



Catholic Diocese of Wollongong

**CHILD PROTECTION
*HEAD OF AGENCY***

CHARTER

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The *Head of Agency* in the Catholic Diocese of Wollongong is the Bishop of Wollongong.

The Child Protection *Head of Agency* Diocese of Wollongong CHARTER (“the CHARTER”) sets out the principles, structure, operational procedures and protocols to assist the Bishop of Wollongong to ensure compliance with *head of agency* obligations under *Part 3A* of the *Ombudsman Act (1974)*.

Approved:

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The Catholic Church in the Diocese of Wollongong Child Protection Organisational Structure and Roles

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A. PREAMBLE

At the very beginning of His ministry, the Lord Jesus took as his own the words of the Prophet Isaiah:

The Spirit of the Lord is on me,
for he has anointed me
to bring the good news to the poor.
He has sent me to proclaim liberty to captives,
sight to the blind,
to let the oppressed go free,
to proclaim a year of favour from the Lord. (Lk 4:18 NJB)

This same ‘mission’ Jesus gave to his disciples when he told them that whenever they showed mercy and compassion to the least ones, they showed it to him. (*cf.* Mt 25.40)

Now, in continuing to follow the example of her Lord, “the Church also, in all its actions, makes clear the dignity and value of every human person, especially those most vulnerable”. (*Integrity in Ministry*, p.1) This commitment of the Church applies in a special way to children and young people:

... [S]pecial attention must be devoted to children by developing a profound esteem for their personal dignity, and a great respect and generous concern for their rights... By fostering and exercising a tender and strong concern for every child that comes into this world, the Church fulfils a fundamental mission: for she is called upon to reveal and put forward anew in history the example and the commandment of Christ the Lord, who placed the child at the heart of the Kingdom of God: ‘Let the children come to me, and do not hinder them; for to such belongs the kingdom of heaven’. (*Familiaris Consortio* §26)

When their dignity and safety are abused, the Church has an obligation to stand on the side of children and young people. John Paul II, when addressing the Bishops of Oceania in 2001, made clear that the scandal of sexual abuse perpetrated by Church personnel “has caused great suffering and spiritual harm to the victims” and is a “profound contradiction of the teaching and witness of Jesus Christ”. (*Ecclesia in Oceania* §49)

In his homily at a special Mass to which he invited victims of child sexual abuse perpetrated by Church personnel, Pope Francis said:

“I know that these wounds are a source of deep and often unrelenting emotional and spiritual pain, and even despair”. He went on to add “... the courage that you and others have shown by speaking up, by telling the truth, was a service of love, since for us it shed light on a terrible darkness in the life of the Church. There is no place in the Church’s ministry for those who commit these abuses, and I commit myself not to tolerate harm done to a minor by any individual, whether a cleric or not. All bishops must carry out their pastoral ministry with the utmost care in order to help foster the protection of minors, and they will be held accountable”. (*Homily, 7 July 2014*)

And in condemning all forms of abuse, the Bishops of Australia have committed themselves to “seeking open and just procedures to respond to complaints in this area, and is unequivocally committed to compassionate and effective care for the victims, their families, the whole community and the offenders themselves”. (*Ecclesia in Oceania* §49)

Conscious of the privilege of being called to serve God’s People within the Diocese of Wollongong, and with firm determination, the Diocese commits her clergy, religious and lay personnel (whether paid or volunteers) to:

- fostering a *culture of safety*
- building a *safe and supportive environment*

for all those who come under the pastoral care of the Diocese in its various ministries and institutions, especially children and other vulnerable people.

B. PURPOSE OF THE CHARTER

This document sets out the CHARTER for child protection in the Diocese of Wollongong to facilitate the commitment of the Diocese to ensure compliance with all obligations under *Part 3A* of the *Ombudsman Act (1974)*.

In implementing this CHARTER, the Diocese of Wollongong – through its various ministries and institutions – will be guided by the following principles:

- to work on behalf of the mission of the Church in affirming the dignity of each person, with a special regard for the young and vulnerable
- to approach the moral obligations and legislative requirements incumbent upon the Diocese in a prophetic manner
- to be accountable to the local Church and the wider community for the implementation of its child protection policies and systems – both preventative and responsive
- to establish and maintain structures that appropriately respond to allegations of abuse of children and young people, and to review their effectiveness on a regular basis
- to ensure the pursuit of natural justice for all persons involved in child protection matters
- to do all that is reasonably possible to attend to the trauma that victims, their families, and the community may suffer as a result of abuse
- to protect the faithful into the future

These are the principles that are to underpin the systems, structures, operational procedures, practices and protocols of the CHARTER.

