15µg/L
OXY	Oxycodone	50 µg/L	20 g/L

Responsibilities of management

- a) Management is responsible for ensuring that this Policy is implemented in their area. This includes ensuring that:
 - all Workplace Participants are made aware and understand this Policy;
 - risk assessments are undertaken on work tasks in consultation with Workplace Participants and/or work health and safety representatives;
 - the behaviour of Workplace Participants is observed to ensure adherence with the Policy;
 - any concerns or issues are addressed proactively and expediently to ensure the health and safety of all Workplace Participants;
 - support is provided to Workplace Participants where appropriate; and
 - any suspected breaches of this Policy are acted on promptly and in accordance with this Policy.

Some specific situations

Prescription and pharmacy drugs

Where a Workplace Participant is taking prescription or pharmacy drugs for medical purposes and where those prescription or pharmacy drugs could impact their performance of work, the Workplace Participant will not breach this Policy by attending work, if the Workplace Participant:



marsdenfamiliesprogram

- takes the prescription and pharmacy drugs in accordance with the instructions of their medical practitioner and normal directions applying to the use of those drugs;
- does not misuse or abuse the use of prescription or pharmacy drugs;
- ensures they are able to perform their work effectively, competently and safely;
- informs themselves of the impact of consumption of alcohol with prescription and pharmacy drugs and they limit consumption accordingly;
- checks with their medical practitioner or pharmacist about the effect of the drug on their ability to drive vehicles, operate machinery and safely perform their normal work duties. If a Workplace Participant's ability to perform work competently, efficiently and safely is affected, the Workplace Participant should obtain this advice in writing from the medical practitioner, or pharmacist, and provide it to their manager or supervisor as soon as possible and before undertaking their work; and
- before undertaking any work in a safety critical environment (including operating vehicles or machinery), informs MFP about their taking of prescription or pharmacy drugs for medical purposes and obtains clearance from MFP to undertake that work.

If MFP suspects that the Workplace Participant's ability to safely perform work is affected, MFP may take steps to address the issue in accordance with this Policy.

Consumption of alcohol — Workplace Participants' responsibilities

MFP recognises that at some work related functions responsible consumption of alcohol is allowed, for example, at a staff function, Christmas party or customer function. Workplace Participants must not consume alcohol in the workplace or at work-related functions unless specifically authorised by management to do so.

In these circumstances, the following restrictions apply at all work-related functions. Workplace Participants must:

- consume alcohol responsibly;
- not become drunk. As set out above, it is a condition of waiving the prohibition on alcohol that Workplace Participants consume alcohol responsibly and in accordance with this policy. Inebriation does not diminish a Workplace Participant's responsibility for misconduct;
- uphold an appropriate standard of behaviour at all times, consistent with MFP's codes of conduct and workplace policies;
- the restrictions set out below in relation to MFP's vehicles and machinery continue to apply; and
- Workplace Participants must ensure a safe means of transport from such functions. Workplace Participants must not drive any vehicle if they are over the legal blood alcohol limit for driving. Workplace Participants who do not have a safe means of transport should advise management so that such transport may be arranged.

If a Workplace Participant is required to return to work, or continue working after the function, and the consumption of alcohol could adversely affect their ability to perform work effectively and safely, consumption of alcohol by those Workplace Participants is not permitted.

If a Workplace Participant breaches this Policy at a work related function and acts inappropriately, the Workplace Participant may be subject to disciplinary action, and may not be permitted to consume any alcohol at future work related functions.

The prohibition relating to drugs will not be waived in any circumstances, except in relation to prescription and pharmacy drugs as set out in this Policy.



Consumption of alcohol — MFP's responsibilities

When MFP provides alcohol at a work related function, it will do so responsibly, ensuring that:

- a) Workplace Participants will be reminded of this Policy prior to the work related function, where appropriate and practicable;
- b) food will be made available during the service of alcohol;
- c) light alcohol and non-alcoholic beverages will be available at all times;
- d) alcohol will not be provided to anyone under the age of 18 years;
- e) alcohol will not be provided to anyone who is drinking excessively, or is (or appears to be) intoxicated;
- f) alcohol service is supervised, whether held at the Workplace or other locations, by a suitably qualified person, who holds a certificate in the responsible service of alcohol; and
- g) Workplace Participants are reminded of the dangers of driving under the influence of alcohol and promote the use of alternative transport (eg taxis, public transport).

Driving MFP's vehicles and operating machinery

Alcohol and illegal drugs

MFP has a legal obligation to provide a safe and healthy working environment for its Workplace Participants and others in the Workplace, so far as is reasonably practicable. To ensure a safe environment, no machinery is to be operated or used by anyone who is under the influence of alcohol or used or consumed illegal drugs.

Workplace Participants must comply with alcohol concentration limits applicable to particular duties they perform or may be called on to perform.

MFP will not accept liability for any damage to an MFP's vehicle and/or machinery, an injury to another person, or damage to other property caused by a Workplace Participant's use of an MFP's vehicle or machinery while intoxicated from alcohol or illegal drugs. The Workplace Participant will be personally liable in such circumstances.

Prescription and pharmacy drugs

Where a Workplace Participant is taking prescription or pharmacy drugs that contain a warning that the person should not drive a vehicle or operate machinery, then that Workplace Participant must not drive a MFP's vehicle or any vehicle, or operate machinery unless:

- contrary specific medical advice is obtained and confirmed in writing, from the Workplace Participant's medical practitioner; and
- the Workplace Participant's manager is notified that the Workplace Participant is taking the prescription or pharmacy drugs and express approval is obtained for the Workplace Participant to continue to operate the vehicle or machinery.

If a Workplace Participant is taking prescription or pharmacy drugs and feels that their ability to safely drive a vehicle or operate machinery is affected, the Workplace Participant must not drive an MFP's vehicle, or any vehicle, or operate machinery and must notify their manager or supervisor immediately.

Smoking

Smoking is not permitted at any of MFP's workplaces, except in specifically designated areas.

MFP's designated areas are indicated by appropriate signs and communications at each site and may be varied from time to time by the site management.



What will MFP do if it suspects that a Workplace Participant is in breach of this Policy

If MFP suspects, on reasonable grounds, that a Workplace Participant is in breach of this Policy, MFP will take steps to address the issue. Reasonable grounds may include (but are not limited to) where the Workplace Participant:

- a) discloses that they have consumed drugs or alcohol;
- b) is unable to coordinate their actions;
- c) has red or bloodshot eyes, or dilated pupils;
- d) smells of alcohol;
- e) acts contrary to their normal behaviour;
- f) equal or exceeds the alcohol or drug Australian Standards Cut-Off Levels in the Table set out above;
- g) otherwise appears to be impaired or affected by drugs or alcohol; or
- h) is not behaving in a professional and competent manner and in accordance with MFP's standards.

In such circumstances, MFP may take the following actions (but is not limited to these actions):

- a) direct the Workplace Participant to attend a medical examination to determine whether the Workplace Participant is fit to perform their duties effectively and safely. The medical examination may include a drug and/or alcohol test, such as a breath test, blood test, urine test or oral swab. In relation to prescription or pharmacy drugs, MFP may require evidence as part of the medical examination about the effects and proper use of the drug. The Workplace Participant may be directed to go home following the medical examination; or
- b) if the Workplace Participant refuses to attend a medical examination, they will be directed to go home. Refusal to attend a medical examination, refusal to go home, or providing false information constitutes a breach of this Policy and may result in disciplinary action being taken against the Workplace Participant, including action as set out below under 'Breach of Policy'; or
- c) if MFP has reasonable grounds to suspect that a Workplace Participant is in breach of this Policy outside of regular business hours (i.e. 9am to 5pm), MFP will direct the Workplace Participant to either:
 - I. attend a medical examination (as set out in clause 9.2(a) above), with an MFP authorised provider if the provider is available; or
 - II. go home and attend a medical examination (as set out in clause 9.2(a) above), with an MFP authorised provider when the provider is next available and as notified by MFP;

Where a Workplace Participant is sent home, or required to attend a medical examination, the worker must report to management (or as directed) on the next working day, or as soon as possible once the Workplace Participant is no longer under the influence of drugs or alcohol. MFP will deal with the issue as set out below under 'Breach of Policy'. Failure to report constitutes a breach of this Policy.

What will MFP do if it finds drug or alcohol at the MFP's' Workplace?

If MFP finds drugs or alcohol at the Workplace in breach of this Policy, MFP may take the following action, which includes, but is not limited to:

- a) investigate the matter in order to attempt to determine who is responsible, including by conducting searches, as set out in this Policy;



marsdenfamiliesprogram

- b) require some, or all Workplace Participants, to undergo a medical examination in order to test for the presence of drugs or alcohol in their system.

Workplace Participants are required to co-operate in any investigation. Failure to co-operate, or providing false information in an investigation, constitutes a breach of this Policy and may result in action as set out below under 'Breach of this Policy'.

MFP also recognises that Workplace Participants may purchase alcohol and leave this at work to be consumed later at home and/or outside of the workplace. So long as Workplace Participants comply with this Policy, Workplace Participants will not be subjected to any disciplinary action in these circumstances.

What will MFP do if it suspects that a Workplace Participant has drugs or alcohol in their possession at work?

If MFP reasonably suspects that a Workplace Participant has illegal drugs or alcohol in their possession at work (other than in the circumstances permitted as set out above), MFP may take the following action, which includes but is not limited to:

- a) investigate the matter to attempt to determine whether the Workplace Participant does have such drugs or alcohol in their possession;
- b) request the Workplace Participant to open their locker, bag, or vehicle or to empty their pockets or jacket for the purpose of locating any drugs or alcohol.

Workplace Participants are expected to permit such inspection and co-operate with MFP's investigation. Failure to co-operate, or providing false information in an investigation, may result in action being taken against the Workplace Participant, as set out below under 'Breach of this policy'.

When will MFP conduct drug and alcohol testing?

Dictionary

The following definitions will apply to this part:

'Alcohol screen test' — means any analytical procedure or test which is carried out on a Workplace Participant to determine the presence and/or the concentration alcohol (including but not limited to a breath test, urine sample, oral swab and blood test). These procedures are not limited to those which presently exist. As new technology is developed these may also be used for alcohol testing purposes.

'Authorised Officer' — means a suitably trained, qualified and authorised person from an independent testing agency or a suitably trained, qualified and authorised person appointed by MFP for the purposes of undertaking or arranging an alcohol screen test and/or drug screen test.

'Confirmatory test' — means any analytical procedure or test which is undertaken subsequent to a first alcohol screen test or drug screen test, which is used to verify the presence of drugs or alcohol. This may include, but is not limited to the following:

- a test applied to a second sample of a Workplace Participant's urine;
- a test applied to any oral swab taken from a Workplace Participant;
- a second breath test;
- analysis of a Workplace Participant's blood.

'Drug screen test' — means any analytical procedure or test which is carried out on a Workplace Participant to determine the presence and/or the concentration of any drug (including but not limited to a breath test, urine sample, oral swab and blood test). These procedures are not limited to those which presently exist. As new technology is developed this may also be used for drug testing purposes



‘Sample’ — in relation to urine, includes, if the sample is divided into portions, a portion of the sample.

Drug and alcohol testing

MFP may require Workplace Participants to undergo testing for the presence of drugs or alcohol in the following circumstances, with or without, prior notice:

Casual based

- (i) if MFP suspects, on reasonable grounds, that a Workplace Participant is under the influence of drugs or alcohol in breach of this Policy;
- (ii) upon finding evidence that a Workplace Participant has used, possessed, sold, purchased, solicited or transferred drugs whilst in the Workplace or while on MFP property;
- (iii) where MFP finds drugs or alcohol in the Workplace in breach of this Policy;
- (iv) upon receipt of a report of drug or alcohol use, provided by a reliable and credible source and confirmed by investigation, in breach of this Policy;
- (v) upon obtaining evidence that a Workplace Participant has interfered with, tampered with, falsified or destroyed an alcohol screen test or drug screen test;
- (vi) where a Workplace Participant has previously received a positive alcohol screen test or drug screen test and has refused to undergo a confirmatory test, he/she shall be required to undergo subsequent testing;
- (vii) where a Workplace Participant has previously received a confirmatory test result confirming the use of illegal drugs or alcohol in breach of this Policy, he/she shall be required to undergo subsequent testing;
- (viii) where a Workplace Participant notifies MFP that he/she has a drug or alcohol problem;
- (ix) where a Workplace Participant is taking prescription or pharmacy drugs which may affect their ability to perform the duties and responsibilities of their position in an efficient, competent and safe manner, without risk to the health, welfare or safety of the Workplace Participant, or others in the Workplace.

Targeted testing

Where the Workplace Participant holds a position in MFP in which the use of drugs or alcohol by that Workplace Participant in carrying out the duties and responsibilities of that position would pose a significant risk to the health, welfare or safety of that Workplace Participant or others in the Workplace.

Post incident or near-miss

Where the investigation of an incident or near-miss determines that the Workplace Participant’s actions may have been impaired due to the use of drugs or alcohol, or the Workplace Participant was under the influence of drugs or alcohol.

Random testing

When a Workplace Participant, or group of Workplace Participants, are randomly selected by an Authorised Officer appointed by MFP to undergo a drug screen test and/or alcohol screen test.

A Workplace Participant who is required to undertake a drug screen test and/or alcohol screen test will be requested to sign a consent form before taking a drug screen test and/or alcohol screen test.

All information obtained through the above testing is covered by Australian privacy laws. MFP will not use this information other than for the purposes for which it is collected. The purposes of such monitoring and



examination are to ensure the productivity, health and safety of Workplace Participants, to apply this Policy, and for disciplinary purposes.

A refusal to undergo a drug screen test and/or alcohol screen test or providing false information, constitutes a breach of this Policy and may result in action being taken against the Workplace Participant, including action as set out below under 'Breach of this Policy'.

Breach of this Policy

Workplace Participants must comply with this Policy at all times.

If an employee is found to have breached this Policy, they may be subjected to disciplinary action. The type and severity of the disciplinary action will depend upon the circumstances of the case and the seriousness of the breach. In serious cases, this may include termination of employment.

Examples of disciplinary action that may be taken against employees include (but is not limited to):

- performance counselling;
- a formal warning;
- suspension;
- demotion; and/or
- termination of employment.
- Agents or contractors (including temporary contractors) of MFP who are found to have breached this Policy may have their contracts with MFP terminated, or not renewed.

In circumstances where a Workplace Participant's behaviour or conduct may involve a breach of any Australian law, MFP may notify the police or other relevant government authority.

Access to support services for employees

If an employee notifies MFP that they have a drug or alcohol problem, they will be encouraged to complete a rehabilitation programme or undergo counselling.

MFP reserves the right to refer any Workplace Participant to counselling, treatment or rehabilitation for drug or alcohol dependency.

MFP will also provide the employee with details of its Employee Assistance Program which the employee can contact for a confidential discussion in relation to this matter.

Education and training

MFP will inform and conduct training or information sessions for all employees, relating to:

- a) this Policy, including but not limited to the consequences of breaching this Policy;
- b) the effects of alcohol and drug use (including prescription and pharmacy drugs) in the Workplace;
- c) the risks to the health and safety of Workplace Participants and others by the use of alcohol and drugs in the Workplace; and
- d) the Employee Assistance Program (if applicable) and any other referral sources for counselling, treatment or rehabilitation, which are available to employees.

Where appropriate, MFP will conduct induction sessions for agents, contractors and their respective employees when they undertake work for MFP in the Workplace. These induction sessions will cover:



marsdenfamiliesprogram

- a) this Policy, including but not limited to the consequences of breaching this Policy;
- b) the effects of alcohol and drug use (including prescription and pharmacy drugs) in the Workplace;
and
- c) the risks to the health and safety of Workplace Participants by the use of alcohol and drugs in the Workplace.

More information

If a Workplace Participant is unsure about any matter covered by this Policy, they should seek the assistance from The Program Manager.

Variations

MFP reserves the right to vary, replace or terminate this Policy from time to time



15b - Visitor and Spectator Policy

The purpose of this policy is to outline how the Marsden Families Program (MFP) manages visitors and spectators to ensure the safety, privacy, and wellbeing of children, young people, families, and staff. This policy supports MFP's commitment to providing a child-safe environment and meeting obligations under the *Human Services Quality Standards (HSQS)* and the *National Principles for Child Safe Organisations*.