While the CHARTER is concerned with the establishment of the Bishop of Wollongong as *head of agency* pursuant to the [Ombudsman Act \(1974\)](#) and [Ombudsman Regulation \(2016\)](#), it cannot be read in isolation from other relevant child protection legislation and Church-related documents, especially:

- ♦ NSW [Child Protection \(Working with Children\) Act \(2012\)](#) and [Regulation \(2013\)](#)
- ♦ NSW [Child Protection \(Offenders Registration\) Act \(2000\)](#)
- ♦ NSW [Children and Young Persons \(Care and Protection\) Act \(1998\)](#)
- ♦ NSW [Crimes Act \(1900\)](#)
- ♦ [Integrity in Ministry \(April 2010\)](#)
- ♦ [Integrity in the Service of the Church \(February 2013\)](#)
- ♦ [Towards Healing \(January 2016\)](#)
- ♦ Policies and guidelines of the Diocese and its various agencies and institutions

The Diocese will also continue to be attentive to reports and findings emanating from the *Royal Commission into Institutional Responses to Child Sexual Abuse* and to the findings of other relevant inquiries.

The intention and commitment of the Diocese is to look holistically at child protection and ensure there are safe environments for children in the life and activity of the Church within the Diocese of Wollongong, whether or not required by legislation and the legislative frameworks for *head of agency*.

Utmost importance is placed on child protection and all reasonable steps must be taken to protect children and young people and to act in their best interest. Wherever children come into contact with the Church they should be safe and free from harm. Child protection legislation fits within the overarching need to provide a safe and supportive environment for children and for all who carry out the mission of the Church. ‘The Church, by its life, mission, relationships and worship, strives to be a sign and an instrument of the communion that is God’s plan for creation.’ (*Integrity in Ministry* p.ix)

C. PROFILE OF *HEAD OF AGENCY* DIOCESE OF WOLLONGONG

1. *Part 3A* of the *Ombudsman Act (1974)* (“the Act”) relates to the Ombudsman’s child protection jurisdiction.
2. Under the Act, certain child-related workplaces are “*designated agencies*”. A *designated agency* is required to have child protection systems, which are designed to ensure that employers are responsible for creating and maintaining safe environments for children, for investigating allegations of reportable conduct and for making employment decisions concerning their employees.
3. In the case of *designated agencies*, the Act prescribes the key role of responsibility, which is called “*head of agency*”.
4. In terms of the Act and its regulations, the *head of agency* in the Diocese of Wollongong (“the Diocese”) is the Bishop of Wollongong (“the Bishop”). In keeping with the organisational structure of the Diocese, the Bishop delegates the operational and coordinating functions of his role as *head of agency* to his *Child Protection Delegate* (CPD) who for the time being is the Chancellor of the Diocese.
5. The Bishop as *head of agency* has obligations under the Act in relation to:
 - systems for preventing reportable conduct by employees, and
 - systems for responding to reportable allegations or convictions against employees.These two systems are interrelated. Both systems are to be developed and maintained at a high standard in order to discharge the Bishop’s obligations under the Act. The Bishop ensures he is well advised and supported by an effective administrative structure.
6. The Bishop’s *head of agency* obligations under the Act include [*Refer: NSW Ombudsman Fact Sheet 5 - Child Protection: Responsibilities of heads of agencies*; also, NSW Ombudsman website in relation to [Employment-related child protection](#) and relevant [fact sheets](#)]:
 - 6.1 setting up systems for providing a safe environment for children in the care of *designated agencies* in the Diocese
 - 6.2 ensuring systems are in place to record and respond to all allegations of a child protection nature against employees, including reportable allegations and convictions and allegations that are exempt from notification to the Ombudsman
 - 6.3 providing information, as the Ombudsman requires, about the type and operation of these systems [ie, referred to above at #5.]
 - 6.4 requiring all employees to inform the *head of agency* or his delegate as soon as practicable of any allegation or conviction of a child protection nature against an employee, of which they become aware
 - 6.5 notifying the Ombudsman of all allegations of reportable conduct or convictions against an employee of *designated agencies* in the Diocese. Notifications are made as soon as practicable and within 30 days of the *head of agency* becoming aware of the allegation or conviction
 - 6.6 providing additional information as the Ombudsman requires to enable the Ombudsman to decide whether the allegation of reportable conduct or conviction was properly investigated and whether appropriate action was taken as a result of the investigation