This policy applies to all people attending MFP premises or MFP-organised events, including parents and carers, employees, volunteers, board/committee members, children and young people, students on placement or undertaking work experience, consultants, contractors, service providers, visitors, and spectators.

All visitors and spectators are required to act in accordance with the Marsden Families Program Child and Youth Risk Management Strategy and Code of Conduct. MFP maintains a zero-tolerance approach to any behaviour that places children or young people at risk, breaches confidentiality, or demonstrates disrespect, racism, aggression, or cultural insensitivity.

All visitors must report to reception upon arrival and sign in and out using the visitor register. Visitors must record their name, organisation, purpose of visit, and time of entry and exit. Staff are responsible for ensuring visitors are supervised in client areas.

All visitors and spectators must uphold the safety, dignity, and rights of children and young people. Inappropriate language, aggression, intimidation, harassment, or discriminatory comments will not be tolerated. Visitors or spectators who display unsafe or inappropriate behaviour will be asked to comply with organisational expectations or leave the premises or event immediately. Serious breaches may result in restricted future access or notification to relevant authorities.

Visitors must not access or discuss client records or information unless authorised by management. Photography, video, or audio recording of clients, staff, or facilities is strictly prohibited without written consent. All personal information observed during a visit must remain confidential.

Visitors must comply with all workplace health and safety directions. Smoking, vaping, or similar activities are not permitted inside the workplace or within ten (10) metres of any entrance, door, or open window. Visitors under the influence of alcohol or drugs will be asked to leave immediately. Children accompanying visitors must be supervised at all times.

MFP is committed to providing a culturally safe and inclusive environment for all visitors. Visitors are expected to respect the cultural identity, beliefs, and personal boundaries of others. Information and communication supports will be made available to meet accessibility, language, and literacy needs where possible.

To promote open communication, MFP seeks regular feedback from clients and stakeholders. Feedback forms are available in the foyer, during visits, and online. All feedback is managed in line with the Feedback and Complaints Policy and Procedure.

Any breach of this policy may result in a visitor being asked to leave immediately. Serious or repeated breaches may result in restricted access or notification to relevant authorities.



4b - Privacy and Confidentiality

Marsden Families Program protects and upholds the privacy and confidentiality of clients and staff. To protect and uphold privacy we:

- Have processes in place, so no personal information is collected, stored, used or shared with anyone, purposefully or by omission, unless the client provides informed consent or we are required by law to do so
- Only collect the information needed to perform services
- Store all data securely as per legislation.

To maintain confidentiality, we:

- Uphold all legal and ethical obligations concerning handling confidential information
- Provide information to clients and staff about their rights regarding confidentiality and the processes used to protect these rights, and where any limits to confidentiality exist
- Avoid inappropriate verbal and written disclosure of information about clients and staff within and outside of the organisation
- Take all reasonable steps to protect all information held (including personal information) from misuse, loss, unauthorised access, modification, or disclosure.

Confidential information including case files and all personal information are maintained in hard copy in a designated file room. This room is double locked and is kept free from rodent and insect pests, kept dry and clean, and maintained at a steady cool temperature by its own air conditioning unit.

Files removed by Family Support Workers and Therapists will be returned to the file room at completion of use, and must not be left unattended on the desk or in unsecured desk drawers or cabinets.

Electronic policy, forms and information is maintained on the secure MFP server. MFP uses the Flowlogic Case Management System for electronic storage of case information and files. All Flowlogic products and services are hosted in Australia and no data is hosted off-shore.

No records – hard copy or electronic – may be removed from the MFP Centre.

Commitment to privacy legislation

Marsden Families Program processes for the collection, storage, use and disclosure of personal information comply with the obligations of the *Privacy Act 1988*, in accordance with the Information Privacy Principles (*Right to Information Act 2009 (QLD)*), and the *Human Rights Act 2019 (QLD)*. These obligations are:

- Telling individuals of their right to know why information is collected, how it is protected, how it is stored, how long it is kept, how it is disposed of, how they can access their personal information
- Seeking consent from individuals for the collection, storage, use and disclosure of personal data
- Only collecting information that is appropriate and relevant to the provision of services or for its primary function



- Ensuring individuals can make corrections to their personal information, where necessary unless access is refused by law
- Taking all reasonable steps to store personal information securely and protect it from misuse, loss, unauthorised access, modification, or disclosure.

Marsden Families Program comply with the requirements of the *Child Protection Act 1999* and the Department of Families, Sevniors, Disability Services and Child Safety *Information Sharing Guidelines - To meet the protection and care needs and promote the wellbeing of children.*

Collection of Personal Information

Marsden Families Program only collects information that is necessary for effective service provision, including assessments. We inform our clients:

- What information is collected
- Why it is collected
- How we use their information
- When information may need to be released or disclosed
- Their right to decline to provide information
- When we can release their information without their consent
- Their right to make a complaint about privacy and confidentiality at any time
- How to make a complaint
- What they can do if the information we hold is incorrect

Staff use professional and appropriate language in client records and are unbiased and non-judgmental in comments and assessments they record. Information is kept up-to-date and accurate.

Sharing of Personal Information

Personal information is only shared verbally or in writing with the clients written consent unless the circumstances are such that limits to confidentiality apply.

Disclosure of Personal Information

All personal information is protected. It is only released internally or externally with the individuals' written consent, except where legally obliged to disclose information. Legal obligations for disclosure are:

- Where disclosure would protect the client or others
- Where necessary for best service practice
- Where obligated by law.

Protocol for accessing information

Clients and their legal representatives have a right to access their personal information held by Marsden Families Program. We treat all access requests with respect and courtesy. Requests to access personal information are made to Program Manager or to the Board Chairperson. The Program Manager notifies the client of the anticipated length of time required before they can access their personal file.



Managing privacy breaches

Under the State and Federal privacy legislation, Marsden Families Program is required to report when a data breach is likely to result in serious harm to the people whose information is involved in the breach to:

- Affected individuals
- The Department of Families, Seniors, Disability Services and Child Safety
- The Office of the Australian Information Commissioner

Marsden Families Program manages and reports privacy breaches to the Department by following the Privacy and Data Breaches Policy.

Additional Policies and Resources:

1. Privacy and Data Breaches Policy (HR)
2. Media Attention Policy
3. Management of Breaches of Risk Management Strategy



10 - Media Enquiries

A disclosure or suspicion of harm may attract media notice. It is critical to avoid giving out protected or potentially damaging information. Only the Program Manager or Board Chairperson is authorised to speak to the media.

If at any time you are approached by the media in relation to Marsden Families Program its Clients or services, do not provide any response or comment. Requests from the media for information or to provide comments about the organisation's policies must be directed to the Program Manager or Board Chairperson. You must inform the Program Manager immediately on 07 3285 0900 providing details of the nature of the media enquiry and any other information you may have.

Additional Policies and Resources:

1. Privacy and Confidentiality



21 - Human Rights

We actively support human rights of our clients and Staff. The *Human Rights Act 2019* is important to our organisation because it protects the rights of vulnerable community members. Marsden Families Program supports a human rights culture within our organisation, and across communities in Queensland. We also support our clients to act if they feel their human rights have been breached, through internal and external complaints mechanisms.

Marsden Families Program will consider the human rights and obligations of all our services users, staff and stakeholders when planning and implementing our day to day service delivery and in development of our strategic plan

The *Human Rights Act 2019* acknowledges that human rights are not absolute and may be subject under the law to reasonable limits that can be justified. Limitations on rights must have a clear legal basis and they must be reasonable and demonstrably justified in the circumstances. A right may be limited or balanced with other rights to ensure that in protecting one human right we do not impinge on others.

When it comes to decision making, the rights of one person may need to be balanced against the rights of others or the broader community. If you have to restrict somebody's rights, you must ensure the restriction is no greater than is needed to achieve your goal. Any limits applied must be demonstrably justifiable in a free and democratic society based on human dignity, equality, and freedom and take relevant factors into account.

Any restriction of a human right that has not had prior assessment and approval must be immediately reported to Program Manager/ Chairperson.



9 - Social Media

This Social Media Policy applies to all full-time, part-time and casual employees of MFP, as well as contractors and subcontractors working at MFP's workplace (collectively referred to as "**Workplace Participants**").

This Policy outlines the expectations and boundaries relating to the use of social media by Workplace Participants, whether used in a personal or professional capacity, inside or outside working hours.

This Policy does not form part of any employment contract or contract for services with MFP.

What is a social media platform?

Social media platforms include, but are not limited to:

- social networking sites (e.g., Facebook, Instagram, X, LinkedIn, MySpace, Yahoo Groups, Blogger, WordPress, Google Groups, Whirlpool, Wikipedia)
- online blogs
- instant messaging services (e.g., WhatsApp)
- file-sharing sites (e.g., YouTube, Flickr)
- any website or online space where comments, images, video or messages can be posted

Use of Social Media During Work Hours

Use of social media during work hours is not permitted. Workplace Participants must consider the nature of any personal posts to ensure:

- privacy and confidentiality are respected
- client information is never shared or implied
- no comments breach MFP's Code of Conduct
- no material could risk harm, distress, or cultural disrespect toward children, young people, clients or communities

Representing MFP in social media

Except for approved use of LinkedIn, Workplace Participants must not identify themselves as being connected with MFP unless expressly authorised.

No Workplace Participant may make comments on behalf of MFP or use MFP branding (including the logo or visual identity) without formal approval.

Where authorisation is granted, comments must be factual, appropriate, and consistent with MFP's values, goals and standards of professionalism.



Conduct which can be connected to MFP

Workplace Participants should assume that anything posted online could be linked to MFP. Posts must therefore:

- not reflect negatively on MFP, its employees or Workplace Participants
- not criticise or disparage MFP, clients, partners or colleagues
- not make false or misleading statements
- not disclose confidential, sensitive or identifying information about clients, staff or MFP operations
- not reference clients, partners or suppliers without approval
- not breach privacy, defamation, discrimination or harassment laws
- comply with all relevant organisational policies

Workplace Participants must also ensure their online conduct protects the wellbeing, dignity and cultural identity of children, young people, families and communities connected with MFP.

Material Posted By Others

Inappropriate or disparaging content and information stored or posted by others (including non-employees) on social media platforms may also damage MFP's reputation.

If a Workplace Participant becomes aware of any such material which may damage MFP or its reputation, the Workplace Participant must immediately notify his/her manager.

Consequences of Breaching this Policy

Any breach of the Policy may result in disciplinary action, including, but not limited to:

- counselling;
- a verbal or written warning;
- a final warning;
- suspension; or
- termination of employment or the termination or non-renewal of a contract for services.



marsdenfamiliesprogram

3. Recruitment, Selection, Training and Management



1 - Pre-Appointment

Recruitment

MFP is committed to recruiting and supporting employees who share the organisation's values and uphold the highest standards of safety, wellbeing and professional integrity. All recruitment and selection processes are conducted fairly, transparently and in compliance with all relevant legislation, regulatory requirements and organisational policies that govern safe and high-quality service delivery.

MFP seeks to employ individuals who demonstrate appropriate qualifications, experience, and personal attributes, including a commitment to cultural safety, diversity, and inclusion. The organisation actively removes barriers to employment and supports affirmative action for people with disability and those from traditionally under-represented groups.

Recruitment practices prioritise child safety. All applicants for child-related roles must hold a current Blue Card or Exemption Card, and verification is completed prior to appointment. MFP ensures that all persons engaged, employed, or contracted by the organisation are appropriately screened, qualified, and deemed suitable to work with children, young people, and families, in accordance with all relevant legislation, regulations, and child-safety screening requirements.

Recruitment decisions for Program Managers are made by the FMYC Board. Recruitment of all other staff is managed by the Program Manager or delegate, with at least two panel members participating in interviews.

Ongoing compliance is supported through supervision, professional development, and re-screening requirements to ensure the continuing suitability of staff to work with children, young people, and families.

The Program Manager is responsible for:

- recruitment and induction of the most suitable and skilled people
- conducting the most appropriate process for recruitment
- reasonable adjustments unless doing so would result in an undue hardship
- providing feedback to employees on work performance during probation
- retaining skilled and valuable employees

Internal selection

Merit selection may be limited to internal applicants in cases where it is considered appropriate. The decision to limit selection to internal applicants must be made with the approval of the Board Chairperson.

Recruitment by recommendation

Recruitment by recommendation may occur and for contractors engaged for either core business or for project activity. Candidates will be required to submit a CV and be interviewed by the Program Manager. Selection will be based on the match between the candidates skills and experience and the requirements of the activity/project.



External selection

External selection occurs where it is considered that external applicants would best service the interests of MFP. A recruitment agency may be engaged to undertake the selection process or it will be managed internally.

Position Descriptions

The current position descriptions are reviewed and updated or new position description created. The position description contains details of roles and responsibilities, competency requirements, qualification, experience required, reporting requirements, and where applicable, the classification level. Job descriptions outline levels of supervision, any mandatory checks (e.g. working with children check) and reflect the organisation's work environment and culture.

Position Descriptions are reviewed as needed to assist with ongoing performance improvement. Current Position Descriptions are included in Appendix 1.

Selection Criteria

The selection criteria shall be in accordance with the position description. Suitable applicants must have appropriate and suitable experience, tertiary education and/or relevant training. Selection criteria will generally include the following:

- relevant skills and core competencies
- relevant personal characteristics
- previous experience
- relevant knowledge
- relevant qualifications/training

Advertisement

Positions advertised internally are made known to all staff and positions advertised externally are placed so as to maximize visibility. Information packages are forwarded to all potential applicants and may include position description, selection criteria and other relevant information. Applicants are requested to include the names and contact details of at least two referees with their applications.

Selection Panel

Selection panel for permanent employees should consist of at least two people. Panel members should have, in combination, skills and experience relevant to the advertised position and may include someone from outside the organisation. In the case of staff appointment, the Program Manager or delegate will be on the selection panel. In the case of Program Manager appointment, the Chairperson or their delegate will be on the selection panel.

If, at the conclusion of interviews, it is found that a unanimous decision cannot be reached, the selection panel may be broadened for a second round of interviews.



Written applications and Interview

The panel will create core questions that establish applicants' suitability to the position. All applicants are asked the same (or similar) core questions. In addition to asking the core questions, the selection panel is expected to explore areas of interest or experience of the applicants. The structure for interviews include standardised open questions / scenarios as experienced within the service environment to ensure the candidate is aligned with organisational values, culture and complies with the code of conduct.

The selection panel are to ensure that all interviewees are clear about conditions of employment and remuneration offered, and that they are willing to accept these conditions if successful.

Referee Reports

A minimum of two (verbal) professional referee reports should be obtained. A clear explanation of the position requirements is to be given to the referee, and comments sought against the position requirements.

Where a referee is a current employer and a follow up is likely to cause embarrassment or jeopardise current or future employment with that employer, another referee can be supplied.

Recommendation to appoint

In making a final decision, the panel members are to review all three components including written application, interview responses, and referee reports.

Documentation

The successful applicant must be provided with an employment contract, signed by the Program Manager, and copy to sign and return as acceptance of the offer. The contract should confirm

- The position
- Starting date
- Award details and salary
- Status (permanent/casual/contract)
- Probation period of 6 months if applicable
- Appointment subject to presentation of current blue card

A probationary period of employment of 6 months may be applicable to assess the performance and fit of a new employee within the service environment.

Restricted Persons

There are exemptions that allow people to engage in regulated child-related employment without a blue card in certain circumstances. Certain people are restricted from relying on these exemptions. It is an offence for a restricted person to start or continue in restricted employment. It is also an offence for an employer to employ or continue to employ a restricted person to start or continue in restricted employment if they know (or should reasonably know) they are a restricted person.

A restricted person means a person who either:

- has been issued a negative notice



marsdenfamiliesprogram

- has a suspended blue card
- is a disqualified person
- has been charged with a disqualifying offence which has not been finalised
- the subject of an adverse interstate Working with Children Check decision that is in effect.

Restricted Employment

Restricted employment refers to the situations that allow a person to work with children without a blue card, such as if they are:

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

Additional Policies and Resources:

1. Induction and Probation Policy



6 - Induction & Probation Process

Induction

Induction for staff and students will include familiarization with staff members, employment conditions, the building and grounds and the work role. Induction endeavours to ensure that employees and students are well informed as to the expectations of their performance and provide an opportunity to identify and resolve any concerns.

Contractors engaged on specific activities/projects may not be required to participate in the full induction process and will not be subject to probation process. Instead they will be included in the supplier review process which occurs on an annual basis. The induction process for contractors will occur within the context of specified activity by the Program Manager or nominated staff member.

New staff are to acquaint themselves with organisation practices as outlined in the relevant manuals (Governance, Practice, HR). An induction checklist is to be completed and new employee staff hard file created. Fire safety processes are to be completed within 24 hours of new staff commencing employment on site.

Probation

Permanent appointment will be on the proviso that the key competencies of the position have been met in a formal appraisal process. The purpose of a probation period to enable:

- the employer to assess whether an employee is capable of fulfilling the requirements of the position to which the employee has been appointed; and
- the employee to consider whether they feel suited to the position and are committed to continue working for the organisation.

If areas of unsatisfactory performance are identified, the employee will be made aware of these, the standards of satisfactory performance required and the date by which they are required to be achieved.

The Program Manager will complete an appraisal at the end of the probationary period and inform the employee of the outcome as either:

- satisfactorily completed their probation and their employment will continue – with the employee given confirmation in writing; or
- not satisfactorily met the work performance requirements – with the employee given two weeks' notice of termination of employment or payment in lieu of such notice.



POSITION DESCRIPTION

Position Title:	Program Manager
Service:	Counselling Intervention Service/Tertiary Family Support Service
Reporting to:	Frederick Marsden Youth Centre Board Chairperson
Location:	Kallangur

About the role:

This is a managerial position intended to coordinate and manage Marsden Families Program and to arrange for the development and implementation of services to children and their families, as per investment specifications. This position provides management of the professional development and daily work routines of a multi-disciplinary staff group within a therapeutic environment, including planning and resourcing to ensure program objectives are met.

?

Key responsibilities:

Management Specific Responsibilities	<ul style="list-style-type: none"> • To provide written monthly reports and communicate where required with the FMYC Board of Directors to ensure the effective management of Marsden Families Program. • To develop, disseminate and interpret the organisation’s policies and procedures to staff and others when required. • Coordinate the development of regular reporting to the funding body. • To chair relevant meetings related to program staff. • To be responsible for the development and overall management of the program budget and provide financial reporting to the FMYC Board of Directors. • To recruit, select, appoint and when necessary, performance manage and terminate program staff. • To provide expert advice and assistance to program staff as required. • To join and participate in appropriate professional associations, advisory committees and or working groups with the Department or other similar agencies related to the provision of child protection services. • To liaise with officers of the relevant Government Departments in relation to all matters pertaining to the inter-relationship between the Program and the Department. • To ensure that all activities of the various programs are co-ordinated and meet the stated objectives of the organisation.
--------------------------------------	---



marsdenfamiliesprogram

	<ul style="list-style-type: none"> • Assist in the acquisition and development of appropriate resources, including professional development, covering the range of issues relevant to children and families. • Conduct annual performance appraisal of program staff. • Provide culturally sensitive therapeutic services.
Organisational responsibilities	<ul style="list-style-type: none"> • Adhere to all organisational policies, procedures, standards and practices. • Review and evaluate service delivery and performance to assist continued improvement. • Adhere to the Code of Conduct in a manner that is consistent with both its spirit and intent. • Oversight of the Human Services Quality Framework and ensure compliance via coordination of Audits. • To be aware of organisational needs and structure and how the role contributes to the effective achievement of the overall goals of the Organisation. • To work within the relevant Workplace Health and Safety legislation and Organisational Risk Management policies as they apply to this area of work. • Program development and establishment of policies and work practices.
Collaboration and partnership responsibilities	<ul style="list-style-type: none"> • Liaison and partnership with funding Contract Managers in order to coordinate service delivery as per investment specifications. • Develop and maintain mutually positive relationships with key internal and external stakeholders to optimise client outcomes through attendance at regular Child Safety Service Centre 'Management Meetings' and Interagency meetings. • Advocacy and liaison with key government agencies (e.g., Child safety, education, housing, centrelink) and community networks relevant to service delivery (e.g. Local Level Alliance).
Administration and planning	<ul style="list-style-type: none"> • Where required assist with the provision of administrative duties, which may include reception, telephone, resource filing, and general office duties. • Preparation of timesheet summary and approval of leave requests. • Review, approval and submission of quarterly performance data, including financial reporting. • Development of Strategic Plan and completion of Governance Schedule tasks
Supervision and Professional Development	<ul style="list-style-type: none"> • Demonstrate ongoing commitment to participating in quality supervision, reflective practice and professional development as per organisational policy and procedure. • The delivery of monthly supervision for Senior Practitioner. • Participate in relevant learning opportunities to ensure continued specialised knowledge to remain current in the profession. • Participate in Performance Appraisal processes to facilitate improved performance and professional development.



marsdenfamiliesprogram

Duty of Care and Legislative Requirement	<ul style="list-style-type: none"> • Maintain confidentiality and duty of care and take appropriate steps as required by organisational policy and procedure. • Understand and meet legislative and funding requirements including collecting and recording statistical data in a timely and accurate manner.
File and Diary Management	<ul style="list-style-type: none"> • Maintain a computer-based diary management system to enable effective delivery of program.

About you:

To be successful in this position, you will have

Qualifications and licenses	<ul style="list-style-type: none"> • Possession of a degree in Management, Behavioural Sciences or a qualification which in the opinion of the Management Committee are equivalent. • Evidence of relevant, ongoing professional development • Open Drivers Licence essential • Current blue card (or eligibility and willingness to obtain a blue card)
Experience	<ul style="list-style-type: none"> • Substantial professional experience in a human services delivery or social welfare organisation • Experience in identifying service delivery needs and developing appropriate responses • Experience in the management of multi-disciplinary staff group, including planning and resourcing to ensure program objectives are met
Knowledge and skills	<ul style="list-style-type: none"> • Knowledge of the concepts and techniques associated with the organisation and resource development. • Knowledge of current Government and Departmental Policy and Practice regarding the provision of Child Protection services. • Knowledge of financial requirements of not-for-profit organisations including sources of government funding. • Skill in initiating and promoting service delivery including the development new services which responds to emerging needs. • Skill in preparing and presenting reports and or submissions of a complex nature and negotiating desired outcomes. • Ability to effectively represent the organisation to the Department Children, Youth Justice and Multicultural Affairs.



marsdenfamiliesprogram

POSITION DESCRIPTION

Position Title:	Senior Practitioner
Service:	Counselling Intervention Service/Tertiary Family Support Service
Reporting to:	Program Manager
Location:	Kallangur

About the role:

This is a supervisory position intended to provide leadership, in a therapeutic environment, to practitioners delivering case management and outreach services to children, young people, families and carers. The Senior Practitioner is required to co-ordinate a range of intervention services aimed at achieving outcomes as identified through Individual and Family Support Plans, to advocate across systems with and on behalf of children, young people, their families and carers and to monitor and enhance contract performance and compliance across funded programs

Key responsibilities:

Leadership Specific Responsibilities	<ul style="list-style-type: none">• Provide support and oversight of the development, presentation and review of therapeutic intervention plans.• Comprehensive review and monitoring of high-quality therapeutic record keeping and assessments incorporating the use of standardised assessment tools.• Management and allocation of referrals and associated correspondence with referring bodies.• Provide advanced clinical knowledge and expertise to staff regarding the impacts of abuse related trauma and disrupted attachments on child and family functioning to support clients of the service.• Where incidents occur, support staff in the development and submission of incident reporting, provision of de-briefing.• Assist in the acquisition and development of appropriate resources, including training, covering the range of issues relevant to children and families.• Coordination of Case Conferences focused on case study presentations, reflective practice and professional development.• Provide culturally sensitive therapeutic services.
Organisational responsibilities	<ul style="list-style-type: none">• Adhere to all organisational policies, procedures, standards and practices



marsdenfamiliesprogram

	<ul style="list-style-type: none"> • In collaboration with the Program Manager, review and evaluate service delivery and performance to assist continued improvement • Adhere to the Code of Conduct in a manner that is consistent with both its spirit and intent • Staff Meetings as required • Contribute to the Human Services Quality system and comply with the Human Services Quality Framework • To be aware of organisational needs and structure and how the role contributes to the effective achievement of the overall goals of the Organisation. • To work within the relevant Workplace Health and Safety legislation and Organisational Risk Management policies as they apply to this area of work. • Program development and establishment of policies and work practices. • Other duties as directed by Program Manager.
<p>Collaboration and partnership responsibilities</p>	<ul style="list-style-type: none"> • Develop and maintain mutually positive relationships with key internal and external stakeholders to optimise client outcomes through attendance at regular Child Safety Service Centre ‘Management Meetings’ and Interagency meetings. • Advocacy and liaison with key government agencies (e.g., Child safety, education, housing, centrelink) and community networks relevant to service delivery (e.g. Local Level Alliance).
<p>Administration and planning</p>	<ul style="list-style-type: none"> • Where required assist with the provision of administrative duties, which may include reception, telephone, resource filing, and general office duties • Input of relevant quarterly performance reporting data for submission to Program Manager. • Contribute to operational planning as requested by the Program Manager
<p>Supervision and Professional Development</p>	<ul style="list-style-type: none"> • Demonstrate ongoing commitment to participating in quality supervision, reflective practice and professional development as per organisational policy and procedure • The delivery of monthly supervision for program staff to ensure continued professional development • Participate in relevant learning opportunities to ensure continued specialised knowledge to remain current in the profession • Participate in Performance Appraisal processes to facilitate improved performance and professional development



marsdenfamiliesprogram

Duty of Care and Legislative Requirement	<ul style="list-style-type: none"> • Maintain confidentiality and duty of care and take appropriate steps as required by organisational policy and procedure • Understand and meet legislative and funding requirements including collecting and recording statistical data in a timely and accurate manner
File and Diary Management	<ul style="list-style-type: none"> • Maintain a computer-based diary management system to enable effective and informed client bookings

About you:

To be successful in this position, you will have

Qualifications and licenses	<ul style="list-style-type: none"> • Possession of a degree in Social Work/Psychology/Behavioural Science or equivalent qualifications from a recognised tertiary institution. • Evidence of relevant, ongoing professional development • Open Drivers Licence essential • Current blue card (or eligibility and willingness to obtain a blue card)
Experience	<ul style="list-style-type: none"> • Extensive relevant experience in a therapeutic environment working with children, young people, their families and/or foster carers. • extensive experience in a relevant specialisation e.g. community development, housing, quality systems, housing, education and/or employment. • A minimum of 5 years' experience in social service provision, community linking and collaborative practice.
Knowledge and skills	<ul style="list-style-type: none"> • Knowledge of relevant legislation, policy and frameworks including the Child Protection legislation and the capacity to apply it in day-to-day work. • Advanced knowledge of collaboration, trauma informed and family systems theories as they apply to practice in a child safety context • Specialised knowledge in a relevant specialisation e.g., community development, housing, quality systems, housing, education and/or employment. • Advanced written and oral communication skills as demonstrated through successful tender or



marsdenfamiliesprogram

	proposal writing, timely delivery of reports and maintaining network connections liaison in the area of social service provision
--	--



marsdenfamiliesprogram

Position Title	Administration and Quality Manager
Service	Marsden Families Program
Reporting to:	Program Manager
Location:	Kallangur

About the Role

This position provides support to the delivery of two services operated by Marsden Families Program – Tertiary Family Support Service and Counselling Intervention Service. The position carries responsibility for overseeing all aspects of administrative support across the organisation and responsibility for managing quality compliance under the Human Services Quality Framework.

Key Responsibilities

Administration Specific Responsibilities	<ul style="list-style-type: none">• Planning and coordinating administrative procedures and systems and devising methods to streamline processes• Oversee administrative responsibilities of the Administration Officer, including but not limited to:<ul style="list-style-type: none">○ Front office reception duties○ Basic financial & general administration tasks○ IT support liaison○ Emergency Relief supplies administration & inventory○ Client management system administration○ Meeting Minutes○ Event administration tasks○ Contribution to the safe and effective functioning of the team○ Other duties as required from time to time• Conduct office-based induction and on-boarding of new staff• Liaise with developers of Case Management system and manage ICT requirements in relation to current and future needs• Organize services and maintenance activities and tradespersons (e.g electricians)• Contribute to operational planning as requested by the Program Manager.
Quality Management Specific Responsibilities	<ul style="list-style-type: none">• Ensure compliance with quality standards, known as the Human Services Quality Standards (the standards), which cover the core elements of human service delivery• Undertake assessment processes to review the service against the standards such as through internal audits, governance calendar, complaints register, continuous improvement .



marsdenfamiliesprogram

	<ul style="list-style-type: none"> • Prepare documentation for External Audits and participate in audit process • Develop, review, and improve administrative systems, policies, and procedures. • Participate in monthly HSQF Meetings with Program Manager and Senior Practitioner
Duty of Care and Legislative Requirement	<ul style="list-style-type: none"> • Maintain confidentiality and duty of care and take appropriate steps as required by organisational policy and procedure. • Understand and meet legislative and funding requirements including collecting and recording statistical data in a timely and accurate manner.
File and Diary Management	<ul style="list-style-type: none"> • Maintain relevant documentation as per organisational policy and procedure. • Arrange for archiving of files
Professional Development	<ul style="list-style-type: none"> • Demonstrate ongoing commitment to performance review and professional development as per organisational policy and procedure.
Other Organisational Responsibilities	<ul style="list-style-type: none"> • Adhere to all organisational policies, procedures, standards and practices. • Other duties as directed by the Program Manager.

About you:

To be successful in this position you will have:

	Required	Highly Desired
Qualifications/Licences	<ul style="list-style-type: none"> • Valid Queensland Driver's Licence • Current Suitability Card for Child Related Employment (Blue Card). 	
Experience	<ul style="list-style-type: none"> • Proven experience as administration manager • In-depth understanding of office management procedures and departmental and legal policies • Familiarity with financial and facilities management principles 	<ul style="list-style-type: none"> • Experience managing operations in a a not-for-profit or community-based organisation



marsdenfamiliesprogram

Knowledge	<ul style="list-style-type: none">• Familiarity with budget planning and enforcement, human resources, and customer service procedures.• Willingness to continue building skills through educational opportunities	<ul style="list-style-type: none">• Knowledge and ability to apply relevant legislation and regulations, with specific reference to child protection processes.• Knowledge of researching and working with data (internal and external) to support the development of funding applications and service development or the ability to acquire these skills
Skills	<ul style="list-style-type: none">• Proficient in Microsoft Office suite• Exceptional time, task, and resource management skills.• Strong problem solving, critical thinking, coaching, interpersonal, and verbal and written communication skills	



marsdenfamiliesprogram

Position Title	Family Support Worker
Service	Tertiary Family Support Service
Reporting to:	Senior Practitioner/Program Manager
Location:	Kallangur

About the Role

This position provides in-home interventions which include practical and parenting support, education, and counselling support to families who are subject to child protection statutory intervention due to identified risk to the child(ren).

Through the provision of timely and flexible home visits and community-based visits and based on a family strengths framework, the aim of the position is to strengthen family functioning and increase protective factors as well as improve relationships between parent and child. The goal of intervention is to prevent entry into the out of home care system or to assist in achieving safe reunification where appropriate.

Key Responsibilities

Program Specific Responsibilities	<ul style="list-style-type: none"> • Based on client referrals from the Department of Children, Youth Justice and Multicultural Affairs, conduct client assessment and intake to: <ul style="list-style-type: none"> ○ Obtain relevant client information; ○ Screen for risk factors; ○ Complete safety planning; ○ Determine appropriate interventions; ○ Provide relevant information about the Program. • Document and deliver family systems work aimed at promoting the safety and wellbeing of children/young people and developing or enhancing parenting skills; through the application of theoretical knowledge of adult and child learning styles, child development, and skill/capacity building. Provide effective prevention strategies via the application of knowledge relating to child protection issues, including the impact of neglect, physical, emotional and sexual harm on children/young people. • Provide intensive intervention to parents, care providers, children, and families to build strengths within families to support the needs of children. • Network and develop collaborative partnerships with relevant government and community agencies to successfully link children, young people and adults to other specialist support services.
Case Management	<ul style="list-style-type: none"> • Identify, assess and plan for the client's support needs utilising a case management approach including development of appropriate family support plans and review and closure of cases.



marsdenfamiliesprogram

	<ul style="list-style-type: none"> • Develop, implement and monitor family support plans for clients to inform and measure ongoing interventions. • Ensure appropriate documentation of family support plans, case reviews, assessments and exit plans. • Identify and coordinate client access to a range of appropriate specialist services.
Duty of Care and Legislative Requirement	<ul style="list-style-type: none"> • Maintain confidentiality and duty of care and take appropriate steps as required by organisational policy and procedure. • Understand and meet legislative and funding requirements including collecting and recording statistical data in a timely and accurate manner.
File and Diary Management	<ul style="list-style-type: none"> • Maintain client files, case notes and other relevant documentation as per organisational policy and procedure.
Supervision and Professional Development	<ul style="list-style-type: none"> • Demonstrate ongoing commitment to participation in supervision, reflective practice and professional development as per organisational policy and procedure.
Administration and Planning	<ul style="list-style-type: none"> • Where needed assist with the provision of administrative and general office duties. • Contribute to operational planning as requested by the Program Manager.
Other Organisational Responsibilities	<ul style="list-style-type: none"> • Adhere to all organisational policies, procedures, standards and practices. • Other duties as directed by the Program Manager.