- 6.7 also, as a reporting body under the *Child Protection (Working with Children) Act 2012* and *Regulation 2013*, if the employee is not exempted under the WWCC Act, the *head of agency* should ensure the Children’s Guardian is notified (under S.35 of the WWCC Act) when there is a sustained finding of: sexual misconduct committed against, with or in the presence of a child; or serious physical assault of a child.
7. For the purpose of the CHARTER, the Bishop’s *head of agency* obligations relate to three areas that encompass the work of the Diocese in its various ministries and institutions. The three areas are referred to as “sectors”. The sectors are:
- 7.1 Office of the Bishop – under the stewardship of the Diocesan Chancellor – in so far as any clergy, religious, or parish personnel (paid or voluntary) are employed or engaged by one of the *designated agencies* listed below (#7.2 & #7.3)
- 7.2 CatholicCare (Catholic Family Welfare Services) – under the stewardship of the Director of CatholicCare – as the organisation of the Diocese that administers substitute residential care services for children, which is a *designated agency* under the Act
- 7.3 Catholic Education Diocese of Wollongong – under the stewardship of the Director of Schools – as the organisation of the Diocese that administers Parish and Diocesan Schools, given that the school is a *designated agency* under the Act.
8. In the CHARTER the Chancellor, the Director of CatholicCare and the Director of Schools are referred to as “Sector Heads”. The Chancellor is also the Bishop’s *Child Protection Delegate* (CPD).
9. Where clergy and religious in the Diocese provide sacramental and/or pastoral services for other *designated agencies*, and where parish catechists in the Diocese are engaged to work in other *designated agencies*, the Office of the Bishop will be the point of reference in the Diocese.
10. Operations by *designated agencies* under the jurisdiction of the Bishop:
- 10.1 Catholic systemic schools administered as **Catholic Education Diocese of Wollongong** (CEDoW) – currently 38 registered schools: 29 parish primary schools; 8 diocesan secondary schools; and 1 regional P-12 school.
- 10.2 **CatholicCare** – as an agency currently providing substitute residential care services for children, as well as the other programs and professional welfare services, which are conducted in three branch locations or by way of a number of outreach services.
11. Operations by other Catholic organisations that are also *designated agencies*, which are not under the jurisdiction of the Bishop but operate within the territory of the Diocese:
- 11.1 There are 7 Catholic secondary schools - registered in NSW for Years 7 to 12 - located within the Diocese of Wollongong that are owned and operated either under the auspices of a Religious Institute or of a Public Juridic Person established by the Religious Institute but separate from it, and not the Diocese. Additionally, there is a flexible learning centre that is a registered school (Years 7 to 10), conducted under the auspices of a Public Juridic Person and located within the Diocese.
- 11.2 While the Bishop is not *head of agency* for these schools, he does, under Church law, have the right to watch over and inspect any Catholic school situated in his territory (CIC/83 806§1). In this light, the Bishop is to be kept informed of the *head of agency* arrangements of other Catholic schools operating in the Diocese.
12. Currently there are no other child care centres or out-of-school-hours care services (as defined in the Act) operating within the jurisdiction of the Bishop.