About you:

To be successful in this position you will have:

	Required	Highly Desired
Qualifications/Licences	<ul style="list-style-type: none"> • Appropriate tertiary qualifications in the social or behavioural sciences or equivalent combination of relevant experience and or education/training. • Current registration/membership with Professional Board or Association (if a requirement to practice e.g. allied health registration board requirement) 	



marsdenfamiliesprogram

	<ul style="list-style-type: none"> • Valid Queensland Driver's Licence • Current Suitability Card for Child Related Employment (Blue Card). 	
Experience	<ul style="list-style-type: none"> • Demonstrated experience working therapeutically with children and their parents/care providers in relation to child development, abuse and/or neglect. • Experience in managing caseloads. • Demonstrated ability to work within a child-focused practice framework. 	<ul style="list-style-type: none"> • Demonstrated experience in engaging proactively with and supporting clients of diverse backgrounds.
Knowledge	<ul style="list-style-type: none"> • Knowledge and ability to apply relevant legislation and regulations, with specific reference to child protection processes. 	<ul style="list-style-type: none"> • Areas of specialisation relating to Drug and Alcohol Misuse, Domestic and Family Violence, Mental Health.
Skills	<ul style="list-style-type: none"> • Ability to use strengths-based approach working with families to identify and build on their strengths and minimise risk. • Ability to effectively engage with both children and adults. Highly developed time management and organisational skills. • Highly developed interpersonal and communication skills • Competency in computer applications including client information systems and Microsoft Office, with the ability to quickly learn new computer programs. 	<ul style="list-style-type: none"> • Group facilitation skills.



marsdenfamiliesprogram

Selection Criteria

Please respond to the Selection Criteria below. Where current skills and experience do not directly relate to the criteria, please discuss transferable skills and willingness to develop.

- Sound knowledge of current Queensland Child Protection legislation or willingness to obtain same
- Demonstrated experience in assessing, planning and providing interventions with families with complex needs
- Demonstrated knowledge or willingness to acquire some of Trauma and Attachment Theories and their relationship to child abuse and neglect
- Demonstrated experience working in a culturally sensitive manner with clients from different cultural backgrounds, including Aboriginal and Torres Strait Islander people
- Demonstrated high level of interpersonal, oral and written communication skills
- Proven ability to develop partnerships with key stakeholders to achieve optimal client outcomes
- Proven ability to work both autonomously and cooperatively within a multidisciplinary team
- Excellent time management and case load management skills



POSITION DESCRIPTION

Position Title:	Child and Adolescent Therapist
Service:	Counselling Intervention Service
Reporting to:	Senior Practitioner/Program Manager
Location:	Kallangur

About the Role

This is a specialist position which provides clinical assessment and high-quality therapeutic intervention to children, young people and their families where child protection statutory intervention has been required due to identified child protection concerns. Therapeutic interventions occur at suitable outreach locations or in therapy rooms at the offices of Marsden Families Program.

Key Responsibilities

Program Specific Responsibilities	<ul style="list-style-type: none">• Provide high-quality therapeutic assessments of clients incorporating the use of standardised assessment tools and implementing tools and processes for measuring the outcome of the intervention as required• Provide high-quality developmentally appropriate individual and, where relevant, group therapy to children and young people (Birth -17 years)• Provide parenting/carer support to facilitate insight and strengthen relationships between parents/carers and children and provide parents/carers with appropriate information about their children's emotional wellbeing and needs• Provide clinical knowledge and expertise to key stakeholders regarding the impacts of abuse related trauma and disrupted attachments on child and family functioning to support clients of the service• Assist in the acquisition and development of appropriate resources, including training, covering the range of issues relevant to children and families• Develop, present and review therapeutic intervention plans through regular attendance and participation at monthly case conferences• Develop and maintain mutually positive relationships with key internal and external stakeholders to optimise client outcomes
Case Management	<ul style="list-style-type: none">• Develop, implement and monitor Individual Support Plans for clients to inform and measure ongoing interventions• Maintenance of appropriate files and case notes as



marsdenfamiliesprogram

	<p>per organisational policies and procedure, to meet legislative and funding requirements as directed by management</p> <ul style="list-style-type: none"> • Provide culturally sensitive therapeutic services • Provide regular comprehensive written client reports
Duty of Care and Legislative Requirement	<ul style="list-style-type: none"> • Maintain confidentiality and duty of care and take appropriate steps as required by organisational policy and procedure • Understand and meet legislative and funding requirements including collecting and recording statistical data in a timely and accurate manner
File and Diary Management	<ul style="list-style-type: none"> • Maintain a computer-based diary management system to enable effective and informed client bookings
Supervision and Professional Development	<ul style="list-style-type: none"> • Demonstrate ongoing commitment to participate in supervision, reflective practice and professional development as per organisational policy and procedure • Undertake monthly supervision to ensure continued professional development • Participate in relevant learning opportunities to ensure continued specialised knowledge to remain current in the profession • Participate in Performance Appraisal processes to facilitate improved performance and professional development
Administration and Planning	<ul style="list-style-type: none"> • Where needed assist with the provision of administrative duties, which may include reception, telephone, resource filing, and general office duties • Contribute to operational planning as requested by the Program Manager
Other Organisational Responsibilities	<ul style="list-style-type: none"> • Adhere to all organisational policies, procedures, standards and practices • In collaboration with the Program Manager, review and evaluate service delivery and performance to assist continued improvement • Adhere to the Code of Conduct in a manner that is consistent with both its spirit and intent • Contribute to the Human Services Quality system and have a willingness to comply with the Human Services Quality Framework • Act with honesty, integrity and good faith at all times. • Attendance at Case Conferences and Staff Meetings as required • Other duties as directed by Program Manager

About you:

To be successful in this position you will have:



	Required	Highly Desired
Qualifications/Licences	<ul style="list-style-type: none"> • Tertiary qualifications in a relevant discipline (e.g. Psychology, Social Work, Behavioural Science or related discipline) or an equivalent combination of relevant experience and or education/training. • A theoretical understanding of child development and associated issues as well as knowledge of the dynamics of domestic and family violence, and an understanding of domestic and family violence and child protection under legislation and family law • Current registration/membership with Professional Board or Association (if a requirement to practice e.g. Allied Health Registration Board requirement) • Current Queensland Driver's Licence • Current Suitability Card for Child Related Employment (Blue Card), or willingness to obtain same 	
Experience	<ul style="list-style-type: none"> • Demonstrated experience working therapeutically with children and their parents/care providers in relation to child development, abuse, and/or neglect • Experience in managing caseloads • Demonstrated ability to work within a child-focused practice framework 	<ul style="list-style-type: none"> • Demonstrated experience in engaging proactively with and supporting clients of diverse backgrounds • Demonstrated experience in use of Child-Centred Play Therapy, Cognitive Behavioural Therapy, Narrative Therapy, Interactive Drawing Therapy, Expressive Arts Therapy, Theraplay or Filial Therapy as well as other therapeutic modalities for counselling



		with children.
Knowledge	<ul style="list-style-type: none"> • Knowledge and ability to apply relevant legislation and regulations, with specific reference to child protection processes 	<ul style="list-style-type: none"> • Areas of specialisation relating to child sexual abuse, Domestic and Family Violence, Mental Health
Skills	<ul style="list-style-type: none"> • Ability to use a strengths-based approach working with children to identify and build on their strengths and minimise risk • Ability to effectively engage with children through counselling • Highly developed time management and organisational skills • Highly developed interpersonal and communication skills • Competency in computer applications including client information systems and Microsoft Office, with the ability to quickly learn new computer programs 	<ul style="list-style-type: none"> • Group facilitation skills

Selection Criteria

Please respond to the Selection Criteria below. Where current skills and experience do not directly relate to the criteria, please discuss transferable skills and willingness to develop.

- Sound knowledge of current Queensland Child Protection legislation or willingness to acquire same
- Demonstrated experience in assessing and planning therapeutic interventions with children and young people with multiple and complex needs
- Demonstrated clinical experience in working within a developmentally appropriate therapeutic framework with children and young people with multiple and complex needs
- Demonstrated knowledge and understanding of the impacts of abuse related trauma on children and young people, with an emphasis on issues related to domestic and family violence and sexual abuse
- Demonstrated knowledge of Child Development, Trauma and Attachment Theories and their relationship to children and young people in the child protection system
- Demonstrated experience working in a culturally sensitive manner with clients from different cultural backgrounds, including Aboriginal and Torres Strait Islander people



marsdenfamiliesprogram

- Commitment to ongoing professional development, supervision and reflective practice
- Demonstrated high level of interpersonal, oral and written communication skills
- Proven ability to develop partnerships with key stakeholders to achieve optimal client outcomes
- Proven ability to work both autonomously and cooperatively within a multidisciplinary team
- Excellent time management and case load management skills
- Willingness to work in accordance with the philosophy of Marsden Families Program



POSITION DESCRIPTION

Position Title:	Child and Family Support Worker
Service:	Counselling Intervention Service/Tertiary Family Intervention Service
Reporting to:	Program Manager/ Senior Practitioner
Location:	Kallangur

About the role:

This is a child, youth and family support position intended to provide support and care to children, young people, caregivers, and families to navigate toward safety, resilience, and self-determination. Working from a trauma-informed, strength-based approach, and a place of respect and collaboration, this role will provide opportunity to enhance a sense of belonging by connecting with children, young people, caregivers, and families and strengthening their accessibility to supports, building secure attachment relationships and a fostering a meaningful connection to their community.

This role will work across Marsden Families Program's Tertiary Family Intervention Service and Counselling Intervention Service. The role may include, but is not limited to, transporting children to therapy, designing group-based therapeutic activities alongside counsellors and home-based interventions alongside family support workers.

Key responsibilities:

Program Specific Responsibilities	<ul style="list-style-type: none">• Develop and maintain professional and supportive relationships with children and young people by building trust, positive rapport, genuine interest, and engagement.• Supporting engagement for young people in a range of activities targeted to develop life skills and enhance self-worth.• Where appropriate, facilitate family visits/connection and promote positive family relationships.• Support and encourage positive social and familial relationships.• Utilize a child-inclusive framework to ensure child/young person are given opportunities to participate in decision making around activities and issues that impact them.• Work alongside Therapists in the development and delivery of group-based therapeutic activities.
-----------------------------------	---



marsdenfamiliesprogram

	<ul style="list-style-type: none"> • Assist in the transportation of children and young people to therapy sessions at Marsden Families Program • Assist Family Support Workers in delivering home-based interventions including routines, household maintenance, positive parenting tools, and supporting attendance at relevant programs.
Organisational responsibilities	<ul style="list-style-type: none"> • Adhere to all organisational policies, procedures, standards and practices • Adhere to the Code of Conduct • Staff Meetings as required • Contribute to the Human Services Quality system and comply with the Human Services Quality Framework • To be aware of organisational needs and structure and how the role contributes to the effective achievement of the overall goals of the Organisation. • To work within the relevant Workplace Health and Safety legislation and Organisational Risk Management policies as they apply to this area of work. • Other duties as directed by Program Manager.
Collaboration and partnership responsibilities	<ul style="list-style-type: none"> • Develop and maintain mutually positive relationships with key internal and external stakeholders to optimise client outcomes • Liaison with key government agencies (e.g., Child safety, education, housing, centrelink) and community networks relevant to service delivery
Administration and planning	<ul style="list-style-type: none"> • Where required assist with the provision of administrative duties, which may include reception, telephone, resource filing, and general office duties • Input of relevant quarterly performance reporting data for submission to Program Manager. • Contribute to operational planning as requested by the Program Manager
Supervision and Professional Development	<ul style="list-style-type: none"> • Demonstrate ongoing commitment to participating in quality supervision, reflective practice and professional development as per organisational policy and procedure • Participate in relevant learning opportunities to ensure continued specialised knowledge to remain current in the profession



marsdenfamiliesprogram

	<ul style="list-style-type: none"> • Participate in Performance Appraisal processes to facilitate improved performance and professional development
Duty of Care and Legislative Requirement	<ul style="list-style-type: none"> • Maintain confidentiality and duty of care and take appropriate steps as required by organisational policy and procedure • Understand and meet legislative and funding requirements including collecting and recording statistical data in a timely and accurate manner
File and Diary Management	<ul style="list-style-type: none"> • Maintain a computer-based diary management system to enable effective and informed client bookings

About you:

To be successful in this position, you will have

Qualifications and licenses	<ul style="list-style-type: none"> • Qualifications in Child, Youth and Family Intervention /Social Work/Psychology/Behavioural Science or equivalent experience and qualifications from a recognised institution. • Evidence of relevant, ongoing professional development • Open Drivers Licence essential • Current blue card (or eligibility and willingness to obtain a blue card)
Experience	<ul style="list-style-type: none"> • Experience in a therapeutic environment working with children, young people, their families and/or foster carers. • Experience in a relevant field e.g. community development, residential care, foster/kinship care, mental health, alcohol and other drugs or youth detention. • Experience in social service provision, community linkage and collaborative practice. • Confidence in assessing and managing risk and responding supportively and appropriately to young people
Knowledge and skills	<ul style="list-style-type: none"> • Knowledge of relevant legislation, policy and frameworks including the Child Protection legislation and the capacity to apply it in day-to-day work. • Knowledge of collaboration, trauma-informed and family systems theories as they apply to practice in a child safety context



marsdenfamiliesprogram

	<ul style="list-style-type: none">• Sound written and oral communication skills as demonstrated through case noting and report writing.
--	---



marsdenfamiliesprogram

Position Title	Maintenance and Repairs
Service	Marsden Families Program
Reporting to:	Administration and Quality Manager / Program Manager
Location:	Kallangur

About the Role

This position provides support to the delivery of two services operated by Marsden Families Program – Tertiary Family Support Service and Counselling Intervention Service. The position carries responsibility for general office-based maintenance and repairs and practical support to client families such as gardening, delivery of goods, and general household maintenance and repairs.

Key Responsibilities

Office-based Responsibilities	<ul style="list-style-type: none">• General maintenance around the office and grounds• Gardening• Furniture, cabinetry, and resource building• Painting• Provide practical support to MFP team members, for example, moving furniture and equipment• Other duties as directed by Administration Manager and Program Manager
Client-based Responsibilities	<ul style="list-style-type: none">• Pick up and Delivery of donations• Delivery of weekly food hampers• General gardening and yard work• General repairs and household maintenance• Other duties as directed by Administration Manager and Program Manager
Duty of Care and Legislative Requirement	<ul style="list-style-type: none">• Maintain confidentiality and duty of care and take appropriate steps as required by organisational policy and procedure.• Understand and meet legislative and funding requirements• Adherence to Workplace Health and Safety practice, procedure and policy.
File and Diary Management	<ul style="list-style-type: none">• Maintain relevant documentation as per organisational policy and procedure.• Timesheet and Leave Request Entries.
Professional Development	<ul style="list-style-type: none">• Demonstrate ongoing commitment to performance review and professional development as per organisational policy and procedure.



marsdenfamiliesprogram

Other Organisational Responsibilities	<ul style="list-style-type: none"> • Adhere to all organisational policies, procedures, standards and practices. • Other duties as directed by the Program Manager.
--	---

About you:

To be successful in this position you will have:

	Required	Highly Desired
Qualifications/Licences	<ul style="list-style-type: none"> • Valid Queensland Driver’s Licence • Current Suitability Card for Child Related Employment (Blue Card). 	<ul style="list-style-type: none"> • Trade qualifications
Experience	<ul style="list-style-type: none"> • Proven experience as a maintenance and repairs worker 	<ul style="list-style-type: none"> • Experience operating in a not-for-profit or community-based organisation
Knowledge	<ul style="list-style-type: none"> • Familiarity and adherence with Workplace Health and Safety practices. 	
Skills	<ul style="list-style-type: none"> • Basic skills in computer systems • Skills in groundskeeping, maintenance, repairs and deliveries. • Exceptional time, task, and resource management skills. • Strong problem solving, critical thinking, interpersonal, and verbal and written communication skills 	



4 - Performance Appraisal and Development

MFP acknowledge that the organisation's success relies upon the professional ability of its staff. The organisation is committed to providing all staff with an opportunity to review, recognise, plan and improve individual employee performance. The implementation of staff professional development will support the organisations purpose while considering the individual needs of employees.

Performance Appraisal and Development Process

The performance appraisal and development process will enable employees to

- clarify responsibilities in achieving organisational goals
- plan work objectives, activities and timeframes
- obtain feedback on work performance
- agree on standards of work performance
- identify areas for improvement
- identify professional development and training needs
- discuss issues or concerns

Performance appraisal and development processes for all employees are completed by the Program Manager, in collaboration with the employee. The Program Manager will ensure training and development is linked to the organisations needs and that staff are consulted about decisions that affect them. Performance appraisals are conducted according to the Performance Appraisal Form and securely stored in HR Files.

Staff have a responsibility to actively participate in identifying their performance development needs and sourcing of appropriate resources and supports.

Professional Development

Professional development is encouraged for all staff. Funds are budgeted for this purpose. Individual proposals for professional development must be presented for approval by your Program Manager.

Requests must align with individual professional development goals determined in Professional Supervision sessions and add value to organisational objectives.

Performance and Conduct of Contractors

The performance and conduct of contractors will be monitored by the Program Manager over the course of their engagement. Performance will be assessed against project deliverables (including milestones, timeframes, and budget) and with regard to acting in alignment with the organisations mission and strategic direction. Ongoing engagement is at the discretion of the Program Manager



6.1 - Training

In addition to the training that staff receive at their induction, there will be ongoing opportunities or necessity for training over the course of employment. An effective organisation requires that staff receive ongoing training. New staff need support and information when they begin their new role, and existing staff might need to develop new skills and knowledge to meet the requirements of their positions and expand their career options. It is essential that staff provide a positive contribution to the service environment and commit to promoting the safety and wellbeing of children and young people. Training should enhance the skills and knowledge of employees and volunteers, and reduce exposure to risks.

Training in relation to mandatory reporting obligations to report sexual offending against a child by another adult to police and obligations for staff to reduce or remove a known risk of sexual offending against a child by an adult associated with an institution (section 229BB / section 229BC, Criminal Code), Risk Management Strategy, reporting disclosures or suspicions of harm, and key policies and procedures will occur with initial induction and refresher training will occur annually at staff meetings. A register will be maintained as to who has completed what training and when this has occurred. Provision for regular and on-going training to be undertaken to ensure staff skills and experience are maintained and updated with the current trends. Staff are also encouraged to share relevant resources and information acquired at training to other staff members.

Subsequent training needs will be identified during reassessment of this risk management strategy inside the organisations commitment to provide a positive contribution to the service environment and promoting the safety and wellbeing of children and young people and people.



20 - Complaints and Grievance Policy for Staff

This policy applies to any complaint or grievance that a workplace participant has against an employee, contractor or other third party.

Statement of Intent

MFP recognises the rights of employees and others to make complaints or otherwise raise a grievance in good faith without fear of victimisation in doing so.

This policy has been put in place to provide employees with a process to follow in making a complaint or otherwise raising a grievance.

Making a complaint

If you raise a grievance or otherwise make a complaint, you must do so honestly and genuinely. You must not raise a grievance or complaint frivolously or for an alternative purpose.

Before making a complaint or grievance, ideally you would seek to resolve the issue yourself directly with the other individual(s) involved.

Where a complaint or grievance cannot reasonably be resolved directly with the other individual(s) involved, then MFP may take the following action, subject to the circumstances:

- an informal process (e.g. organised discussions between parties)
- a formal investigation process
- mediation.

Conduct after a complaint is made or while an investigation is underway

All employees must conduct themselves appropriately.

Complainants and witnesses will not be treated adversely or otherwise victimised.

All employees must maintain confidentiality about a grievance or complaint, except as required.

Failure to comply

Failure to comply with this policy, or a finding of misconduct or other inappropriate behaviour, may result in disciplinary action, which may include:

- training
- monitoring
- an apology
- altered work arrangements
- a warning
- a final warning
- termination of employment.



5 - Supervision

MFP will endeavour to provide supervision internally to meet the requirements of its employees. The supervisory arrangement may vary according to service type, location, practice cultures, type of team (e.g. multi-disciplinary), access to existing resources (e.g. line Program Manager, clinical supervisor), as well as the professional needs of individual practitioners.

Within dynamic practice settings as exists at Marsden Families Program, there is a requirement that supervision is responsive to emerging tensions and it is the responsibility of all staff to review and negotiate arrangements to achieve the best outcomes for children and families. Supervision will incorporate reflective practice that supports cultural awareness, responsiveness and safety, including attention to the experiences of Aboriginal and Torres Strait Islander children, young people and families. External supervisory arrangements are expected to be collaborative and work within the ethos, frameworks and philosophy of the employing or employee's organisation. External supervision may be considered by the agency in situations where the agency is unable to meet;

- its employment obligations
- professional standards and/or accreditation requirements

External supervision is expected to fulfill educative and supportive functions relating to the particular field of practice in which the staff member is engaged. Requirements for external supervisory arrangements are as follows:

MFP initiated external supervisory arrangement

- hold appropriate qualifications, training and experience
- demonstrate a commitment to professional practice and maintaining currency of knowledge
- uphold their professional ethical responsibilities when engaging in the supervisory relationship
- establish a supervision agreement and maintain a record of supervision (and follow MFP record keeping policy if employed by MFP)
- report periodically on supervision in line with legal and ethical requirements

Employee initiated external supervisory arrangement

To be approved as an external supervisor with Marsden Families Program Supervisors must meet the following criteria;

- hold appropriate qualifications, training and experience
- demonstrate a commitment to professional practice and maintaining currency of knowledge
- be a member of a relevant professional body incl. Professional indemnity



marsdenfamiliesprogram

- uphold professional ethical responsibilities when engaging in the supervisory relationship
- facilitate a process designed to achieve the purpose and functions of supervision
- seek the employees consent to report to MFP relevant risks/issues of concern disclosed during the staff members employment with MFP

Student Supervision arrangements

Generally, students have access to external supervision which is organised by their University Faculty. In the cases where this is not included MFP will include internal supervision as part of the student experience.



23 - Breaches of Code of Conduct

Breaches of the Code of Conduct are considered to be a serious matter and disciplinary action, which may include termination of employment and/or referral to relevant authorities, may arise following appropriate investigations.

Breaches of Code of Conduct by service users are also considered a serious matter and may also lead to withdrawal of services, where inappropriate conduct towards staff, volunteers and/or other service users is of a serious nature and/or ongoing. It may also lead to referral to appropriate authorities following initial investigation by management. Refer to Client Charter.



12 - Performance and Misconduct Policy

Purpose

The objectives of the Managing Performance and Misconduct Policy (**'Policy'**) are to:

- a) ensure leaders are guided as to the process used when addressing underperformance or when misconduct or policy breaches occur, and to assist in maintaining a positive and continuing relationship with employees;
- a) correct and/or improve the standard of conduct of an employee where appropriate or necessary;
- b) provide an employee with an opportunity to improve their performance correct unacceptable conduct (other than in situations where summary dismissal is appropriate); and
- c) provide a framework which allows for each situation to be reviewed and addressed on an individual basis.

This Policy may be used as guidance as to the approach MFP may take in response to:

- a) unsatisfactory work performance; or
- d) misconduct by an employee.

Commencement of Policy

This Policy will commence from **November 2025**. It replaces all other performance and misconduct policies of MFP (whether written or not).

Application of the Policy

This Policy is applicable to all employees of MFP. This Policy does not form part of any employee's contract of employment.

This Policy also applies when employees go to other workplaces in connection with work, for example, when visiting a supplier, client or customer. Consequently, employees need to ensure that they exhibit appropriate out-of-work conduct where the circumstances or event can be connected to MFP, such as a work-related function.

A work-related function is any function that is connected to work and includes events such as work lunches, dinners, conferences, Christmas parties and client/customer functions.

Performance Issues

Performance Management

Where performance issues arise when a person's performance of the requirements of their role is unsatisfactory are identified at any time during the year, MFP may take steps or implement strategies to address them.

Examples of performance or behavioural issues include:

- e) quality of work not meeting the standards required for the position;
- f) taking excessive breaks;
- g) absenteeism – without approval or a pattern of unexplained excessive leave;
- h) disruptive behaviour;
- i) continually arriving late for work or departing early.



Response by MFP

If MFP forms the view that an employee's performance is not meeting expectations and requires remediation, MFP will:

- a) review the concerns;
- b) put the concerns to the employee to allow the employee to respond;
- c) consider the employee's response;
- d) make a decision about whether the employee's performance or behaviour is unsatisfactory;
- e) provide reasons for the decision; and
- f) take appropriate action as it sees fit.

A Support Person may be requested by the employee to attend meetings to discuss performance or behavioural issues. Guidelines in relation to the role of the Support Person will be provided at this time to the Support Person.

Possible action by MFP

In every case, the procedure to be adopted will be a matter for MFP's discretion and decided on a case-by-case basis. It may include informal, formal or disciplinary procedures. The response is intended to be flexible so that any action taken is the most appropriate for each individual case.

Examples of possible action include:

- a) further training;
- b) mentoring, coaching or other structured learning opportunities;
- c) disciplinary action such as warning or possibly termination of employment.

If the required improvement in either performance or behaviour does not occur or the performance or behavioural issues are serious enough, MFP may elect to take disciplinary action.

Misconduct

Misconduct includes any form of unacceptable or improper behaviour or behaviour in breach of MFP's policies by an employee.

Response by MFP

If MFP becomes aware that an employee may have engaged in misconduct, MFP will:

- a) review the matter;
- b) put the matter to the employee to allow the employee to respond;
- c) consider the employee's response;
- d) make a decision about whether the employee's conduct is unsatisfactory;
- e) provide reasons for the decision; and
- f) take appropriate action as it sees fit.

Investigation

Depending on the circumstances, it may be necessary to conduct an investigation into certain incidents and/or allegations that have been raised. This may involve collecting relevant data/information and interviewing the relevant employee as well as any material witnesses (such as the employee's co-workers or supervisors, or even customers and suppliers with whom the employee has had contact).



Disciplinary interview

If on the basis of the investigation, MFP believes that there is a case to be answered by the employee, the employee may be asked to attend a formal interview meeting to address the area(s) of concern.

An example of a procedure that may be adopted by MFP in these circumstances may involve:

- the employee being given notice of the meeting;
- the employee being given a reasonable opportunity to have a support person present at the meeting;
- putting the issue(s) of concern or allegations to the employee;
- giving the employee an opportunity to respond to the concerns or allegations;
- MFP considering the employee's response;
- MFP determining whether the concern(s) or allegations have been substantiated on the balance of probabilities; and
- if it is determined that all or some of the concerns or allegations are substantiated, MFP will make a decision about what, if any, disciplinary action is appropriate in the circumstances.

Confidentiality

Disciplinary discussions and meetings (and their outcomes) are confidential. They are not to be discussed with co-workers. Failure to maintain the confidentiality of performance management discussions or meeting is a breach of this policy and may result in disciplinary action up to and including the termination of employment.

Suspension and other action

In some instances, poor performance or misconduct may be serious enough to present a risk to MFP's operations, employees or customers. In these circumstances, an employee may be suspended from employment on ordinary pay whilst an investigation into the poor performance or misconduct is undertaken.

If an employee's conduct involves a potential breach of any Australian law, MFP may notify the police or other relevant government authority.

Possible action by MFP

In every case, the procedure to be adopted will be a matter for MFP's discretion and decided on a case-by-case basis. It may include informal, formal or disciplinary procedures. The response is intended to be flexible so that any action taken is the most appropriate for each individual case.

Examples of possible action include:

- a) redirection or retraining;
- b) reorganisation or reassignment;
- c) counselling;
- d) performance improvement plan;
- e) verbal warning;
- f) written warning;
- g) demotion; and



marsdenfamiliesprogram

- h) dismissal, including summary dismissal in circumstances of serious or wilful misconduct.

Variations

MFP reserves the right to vary, replace or terminate this Policy from time to time.



7 - Complaints

Marsden Families Program is committed to continuous improvement practices. Marsden Families Program encourages clients and other stakeholders to raise any complaints associated with its operations. In investigating complaints, Marsden Families Program commits to the following:

- The provision of accessible and accountable processes for the effective resolution of complaints;
- The management of complaints in a constructive and responsive manner free from retribution and prejudice; and
- The resolution of complaints in a timely manner to the satisfaction of all parties, where possible.

Staff responsibilities are to:

- support and encourage all stakeholders to provide feedback, and raise issues and complaints; and
- report all feedback and complaints to the Manager.

The Manager's responsibilities are to:

- provide accessible and accountable processes for the effective resolution of grievances and complaints;
- manage feedback, grievances, and complaints in a constructive and responsive manner, free from retribution and prejudice;
- respond to, action, and resolve grievances and complaints in a timely manner to the satisfaction of all parties where possible;
- provide staff with access to fair and prompt processes to deal with grievances and complaints; and
- ensure stakeholders are provided with information and independent support where appropriate to enable their participation in the process and to promote effective and satisfactory resolution.

If the person making a complaint is not satisfied with the decision or would like to make a complaint against the Program Manager then the matter may be referred to the Board Chairperson, or Department of Children, Youth Justice, and Multicultural Affairs.

All correspondence and reports associated with addressing complaints and grievances should be filed in the Complaints Register.

Complaints Process

In the first instance, clients are encouraged to raise the complaint with the person/s involved. Where a complaint is unresolved at this level, or where it may be raised more effectively in a different forum, they are encouraged to speak directly to the Manager. Where the complaint is about the Manager, the client is encouraged to speak directly with the Chairperson of the Frederick Marsden Youth Centre (FMYC) Board.

Clients are provided a range of ways they can make a complaint when they commence working with MFP at the Intake Meeting. They are encouraged to use the form provided in the Information Pack which also provides alternative methods for them to make a complaint either by phone, mail, or email or directly in person.

A copy of the Queensland Government **"A Guide to Making a Complaint"** brochure must also be given to the person making a complaint, so they are aware of the rights to access this process.



marsdenfamiliesprogram

The Manager must be informed immediately of complaints that involve or have the potential to involve:

- physical danger
- criminal investigation
- abuse or neglect
- disciplinary action
- breaches of legislation
- employer liability

The Manager may investigate and resolve the complaint or appoint a member of staff or an external independent person or body to investigate and resolve the complaint. Where a third party has been appointed, the person or organisation making the complaint shall be informed of the appointment.

The investigation of a complaint/dispute should be initiated within 48 hours of receipt of complaint/grievance and take steps to effectively resolve the grievance within a timely manner. MFP sets 5 days as a standard benchmark for resolution, closure, and feedback.

The person or body responsible for the investigation and resolution of the complaint shall prepare a report to the Manager incorporating the content of the complaint, the process adopted, records of any discussions held, any actions taken to bring about resolution and the final outcome. Alternatively, depending on instructions from the Manager, the person or body may only be required to provide recommendations to the Manager for action.

If the person making a complaint is not satisfied with the decision of the Manager or delegate or if it is one of a confidential or serious nature involving the senior management, the complainant may discuss the issue directly with the FMYC Chairperson.

All formal feedback and complaints will be recorded in the Complaints Register and/or Continuous Improvement Register and will record the progress and actions taken towards resolution and the results of the investigation. MFP commits to providing feedback to the complainant during and after the resolution. The MFP Program Manager (or where more appropriate, FMYC Chairperson) will make contact by phone with the person who has made the complaint to seek feedback in regard to satisfaction with the outcome. This will be recorded on the Complaints Register.

Complaints will be considered finalised when it is reasonably demonstrated that the principles of procedural fairness and natural justice have been applied.

If the complainant is not satisfied with the outcome, all staff, clients, and stakeholders have access to information provided to ensure they know they have the right to make a complaint to the Department of Families, Seniors, Disability Services and Child Safety local service centre, regional office, or the Department's Complaint Unit in person, by telephone, email or post.

Visit: www.qld.gov.au/community/caring-child/issues-and-complaints

Email: feedback@csyw.qld.gov.au or

Telephone 1800 080 464 (free call)



marsdenfamiliesprogram

4. Handling Disclosures or Suspicions of Harm



18 - Recognising and Responding to Disclosures and Suspicions of Harm

Marsden Families Program acknowledge and support the right of all people to live free from harm, abuse and neglect. This Policy and Procedure applies to Marsden Families Program as a whole.

Marsden Families Program is committed to providing an environment where:

- The safety and wellbeing of clients and their families are protected;
- Clients are supported to live free from harm, abuse and neglect;
- Incidents of actual or suspected harm to people who use our services are identified, responded to, recorded and escalated, which is reported in line with our contractual or legislative responsibilities;
- All allegations are treated seriously and consistently in line with legislation, this Policy and any professional code of conduct relevant to each worker;
- Obligations for Notifiable Disclosures are adhered to.

We acknowledge that clients may experience or be dealing with the consequences of actual or potential harm during their involvement with our service. These incidents may be directly or indirectly related or entirely unrelated to our service provision. Whatever the circumstances, we are responsible to our clients to ensure their safety and prevent harm whenever possible.

Disclosures and Suspicion of Harm

A **disclosure** of harm occurs when someone, including a child, tells an MFP worker about harm that has happened, is happening, or is likely to happen to a child. A **suspicion** of harm is when someone has a reasonable suspicion that a child has suffered, is suffering, or is at an unacceptable risk of suffering, significant harm. Children and young people can only be protected from harm if it is reported and dealt with quickly and effectively.

Defining Harm

Harm is defined as 'any detrimental effect of a *significant nature* to the child's physical, psychological or emotional wellbeing'. Harm can be caused by physical, psychological, or emotional abuse or neglect; or sexual abuse or exploitation (section 9 of the *Child Protection Act 1999*).

Considerations when forming a reasonable suspicion about harm to a child include:

- whether there are detrimental effects on the child's body or psychological state or emotional state,
 - that are evident to the person, or
 - that the person considers are more likely to become evident in the future, and
- in relation to any detrimental effects mentioned above
 - their nature and severity, and
 - the likelihood that they will continue, and,
- the child's age (section 13C of the *Child Protection Act 1999*)

It is important to remember that harm can be caused by a single act or omission, or a series of acts or omissions.



Table 1. Types of Abuse and Resulting Harm

TYPES OF ABUSE Actions/behaviours by parent/caregiver	PHYSICAL	EMOTIONAL	SEXUAL	NEGLECT
	Hitting Punching Scalding Domestic and family violence	Scapegoating Rejection Persistent hostility Domestic and family violence	Penetration Sexual exploitation Exposure to pornography	Failure to attend to medical needs Poor Hygiene / Nutrition Inadequate supervision
RESULTING HARM Impact experiences by the child	PHYSICAL Refers to the body	EMOTIONAL Refers to the ability to express emotions	PSYCHOLOGICAL Refers to the mind and cognitive processes	
	Bruising Fractures Internal injuries Burns	Depression Hyper vigilance Poor self-esteem Self-harm Fear/ Anxiety	Learning and development delays Disorganised attachment Impaired self-image In infants, neurological changes in the developing brain	

This is not a complete list of the types of abuse and resulting harm that may be experienced by children and young people, however, it is to be used as a predictive tool for potential signs of harm. Each child’s experience is different and depends on a range of factors, including the child or young person’s age, the nature of harm, how long the abuse has been occurring, their relationship to the abuser, and their support networks.

Table 2. Indicators of Child Abuse

Indicators of Physical Abuse	Indicators of Emotional Abuse
<ul style="list-style-type: none"> • Broken bones or unexplained bruising or burns in different stages of healing. • Being unable to explain an injury or giving inconsistent, vague or unlikely explanations for an injury. • Having unusual or unexplained internal injuries. • History of family violence. • Delay between injury and seeking medical assistance. • Repeated visits to the doctor with injuries, poisoning or minor complaints. • Being unusually frightened of a parent or carer. 	<ul style="list-style-type: none"> • Extreme behaviour ranging from being overly aggressive to submissive. • Delayed emotional development. • Compulsive lying or stealing. • High levels of anxiety. • Lack of trust in people. • Persistent bedwetting, urinating or soiling in clothes. • Regressive behaviour, such as baby talk or thumb sucking. • Having feelings of worthlessness about life and themselves. • Overeating or hardly eating at all.



<ul style="list-style-type: none"> • Wearing inappropriate clothing in warm weather (to hide bruises, cuts or marks). • Avoiding physical contact. • Becoming scared when other children cry or shout. • Being excessively friendly to strangers. • Starting fires or being fascinated with fire. • Destroying property. • Hurting animals. 	<ul style="list-style-type: none"> • Self-harming.
Indicators of Sexual Abuse	Indicators of Neglect
<ul style="list-style-type: none"> • Knowing more about sexual activities than other children their age • Playing in a sexual way • Sexual behaviour outside the typical range for their age and stage of development • Refusing to undress for activities or wear additional layers of clothing • Having bruising, bleeding, swelling, tears or cuts on their genitals or anus • Having unusual vaginal odour or discharge • Having itching or pain in the genital area, difficulty going to the toilet, walking or sitting • Having a sexually transmitted disease or urinary tract infection • Having torn, stained or bloody clothing and/or underwear • Being afraid of being alone with a particular person or going to a particular place • Becoming withdrawn, unusually reactive or begins displaying high risk behaviours (including substance misuse) • Being frequently depressed, feel suicidal or attempt suicide • Creating stories, poems or artwork about abuse. • Having problems sleeping or starts having nightmares • Starting to wet the bed or soil themselves. 	<ul style="list-style-type: none"> • Starving, begging, stealing or hoarding food. • Having poor hygiene, matted hair, dirty skin or body odour. • Frequent illness, infections or sores. • Talking about no one being at home to provide care. • Frequently late or absent from school. • Wearing inadequate clothing, especially in winter. • Being left unsupervised for long periods. • Alcohol or drug abuse at home. • Delayed physical, emotional or intellectual development.

Department of Families, Seniors, Disability Services and Child Safety website (2022) **How To Recognize Child Abuse.** Available online at <https://www.qld.gov.au/community/getting-support-health-social-issue/support-victims-abuse/child-abuse/recognise-child-abuse>

What is a 'disclosure' of harm?

A disclosure of harm occurs when someone, including a child, tells you about harm that has happened, is happening, or is likely to happen to a child.

It is important to act quickly and in the best interests of the child or young person after a disclosure of harm is received, irrespective of the alleged source of harm.



What is a 'suspicion' of harm?

A suspicion of harm is when someone has a reasonable suspicion that a child has suffered, is suffering, or is at an unacceptable risk of suffering, significant harm. This includes circumstances which relate to an unborn child who may be in need of protection after he or she is born. A child who has been, or may be experiencing, abuse may show behavioural, emotional or physical signs of stress and abuse.

Remember, there are circumstances where there is a concern for a child's welfare but it does not reach the threshold to be considered a disclosure or suspicion of harm. MFP staff have a duty of care to follow up any suspicions of harm or potential risk of harm to children and young people in our care. This will be done by observing and recording the actions of children who might be at risk, and quickly reporting concerns to the Manager or Senior Practitioner.

You may suspect harm if:

- a child or young person tells you they have been harmed
- someone else, for example, another child, a parent, or an employee, tells you that harm has occurred or is likely to occur
- a child or young person tells you they know someone who has been harmed (it is possible that they may be referring to themselves)
- you are concerned about significant changes in the behaviour of a child or young person, or the presence of new, unexplained and suspicious injuries, or
- you see the harm happening.

Responding to a disclosure or suspicion of harm

In managing and recording a **disclosure** of harm, MFP staff must:

- Follow the responding to disclosures guide
- Remain calm and listen attentively, actively and non-judgementally
- Ensure there is a private place to talk
- Encourage the person to talk in their own words and ensure just enough open-ended questions are asked to act protectively (e.g. 'Can you tell me what happened'...or 'Can you tell me more about that').
- Don't ask leading questions which tend to suggest an answer. Ensure the person is advised that the disclosure cannot remain a secret and it is necessary to tell someone in order to get help
- Reassure the person they have done the right thing by telling you
- Advise the child that you need to tell someone else who can help the child
- Document the disclosure clearly and accurately, including a detailed description of:
 - the relevant dates, times, locations and who was present
 - exactly what the person disclosing said, using "I said," "they said," statements
 - the questions you asked
 - any comments you made, and
 - your actions following the disclosure
- Not attempt to investigate or mediate an outcome, and
- Follow any relevant process for reporting a disclosure of harm and consider whether there are requirements to report matters to Child Safety and/or the Queensland Police Service.

In managing and recording a **suspicion** of harm, MFP staff must:

- Remain alert to any warning signs or indicators;
- Pay close attention to changes in the child's behavior, or expression of ideas, feelings and the words they use;



marsdenfamiliesprogram

- Discuss with Manager/Senior Practitioner at weekly Case Conference meetings, Supervision sessions and/or at any time harm is suspected;
- Make written notes of observations in a non-judgmental and accurate manner, record those notes into a Case Notes file into the relevant Case Folder in Flowlogic;
- Assure a child that they can come to talk when they need to and listen to them and believe them when they do; and
- Follow any relevant process for reporting a suspicion of harm and consider whether there are requirements to report matters to Child Safety or the Queensland Police Service.

Notifications

Disclosures of past or current abuse may occur during the conduct of service provision and will be dealt with in accordance with relevant guidelines. Clients will be advised of the limits of confidentiality (i.e. Information will be shared with MFP Senior Practitioner and/or Manager, and relevant CSO, in the event that there are concerns for harm or risk of harm toward others or self).

Limits to confidentiality

- The organisation provides information to clients in an easily understood format, based on an individual's preferences or communication method.
- Clients using our services can participate and choose the services they receive.
- Clients are told about the organisation's legislative responsibility and duty of care for escalating or reporting significant harm or risk of substantial harm to the department and other government bodies, and relevant authorities at intake and throughout intervention

Procedure Response to Disclosures/Suspicious of Harm

Incident Reports

1. If the child has been the victim of a criminal offence or is at imminent risk of harm, a report must be made to Queensland Police Service or appropriate statutory body such as the Department of Child Safety, Seniors and Disability Services. In relation to disclosure or suspicion of sexual offending against a child, staff must adhere to mandatory reporting legislation. <https://www.qld.gov.au/law/crime-and-police/types-of-crime/sexual-offences-against-children/laws>
2. If a child discloses abuse/harm, report immediately to Manager/Senior Practitioner.
3. If observations, suspicions, or complaints regarding abuse/harm are made, gather evidence for Manager and relevant CSO (Child Safety Officer) to assess risk.
4. Complete an MFP **Incident Report Form** (Flowlogic Incident Report tab in Client File) submit to Program Manager/ Senior Practitioner and record into case file within 24 hours of the incident being identified.
5. Email Incident Report to CSO (with read receipt) within 24 hours of the incident being identified.
6. Complete a Case Note
7. Review response to disclosures/suspicious of harm procedure to determine if any changes are needed and/or if any follow up actions should be taken.

Contact Details for External Reporting

- **Regional Intake Service for Brisbane and Moreton Bay:** 1300 682 254
- **Queensland Police Service:** 000
- **Petrie Police Station:** 3897 7222



- **Police Link:** 131 444

Training and professional supervision for staff

Induction and training for all frontline and office staff will be provided regarding MFP procedure response to disclosure/suspicion of harm. This will be done through the Induction process for all new staff and a 12-monthly in-service/training session will also be provided for all staff related to responding to disclosures and suspicion of harm.

Appropriate support including debriefing, professional supervision, case conference as well as access to EAP are provided to staff who are involved in the reporting of disclosure and suspicion of harm process.

Definitions

<p>Potential, suspected, alleged and actual</p>	<p>The definitions of harm, abuse and neglect are identified individually below. The processes for preventing, identifying, reporting and responding to harm, abuse and neglect, in all cases includes:</p> <ul style="list-style-type: none"> • Where harm, abuse and neglect may be potential - has not yet occurred, but could occur • Suspected - where someone reasonable suspects that harm, abuse or neglect could occur • Alleged - where someone has reported that harm, abuse or neglect has occurred • Actual - where harm, abuse or neglect has been witnessed
<p>Harm</p>	<p>Any detrimental effect of a significant nature on a person’s physical, psychological or emotional wellbeing.</p> <p>It is immaterial how the harm is caused. Self-harm is included in the definition. Harm can be caused by physical, psychological or emotional abuse or neglect, or sexual abuse or exploitation.</p> <p>Harm can be caused by a single or series of acts, omissions or circumstances.</p>
<p>Abuse</p>	<p>The violation of a person’s human rights, through an act or actions of commission or omission, by another person, or persons. Abuse includes, but is not limited to the following:</p> <ul style="list-style-type: none"> • Physical abuse – any non-accidental physical injury or injuries to a child or adult, such as inflicting pain of any sort, or causing bruises, fractures, burns, electric shock, or unpleasant sensation (e.g. taste, heat or cold) as well as • restrictive practices which are not contained in the client’s positive behaviour support plan. • Sexual abuse – any sexual contact between an adult and a child 16 years of age or under; or any sexual activity with a person with impairment of the mind (as defined under ‘Definitions’ in the <i>Queensland Criminal Code</i>). Sexual • activity includes intercourse, genital manipulation, masturbation, voyeurism, sexual harassment, and also inappropriate exposure to pornographic media etc. • Psychological or emotional abuse – verbal communication that is threatening or demeaning, threats of maltreatment, harassment, humiliation, intimidation, failure to interact with a person or to acknowledge the person’s presence, or denial of cultural or religious needs and preferences.



marsdenfamiliesprogram

- | | |
|--|--|
| | <ul style="list-style-type: none">● Financial abuse – refers to the illegal or improper use of a person’s property or finances or the withholding of another person’s resources by someone with whom the person has a relationship implying trust.● Chemical abuse – refers to any misuse of medications and prescriptions, including the withholding of medication and over-medication.● Abuse through denial of access to legal remedies – denial of access to justice or legal systems that are available to other citizens and denial of informal or formal advocacy support requested by the client or his/her substitute decision maker. |
|--|--|



17 - Incident reporting

An incident is any event, concern, or change in circumstance observed or reported to staff that alters the known situation of a client, family, or service environment. Incidents may involve risks to safety, wellbeing, property, or service delivery, and may or may not require immediate action by the staff member involved.

All incidents are to be recorded promptly and accurately on the Incident Report Form within FlowLogic. The completed report must be submitted to the Program Manager or Senior Practitioner and the Child Safety Officer (CSO) for review and appropriate action.

Guidelines relating to home visiting, emergencies, and incident response are to be followed where applicable. Staff must ensure that the safety of children, families, and themselves is prioritised at all times and that all actions are consistent with MFP's Code of Conduct, Child and Youth Risk Management Strategy, and Work Health and Safety Policy.

MFP maintains a culture of transparency and continuous improvement. All incident data will be reviewed regularly to identify trends, reduce risks, and strengthen service quality and safety practices.



marsdenfamilies**program**

5.Managing Breaches of Risk Management Policy



19 - Management of Breaches of Risk Management Strategy

What is a breach?

A breach is any action or inaction by any member of Marsden Families Program, including children and young people, that fails to comply with any part of this strategy.

Marsden Families Program takes any breach of this Child and Youth Risk Management Strategy very seriously, and must take action to ensure that breaches are responded to appropriately, and reviewed to ensure the risk of breaches reoccurring is minimised.

Who must comply with this Strategy?

Our Child and Youth Risk Management Strategy must be complied with by all Marsden Families Program staff, and everyone else involved in our organisation, including volunteers, contractors, stakeholders, clients, children and families.

Process for reporting breaches

Breaches must be reported as per our Incidents and Recognising and Responding to Disclosure and Suspicion of Harm Policy and Procedure. Breaches of the Risk Management Strategy will be reported in writing by staff and using the Complaints/Feedback Form by clients and others involved with the organisation.

Process for managing breaches

1. Program Manager manages the process and reports to the Board
2. All people concerned must be advised of the process by Program Manager or Board Chairperson
3. All people concerned must be able to provide their version of events to Program Manager or Board Chairperson
4. The details of the breach, including the versions of all parties and the outcome must be recorded in Complaint Register
5. The Program Manager reports to the Board with recommendations for courses of action the Board must take;
6. An appropriate outcome must be decided by the Board.

All matters discussed in an investigation must be confidential.

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

- Emphasising the relevant component of the Child and Youth Risk Management Strategy, for example, the Code of Conduct;
- Providing closer supervision;
- Further education and training;
- Mediating between those involved in the incident (where appropriate);
- Disciplinary Procedures if necessary; or
- Reviewing current Policy and Procedures and developing new Policies and Procedures if necessary.



The aim of this policy allows MFP to manage any breaches or potential breaches in a fair and supportive manner and ensure:

- People are clear on their obligations and rights and therefore will not hesitate to report breaches;
- Appropriate consequences for breaches are enforced due to clear procedure as to what course of action to take;
- Similar breaches will be dealt with consistently, reducing repeat offenses and an increase in confidence in the risk management strategy; and
- Opportunities for training and improvement will be easy to identify.

Table 3: Examples of breaches of Risk Management Strategy and proposed consequences based on degree of seriousness.

Type of Breach	Outcome
<ul style="list-style-type: none">• Acting in an unnecessary/ unsafe manner• Non-disclosure of changes in police information to Blue Card Services• Non-disclosure of suspicion/occurrence of harm• Non-completion of risk management plan for Special Events, Group Programs• Non-compliance with Code of Conduct• Inappropriate behavior on social media	<ul style="list-style-type: none">• Emphasizing the relevant component of the Child and Youth Risk Management Strategy, such as the Code of Conduct• Disciplinary procedures (if necessary)• Reviewing current policies and procedures, and• Developing new policies and procedures (if necessary).
<ul style="list-style-type: none">• Dispute or incident• Complaint received	<ul style="list-style-type: none">• Mediating between those involved in the incident (where appropriate)• Incident Reporting (where appropriate)• Following Complaints Process Procedures
<ul style="list-style-type: none">• Poor service delivery• Not up to date with records and case notes	<ul style="list-style-type: none">• Providing increased clinical supervision• Providing further education and training• Disciplinary Procedures (if necessary).

A register will be kept recording breaches and the corresponding outcomes, accompanying the Incident Report Form. Appropriate confidentiality will be maintained at all times regarding breaches of Risk Management Strategy.



marsdenfamiliesprogram

6.Risk Management for High Risk Activities and Events



20 - Risk Management for Special Events

The planning and conducting of Special Events for children and families forms part of Marsden Families Program work. Special Events will include holiday events, specialised programs for children, young people and adults, and any other programs created by MFP according to the needs of clients and the community.

The planning stage of these events will involve creating the event’s own risk management plan in order to preempt risks that are not taken into account in day-to-day business of MFP.

Table 4. Risk assessment procedure for the development and planning of Group Programs and Special Events at MFP.

Risk Assessment Procedure			
Describe the Activity	What is it? What is the purpose of the activity? What are your objectives in undertaking the activity? What are the elements of the activity from start to finish? Where is the activity taking place? What environmental factors need to be considered? Who is involved in the activity – parents, staff, children, and people external to MFP?		
	How might a child be harmed? Will children need to be transported? Is it possible that a child could be injured or become ill? What would happen if an emergency occurred? Are there any risks presented by the physical environment or location of the activity? Will there be people external to MFP involved in the activity? Are there accommodation requirements?		
Analyse the Risks	How likely is it that the harm will occur?		
	Likelihood	Almost certain	Almost certain to occur in most circumstances
		Likely	Likely to occur frequently
		Possible	Possible and likely to occur at some time
		Unlikely	Unlikely to occur but could happen
		Rare	May occur but only in rare and exceptional circumstances
	Consequence	Critical	Critical incident eg death or permanent disability of adult or child, high level of distress to other parties. Sustained negative publicity or damage to reputation from the community welfare perspective.
Major		Multiple injuries requiring specialist medical treatment or hospitalization; and/or major	



			occupational health safety & welfare liability incident/issue. Major incident which damages public or parent confidence. One or more children are lost from the main group.
		Moderate	Serious injuries and/or illness. Complex welfare and/or health care issues. Serious disruption or incident, resulting in distress to children and adults.
		Minor	Minor first aid or minor occupational health safety & welfare liability incident/issue e.g. minor cuts, bruises, bumps. Minor behavioural issues.
		Insignificant	No treatment required.
Evaluate the Risks	Use Risk Analysis Matrix, Table 5.		
Manage the Risks and Reassess	Action to take to reduce the identified risk? Are those actions adequate to reduce risk to acceptable levels? Is the risk level acceptable to conduct event/program?		
Review	Is this plan effective? Identify who will review the risk management plan after the event/program? Record risk assessment plan into MFP database.		

Table 5. Risk Analysis Matrix for evaluating or analyzing risks of special events or activities at MFP.

		Likelihood				
		Rare	Unlikely	Possible	Likely	Almost Certain
Consequence	Critical	Moderate	High	High	Extreme	Extreme
	Major	Moderate	Moderate	High	High	Extreme
	Moderate	Low	Moderate	Moderate	High	High
	Minor	Low	Low	Moderate	Moderate	Moderate
	Insignificant	Low	Low	Low	Moderate	Moderate



12 - Transportation of Clients

The transport of children and young people to and from home, school, the MFP office, and community events is part of the everyday work of Marsden Families Program. Transport occurs in MFP registered vehicles by staff holding an open license during approved work hours. Properly fitted restraints for children of a range of ages are used by staff trained in their use. The Transport Checklist, located in Mandatory Forms, must be completed prior to transporting all children and young people. Parental and caregiver consent is obtained within the Client Charter on intake to the service.

VEHICLE SAFETY

Vehicle safety requirements apply to all vehicles present during service delivery, including organisation and privately owned by organisation staff.

The vehicle safety requirements apply to organisation staff during all aspects of service delivery, including when:

- attending or working with families during home or community visits
- transporting children and young people
- accompanying children and young people in the community
- facilitating/attending activities or events where children and young people are present
- children and young people are present in office environments/other organisation environments.

The following vehicle safety requirements will be addressed in these guidelines:

- Secure storage and carriage of vehicle keys
- Vehicle maintenance and roadworthiness
- Safe operation of vehicles
- Child restraints and child locks
- Other safety matters

SECURE STORAGE AND CARRIAGE OF VEHICLE KEYS

A major risk to the safety of children and young people is gaining access to motor vehicles. Vehicle keys must never be left unsecured under any circumstance.

Vehicle keys that are not in use are to be securely stored in a locked room within MFP Office. Keys that are in use are carried on the staff member's person during service delivery.

Immediate internal reporting of lost or stolen vehicle keys to Program Manager is required.

VEHICLE MAINTENANCE AND ROADWORTHINESS

MFP will ensure that all vehicles used to transport children and young people are registered, meet roadworthy requirements, and are maintained to a safe standard. This includes performing periodic vehicle safety and serviceability checks, and processes for reporting damage to vehicles. Queensland vehicle safety requirements are outlined at: <https://www.qld.gov.au/transport/vehicle-safety>

SAFE OPERATION OF VEHICLES

MFP ensures that safety risks for children and young people, staff and members of the public are considered and guarded against prior to transporting individual children and young people.

Each driver must have a valid Queensland, interstate, or international driver licence of a class appropriate to the vehicle they will be transporting children or young people in. Processes must be in place that require staff who may transport children or young people to disclose to the organisation if they have been



disqualified/suspended from driving, if conditions have been imposed on their licence, or if they are not in a fit state to safely operate a vehicle.

Prior to transporting a child or young person individual risk must be considered to identify whether the needs, known behaviours of the child/young person or any other circumstances may pose a safety concern during transport. Considerations may include but are not limited to:

- potential triggers during travel that may lead to escalations, and associated preventative strategies
- strategies to respond if a child or young person becomes agitated, aggressive, is distracting the driver, or is not remaining seated
- strategies to respond if a young person attempts to exit a moving vehicle
- the most suitable place to seat children and young people
- whether a second staff member is required to assist during transport
- ensuring the driver has access to a mobile/satellite phone in case of an emergency.

MFP will ensure that children and young people are supported to develop the skills to be safe in a vehicle and these expectations should be reinforced through regular discussion (e.g., the need to wear a seatbelt and remain seated etc).

Vehicles must be parked safely and remain locked when not in use. The engine must not be left running at any time when the driver has exited the driver's seat. Vehicles must be turned off and keys carried securely by the driver when vehicles are being refuelled.

CHILD RESTRAINTS & CHILD LOCKS

It is a legal requirement in Queensland that all persons wear a correctly fitted seatbelt or child restraint when in a vehicle that is moving or stationary (not parked). When driving with children up to 7 years of age, they must be restrained in a properly fastened and adjusted Australian Standards (AS) approved child restraint which is appropriate to their age and the restraint's height markers. Current Queensland child restraint requirements are available at: <https://www.qld.gov.au/transport/safety/rules/children>.

MFP staff are trained in correctly installing, adjusting, and fastening any child restraint that is to be used.

Child restraints, harnesses and buckle guards used to manage a child's behaviour may be considered a restrictive practice (mechanical restraint) and must comply with the *Managing Difficult Behaviours* policy. Decisions regarding the use of these devices must take into consideration the age and developmental needs of children and young people and the risk of the child's behaviour during transport (this includes risk to self, others in the car and other road users). Devices to ensure the safe posture of a child during transport are not considered a restrictive practice. The use of any device or harness to support the safe transport of a child or young person with a physical disability should be prescribed by an appropriate professional and adhere to the appropriate legal requirements.

Vehicles must never be used to contain or seclude a child or young person.

OTHER SAFETY MATTERS

- Children and young people must not be left unattended in vehicles.
- If a child needs to be collected from home or school by an MFP employee to attend a session at the Centre, an MFP vehicle will be used. Personal vehicles will not be used for child or young person transportation.
- Children and young people (under the age of 12 years) will only travel in the back seat of MFP vehicles and if this is refused, alternative arrangements will be made including cancellation of a session and organisation of pick up by parent/carer.



marsdenfamiliesprogram

- MFP employees must always carry their Drivers' Licence and Blue Card when transporting children and young people.

Staff must know how to respond should keys accidentally be locked inside the vehicle when children or young people are inside.

Smoking (including e-cigarettes and vaping) is not permitted within a vehicle that is transporting children and young people.

ADDITIONAL POLICIES AND RESOURCES

1. Managing Difficult Behaviours
2. Supervision of Children and Young People policy
3. QLD Government Car Restraints <https://www.qld.gov.au/transport/safety/rules/children>
4. Transportation Risk Management Template



High risk activities and special events – Risk Management Plan

Organisation's name

Person completing this form:

Date:

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Describe the activity Identify all elements of the event from beginning to end	Identify risks Something that could happen, resulting in harm to a child or young person	Analyse the risk Likelihood (almost certain, likely, possible, unlikely or rare) Consequences (critical, major, moderate, minor or insignificant)	Evaluate the risk The level of risk (using the Risk Analysis Matrix)	Manage the risk Assess the options	Review Nominate who will review after the event/activity



21d - Toileting and Change Rooms

Marsden Families Program (MFP) is committed to ensuring that all toileting and change room practices uphold the safety, dignity, and privacy of children and young people, while maintaining appropriate staff supervision and professional boundaries.

Safe and private toilet and change room facilities are provided and located near therapy and training areas to allow for discreet supervision. These facilities are designed to enable privacy for the individual while ensuring staff can monitor safety and wellbeing from outside the area.

Staff are to check the facility for safety and cleanliness before use and then wait in close proximity to the entrance (for example, in the corridor outside). Staff must not enter a toilet or change room unless there is a valid reason, such as responding to an emergency, assisting a young child who requires help, or ensuring immediate safety.

If entry is required, the staff member should, where possible:

- Notify another staff member beforehand;
- Announce clearly and loudly their intention to enter, ensuring all occupants are aware; and
- Maintain the highest level of privacy and respect for all individuals.

Whenever practical, two authorised adults should be present when a staff member must enter a toilet or change room with a child or young person. Staff should document the circumstances in FlowLogic if assistance or intervention was required.

Photography, video, or recording in change rooms or toilets is strictly prohibited under all circumstances.

MFP maintains a zero-tolerance approach to any breach of this policy. Any conduct that compromises a child or young person's privacy, safety, or dignity will be treated as a serious breach of professional conduct and may lead to disciplinary or reporting action.

Additional Policies and Resources:

1. Physical Contact with Children and Young People
2. Supervision of Children and Young People



21b - Supervision of children and young people

Supervision of children and young people at Centre-Based Therapy Sessions:

For the attendance of therapy sessions at the Marsden Families Program Centre:

- Arrangements for transport to and from sessions at the Centre will be made prior to sessions and confirmed by phone at the confirmation of appointment approximately 24 hours prior to scheduled time.
- If a child needs to be collected from home or school by an MFP employee to attend a session at the Centre, an MFP vehicle will be used. Personal vehicles will not be used for child or young person transportation.
- MFP vehicles will be fitted with the required car seat for the age and size of the child.
- Children and young people (under the age of 12 years) will only travel in the back seat of MFP vehicles and if this is refused, alternative arrangements will be made including cancellation of a session and organisation of pick up by parent/carer.
- Parents/carers can transport children and young people to the Centre for sessions and must walk their child/ren into the reception area of the Centre.
- Therapy sessions are conducted with **one-on-one supervision** of the child or young person by the allocated Therapist.
- At the completion of sessions, the child or young person can be transported home by the MFP employee or picked up by parent/carer coming into the reception area of the Centre.
- MFP employees must always carry their Drivers' Licence and Blue Card when transporting children and young people.
- Children and young people who are scheduled to be picked up at the conclusion of their session and remain uncollected will remain supervised by MFP employees while contact with parent/carer is made. Alternative arrangements can include the child or young person being dropped home by MFP employee if the parent/carer is there, or the child or young person remaining at MFP until the parent/carer can arrive for pick up.
- If a parent/carer arrives to pick up a child/young person and shows signs of intoxication or signs of risk of causing harm, the Manager will be immediately informed and, if necessary, the QPS or CSO called and an Incident Report form is to be completed.



Supervision of Children during Group Events:

MFP will run Group Programs in response to client need. All group participation will be based on an individual plan, as part of the client's broader support plan. Children's groups will be designed around individual need, in conjunction with referring team members.

For the attendance of Group Programs at the Marsden Families Program Centre:

- Arrangements for drop-off and collection of children and young people will be made prior to Programs commencement and confirmed via phone call to confirm attendance and at drop-off.
- Children and young people will be under the supervision of MFP employees to the ratio of **1 MFP worker to 4 children.**

For the attendance of Special Events at the Marsden Families Program Centre:

- Children and young people will be under the supervision of parents/carers at Special Events.
- Parent/carers are not considered capable of supervision at Special Events if intoxicated or show signs of causing harm to children or young people, the Manager/Senior Practitioner will be immediately informed, and if necessary, the QPS or CSO called.
- MFP employees will be in attendance and providing secondary supervision as to duty of care for children and young people and the organisation.

Additional Policies and Resources

1. Managing Difficult Behaviours Policy
2. Transportation of Children and Young People Policy
3. Code of Conduct for Working with Children and Young People



15a - Photographs, Technology and Social Media

The following policy outlines the appropriate circumstances and processes for taking photographs or videos of a child or young person while participating in activities, and guidelines for staff and clients in relation to use of technology, official websites and social media platforms associated with the organisation. Management of issues which arise from inappropriate usage of electronic devices or inappropriate conduct on social media is outlined.

The Policy applies to all full-time, part-time, and casual employees of MFP as well as clients, visitors, contractors and subcontractors working at MFP's workplace.

Photographs of events and other activities may be used on the MFP website, however, no identifiable photograph or information will be made public. All photographs used by MFP on social media and website will support the dignity of individuals and a positive image of children, young people, and families. All posts on social media and website need to be approved by the MFP Manager.

Photographs

MFP workers do not take photographs/video of children or young people at MFP without parent/carer consent.

Parents/carers can take photographs/video of their own children or young people ONLY at MFP Group Programs or Special Events that they are attending.

Parents/carers can take photographs/video of their own children or young people at MFP programs ONLY if supporting the dignity of individuals.

Children and young people must be appropriately clothed for any photographs/videos.

Social Media

The photographs/videos to be used as content on the MFP website must have prior approval by the Manager/Senior Practitioner.

Staff are not permitted to initiate or accept contact with children or young people on personal social media, telephone, or email outside of the hours and context of service delivery.

Any employee (paid, unpaid, volunteer) will not use their personal social media accounts to conduct MFP business.

All employees are prohibited from making comments on behalf of MFP or using MFP's branding (including the corporate logo, internal logo and registered trademarks) on any social media platform unless expressly authorised to do so by MFP.

Inappropriate conduct on social media (e.g. public comments, private pages and situations where a person can be identified as a representative of MFP) is not permitted. All employees will be made aware upon induction that activity on their personal social media accounts (photographs/comment/activity) that is of a



nature against the Code of Conduct and causes concern as to the ability of the employee to provide a safe and supportive environment of children or damages the reputation/community opinion of MFP will be considered breach of conduct and handled according to procedure.

The organisation prohibits live-streaming functionalities on social media platforms.

On-going education will be provided as needed for staff and volunteers around current social media platforms in order to recognise cyberbullying and mental health changes in children and young people in the annual *Recognising and Responding to Disclosures and Suspicions of Harm* training.

Technology

During the course of service delivery, information and resources, such as from the eSafety Commission website, will be provided to parents and caregivers, children and young people on safe online practices for children and young people. This may also include links and resources around cyberbullying and the types of apps and technology currently being used by children and young people.

Further, resources from the eSafety Commissioner's website will be shared in ongoing staff training.

Posters that inform children and young people of the ways to identify cyberbullying and help that is available are displayed in the office. Reports of cyber bullying within MFP service environment will be responded to in accordance with the relevant policy.

For the delivery of services, staff may be supplied with mobile phone, laptop computer, tablet and/or portable devices as needed. Inappropriate use of electronic devices and technology (e.g. using an organisation's phone/camera for personal use) is not permitted.

Inappropriate photographs/videos taken, and inappropriate use of social media and technology will be considered breach of conduct and handled according to disciplinary policy and procedure.

Additional Policies and Resources:

- Social Media Policy (HR)
- Disclosure and Suspicion of Harm Policy (Practice)
- Code of Conduct for working with children and young people policy (Practice)
- Code of Conduct (HR)
- One-on-one contact and relationships with children and young people (Practice)



13b - Management of Illness and Injury

The following policy provides clear guidelines in relation to managing illness and injuries, as follows:

- Staff may not store or administer medications to children, young people, or adults.
- Children with known allergies will be monitored and supervised by staff as needed.
- Information regarding allergies/medical conditions as well as management of condition will be gathered at Intake Meeting and noted in client files.
- Children who experience allergic reactions at the Centre will receive First Aid from First Aid trained staff until an ambulance arrives. Parents/carers will be called and notified as soon as possible.
- In the event that a child has a known medical condition requiring management, caregiver will be requested to remain on-site or within the service during the child's engagement with the service.
- Children with known medical conditions such as epilepsy, diabetes, and asthma will be known to all staff with individual plans and procedures developed on a case-by-case basis to respond in the event of incidents and what is required by the child.
- First aid kits are available in the Office and in vehicles. A checklist of the contents is located inside each first aid box. If an item is removed or used from the kit, staff must ensure they write down what has been taken. The kit is restocked as need and St John conduct an annual service to the First Aid kit every 12 months. A selection of staff are trained in CPR and/ or First Aid.

Additional Policies and Resources:

1. Physical Contact with Children and Young People
2. Supervision of Children and Young People



15b - Visitor and Spectator Policy

The purpose of this policy is to outline how the Marsden Families Program (MFP) manages visitors and spectators to ensure the safety, privacy, and wellbeing of children, young people, families, and staff. This policy supports MFP's commitment to providing a child-safe environment and meeting obligations under the *Human Services Quality Standards (HSQS)* and the *National Principles for Child Safe Organisations*.

This policy applies to all people attending MFP premises or MFP-organised events, including parents and carers, employees, volunteers, board/committee members, children and young people, students on placement or undertaking work experience, consultants, contractors, service providers, visitors, and spectators.

All visitors and spectators are required to act in accordance with the Marsden Families Program Child and Youth Risk Management Strategy and Code of Conduct. MFP maintains a zero-tolerance approach to any behaviour that places children or young people at risk, breaches confidentiality, or demonstrates disrespect, racism, aggression, or cultural insensitivity.

All visitors must report to reception upon arrival and sign in and out using the visitor register. Visitors must record their name, organisation, purpose of visit, and time of entry and exit. Staff are responsible for ensuring visitors are supervised in client areas.

All visitors and spectators must uphold the safety, dignity, and rights of children and young people. Inappropriate language, aggression, intimidation, harassment, or discriminatory comments will not be tolerated. Visitors or spectators who display unsafe or inappropriate behaviour will be asked to comply with organisational expectations or leave the premises or event immediately. Serious breaches may result in restricted future access or notification to relevant authorities.

Visitors must not access or discuss client records or information unless authorised by management. Photography, video, or audio recording of clients, staff, or facilities is strictly prohibited without written consent. All personal information observed during a visit must remain confidential.

Visitors must comply with all workplace health and safety directions. Smoking, vaping, or similar activities are not permitted inside the workplace or within ten (10) metres of any entrance, door, or open window. Visitors under the influence of alcohol or drugs will be asked to leave immediately. Children accompanying visitors must be supervised at all times.

MFP is committed to providing a culturally safe and inclusive environment for all visitors. Visitors are expected to respect the cultural identity, beliefs, and personal boundaries of others. Information and communication supports will be made available to meet accessibility, language, and literacy needs where possible.

To promote open communication, MFP seeks regular feedback from clients and stakeholders. Feedback forms are available in the foyer, during visits, and online. All feedback is managed in line with the Feedback and Complaints Policy and Procedure.

Any breach of this policy may result in a visitor being asked to leave immediately. Serious or repeated breaches may result in restricted access or notification to relevant authorities.



24b - Health and Safety of Children and Young People

The following strategies are implemented in consideration of the general safety of children and young people:

- Proper hygiene is practiced by all staff at MFP and children are guided in the same, this includes but is not limited to the washing of hands, covering mouth when coughing or sneezing, and using tissues for runny noses. Hygiene products may be provided to clients as needed.
- Activities that take place outdoors will require the use of hats and sunscreen, with sunscreen supplied and requirements for hats being brought made in advance to the parent/carers.
- Activities involving water and swimming, if ever conducted, will require parent/carer participation and supervision.
- Children who are experiencing infectious illnesses such as colds, flu, chickenpox and so on will be requested to not attend Centre-based activities.
- Children who present to the Centre showing symptoms of infectious illness will be cared for as appropriate, with arrangements made to have them dropped home or picked up early, to protect staff and other children/young people/clients.
- Staff are aware of their responsibility to evacuate children in their care in the event of an emergency, such as a fire at the Centre, by following the Emergency and Evacuation Response Plan and Procedures. This will extend to parents/carers and visitors as required. For Group Programs, attendance records are taken by staff at the start of the program. In the event of an evacuation, these attendance records are used to identify the child, young person or adult present and/or if any children, young people or adults need to be located.
- Staff are not permitted to smoke or vap inside the workplace, within ten meters of doors or open windows of the workplace, or in sight of children, young people, or families. Adults (clients, visitors) are not permitted to smoke or vap inside the workplace, within ten meters of doors or open windows of the workplace.
- The buildings and physical environment where services are delivered are safe for people working in and are well maintained. The organisation is committed to ensuring the equipment and facilities meet safety requirements.

Additional Policies and Resources:

1. Physical Contact with Children and Young People
2. Supervision of Children and Young People
3. Transportation of Clients



marsdenfamilies**program**

7.Compliance with Blue Card



10 - Blue Card Compliance

All employees (permanent, part-time, and casual), volunteers, students on placement, people undertaking work experience must hold a current Blue Card as providing child-related services is part of the day-to-day practice of Marsden Families Program in order to ensure compliance with its obligations under the [Working with Children \(Risk Management and Screening\) Act 2000 \(Qld\) External link](#) (the Act). The Administration and Quality Manager is responsible for managing Blue Card applications and outcomes.

Legislation in Queensland states that it is an offence to engage in child related paid or voluntary employment (including students) and to carry on a child related business without a Positive Notice Blue Card for Child Related Employment. **A no card no start** policy is in effect. No employee will be able to commence work in a child related business prior to them having received a positive notice **and** the organisation linking the card to their business.

Managing new employees and volunteers

When a person joins your organisation, you must:

- ensure there are processes in place to confirm the identity of the card holder, and
- link them to your organisation prior to engaging the card holder in child-regulated work.

Organisations using the Organisation Portal will be able to link an applicant/cardholder to their organisation in real time. If a person ceases working with your organisation, you should delink the card holder

At commencement of employment a staff member's Blue Card details will be sighted by the Administration and Quality Manager and Program Manager and details entered into the BlueCard Portal, on Flowlogic case management system and their HR file. Existing employee's Blue Cards are regularly audited by Administration staff.

All staff need to lodge a renewal when their Blue Card is due to expire at least one month prior to the expiry date. This will allow staff to continue working even after their card expires and the new one has not been received.

Individuals must immediately notify Blue Card Services by completing a Change in Police Information Notification form. Blue Card Services monitors all cardholders daily, and therefore will be informed of any changes to cardholders police information. Blue Card Services will only notify organisations of these changes if it is of concern.

A staff member who receives a negative notice or is disqualified cannot undertake regulated activities working with children. A staff member that is disqualified must inform the Administration and Quality Manager or Program Manager immediately who will inform the Board. The Board will consider the staff member's suitability in their current role and advise the staff member how this will affect their ongoing employment.

Blue Card Compliance policy will be reviewed annually in order to continue to be effective in addressing risks of harm to children and young people. The review will reflect and consider whether any incidents occurred, whether procedures were followed and whether any change are required as a result.



marsdenfamiliesprogram

8.Communication and Support



26 - Communication and Support

MFP will ensure that all people who work in the organisation are aware of their responsibilities and understand what is acceptable behaviour for interacting with children. This will be accomplished by the provision of a staff handbook containing the Risk Management Strategy and a receipt signed by each staff member and student acknowledging having read and understood the handbook. MFP Policy and Procedure Manuals are accessible for all workers in electronic form via One Drive.

MFP will create a culture of learning, empowering people to feel comfortable addressing issues of concern.

The importance of MFP's commitment to protecting the safety and wellbeing of children will be highlighted in our day-to-day provision of service.

MFP staff will keep open lines of discussion, communication, and support in order to reduce the likelihood of breaches of MFP's Risk Management Strategy.

In addition to the compulsory induction covering risk management policies and procedures for all paid and unpaid employees, MFP will deliver regular information and updates during weekly staff meetings as to the risk management strategy.

Working with children and young people in understanding how to keep themselves safe and what to do if they feel unsafe is a core component of the day-to-day work of MFP.

Working with parents/carers/families on creating and maintaining safe and supportive environments for children and young people is a core component of the day-to-day work of MFP.

Providing publications and printed resources is a strategy MFP employs to provide families and community members with information for creating safe environments for children and young people, showing MFP's commitment to safe and supportive environments.

The frontline nature of the work of MFP requires staff to deal with issues including behaviour management, stress, conflict, bullying, child protection concerns, breaches and disclosures or suspicions of harm. MFP provides support MFP workers in the form of individual and group supervision and access to EAP. The Manager and Senior Practitioner maintain open lines for communication regarding concerns, difficulties and coaching.

By effectively addressing staff concerns and supporting staff, MFP maintains the ability to provide a safe and supportive environment for children and young people involved with the organisation.



3a - Culturally Safe Practices

The purpose of this policy is to outline the commitment of Marsden Families Program to ensuring a culturally safe organisation, which respects and honours the diversity of our clients, staff, and the communities we work within. Marsden Families Program is committed to providing a culturally safe environment for Aboriginal and Torres Strait Islander and culturally and/or linguistically diverse children, young people, and families. This policy applies to all people involved in the organisation.

Cultural considerations are embedded in day-to-day case discussion and problem solving. Considerations such as those relating to hospitality, language, family structure and communication protocols will inform approach to service provision. The cultural backgrounds of staff are respected, acknowledged, and referred to as a source of expertise. This expertise is utilised to provide good judgement, and good practice that provides culturally sensitive service. Simultaneously, alongside cultural training, preference is given to recruitment practice that strengthens the diversity of the workforce so that cultural consideration becomes normal practice instead of consideration.

Where languages other than English are used in the home, accredited translation services will be offered and coordinated, as mentioned in the *Communication with Clients Policy*. Members of the deaf community will be offered the use of appropriate supports e.g. TTY, on-site interpreting or video conference interpreting. People with disability will also be offered supports.

Reference will be made to <https://www.qld.gov.au/gov/find-translator-or-interpreter> for interpreter service providers.

Core organisational values of Marsden Families Program include **Respect** – for children, their safety and wellbeing, for human dignity and human rights, for diversity in culture, ethnicity, age, and lifestyle choices, and for the power of place – and **Reconciliation** – acknowledging the traditional custodians of Country and their continuing connection to land, waters, and community and an organisational framework for bringing the vision of reconciliation to life.

Zero Tolerance for Racism

Marsden Families Program upholds a Zero-Tolerance approach to racism, discrimination, or cultural disrespect in any form. All staff, volunteers, clients, and visitors are expected to contribute to a culturally safe environment. Any behaviour that undermines respect for culture, identity, or human rights will be addressed through our Code of Conduct and disciplinary procedures. We are committed to fostering a workplace where all individuals feel safe, valued, and free from racial prejudice or bias.

To enable and support the growth of cultural capability throughout the organisation, Marsden Families Program is committed to:

- Collaborating to find pathways of support and exploring the role of culture for our clients so that supports that are effective, acceptable to the family and respectful of the family's values.
- Adhering to the National Principles for Child Safe Organisations which emphasise improving the way organisations engage with Aboriginal and Torres Strait Islander children and their families, recognising the impact of intergenerational trauma, and respecting cultural diversity.
- Providing training in cultural competency for all employees, to enable a respectful and practical understanding of the cultural norms, values, beliefs and practices of our community and community members.



- Working in partnership with government departments, NGOs and communities to ensure collaborative responses to culturally diverse community needs.
- Referencing Queensland's Aboriginal and Torres Strait Islander child protection peak (QATSCIPP) for resources and information to inform practice.
- Consultations with Cultural Practice Advisors through the Department of Families, Seniors, Disability Services and Child Safety, following Cultural Support Plans and requesting involvement of the Early Indigenous Response Collective on relevant notifications made via the Regional Intake Service where appropriate
- Providing office and therapy rooms that create safe, comfortable, accessible and culturally supportive environments. This is achieved through the display of cultural artworks, acknowledgement of Country, and therapeutic materials including dolls, books, and toys that represent cultural diversity.
- Ensuring cultural rights are imbedded throughout MFP policies and day-to-day service operations including the QLD Human Rights Act 2019 and awareness of the Aboriginal and Torres Strait Islander Practice Principle.

Glossary

Term	Definition
Cultural Safety	A service or environment that reflects the cultural norms and values of colleagues and services users and does not prioritise the dominant culture. Providing a culturally safe service or workplace requires acknowledging the impact of institutional discrimination and colonisation. It means creating a space where someone can be their true self and express all parts of their culture and identity freely and without discrimination.
Cultural Awareness	Cultural awareness means being aware of, and developing sensitivity to, cultural difference and cultural diversity. It involves knowledge, attitudes and values that demonstrate an openness and respect for other people and other cultures, languages, religions, dress, and communication styles
Cultural Capability	Cultural capability refers to the skills, knowledge, behaviours and systems that are required to plan, support, improve and deliver services in a culturally respectful and appropriate manner.

Additional Policies and Resources:

- Know Your Community Resource
- Human Rights Policy
- MFP Code of Conduct
- MFP Language Policy



3b - Cultural considerations

Cultural considerations are embedded in day-to-day case discussion and problem solving. Considerations such as those relating to hospitality, language, family structure and communication protocols will inform both choice of team member and approach to service provision. The cultural backgrounds of staff are respected, acknowledged, and referred to as a source of expertise. This expertise is utilised to provide good judgement, and good practice that provides culturally sensitive service. Simultaneously, alongside cultural training, preference is given to recruitment practice that strengthens the diversity of the workforce so that cultural consideration becomes normal practice instead of consideration.

Where languages other than English are used in the home, accredited translation services will be offered and coordinated, as mentioned above in *4. Communication with Clients Policy V1*. Members of the deaf community will be offered the use of appropriate supports e.g. TTY, on-site interpreting or video conference interpreting. People with disability will also be offered supports.

- Reference will be made to <https://www.qld.gov.au/gov/find-translator-or-interpreter> for interpreter service providers.