D. CONTEXT OF *HEAD OF AGENCY* DIOCESE OF WOLLONGONG

1. With regard to child protection management, the Bishop delegates authority to the Sector Heads to direct operations within their domain. Sector Heads keep abreast of developments and work cooperatively to ensure the effective implementation of child protection management within the Diocese.
2. The Diocese has developed a particularly high level of cooperation between the parochial, welfare and education sectors in the area of child protection. This involved considerable professional development and cross-sector planning and sharing of specialist resources over more than seven years (ie, prior to this Charter being formalised in July 2005). There has been extensive cooperation both in terms of developing systems for prevention as well as responding to concerns. This has led to the development of child protection awareness, skills and cooperative practices that promote professional integrity, accountability and a sense of shared responsibility.
3. This history has provided a strong foundation for a diocesan wide approach to child protection. The diocesan approach is to build child protection competence and capacity within all sectors. Each sector draws upon child protection experience and expertise within its own domain and, on a needs basis, accesses specialised child protection advice and assistance through skilled and experienced personnel within the Diocese. Such assistance helps to minimise risk and delays and to promote high standards.
4. The Diocese has purposefully sought an integrated approach to child protection. The approach seeks to coordinate a range of civil and church requirements, and to bring these under the broader context of building a safe and supportive environment for all. [Refer to [Appendix 1.](#)]
5. The Diocese recognises that its practice, both in how it sets up prevention systems and how it responds to concerns, is the basis on which its resolve to build a safe and supportive environment will be judged. Key to this resolve of the Diocese is the Church's commitment to the sanctity and dignity of each person.

E. CODE OF PRACTICE

The code of practice is to ensure the guiding principles are reflected in the day to day operations of the CHARTER. The code is aimed at best practice, capacity building and effective leadership in child protection. Child protection is a shared responsibility.

1. Responsibilities

All sectors of the Diocese are active in building an aware culture, understanding the nature of child abuse and reportable conduct, and putting child protection systems into practice. These responsibilities require:

- child protection policies and procedures that ensure all reasonable steps are taken to protect children
- practises and interventions that continually build a culture of safety, characterised by respect, fairness and the development of mutual trust and reconciliation
- current training in child protection and ongoing professional development
- promotion of open communication, tolerance and positive relationships
- processes for monitoring the culture
- mechanisms for active participation in the development of policies and processes
- integration of policies into strategic frameworks so that practices are seen as integral to how all sectors of the Diocese operate and not legislative 'add-ons'

2. Both individual and collective responsibility

- Each sector is active in developing and maintaining the child protection systems and operations within the sector
- All sectors work collaboratively to ensure the effective implementation of child protection management in the Diocese

These responsibilities require each sector:

- to develop expertise in its own area
- to source advice as required for the development of best practice and to ensure compliance with the Act

Collective responsibility also requires all sectors:

- to work in partnership to build child protection capacity in the Diocese and to be able to consider the bigger picture
- to work together to develop common systems, policies and processes so as to ensure that best practice is shared and to avoid duplication of efforts
- to coordinate to ensure common standards are applied and to enable comprehensive risk assessment and risk management in child protection matters in the Diocese
- to jointly be responsible for auditing and monitoring the culture and the effectiveness of the systems that are in place, and
- to collectively analyse the implications for the Diocese

3. Processes and systems

The child protection processes and systems that are implemented must be responsive, just and transparent. This required that:

- processes and systems always conform to relevant law
- policies are applied consistently and issues are identified early so that matters can be resolved before they escalate to the point where relationships are damaged
- behaviours destructive to positive relationships (such as bullying or intimidation) are identified as being unacceptable and are appropriately managed
- disputes are dealt with fairly with a view to building mutual trust and safety
- patterns of unacceptable conduct are identified and prevention strategies developed and implemented
- the parties involved in child protection matters are informed as appropriate regarding the relevant processes, progress and outcomes
- professional standards are expected where there is interagency involvement and sharing of information with any external agency/body
- the processes used are appropriate to the particular cases. These processes, some of which may operate concurrently, include:
 - ♦ risk management process (may need to be ongoing)
 - ♦ support process (may need to be ongoing)
 - ♦ investigation process
 - ♦ disciplinary process

4. Professional conduct

Child protection operations are to be conducted professionally and with integrity. This requires particular care to be completely objective in the judgements and recommendations made, so that matters are determined through objective consideration of the issues. The critical nature of child protection, the implication for professional integrity and reputation, and the high levels of risk and accountability requires high standards of competence, expertise and interpersonal skills, particularly when dealing with child protection concerns. Child protection operations in the Diocese are required:

- to always conform to relevant law
- to be conducted honestly – taking proper account of ethical considerations, together with the protection and enhancement of the moral position of the parties involved in child protection matters
- to be alert to potential conflict of interest - always declaring where a conflict of interest exists and, where necessary, referring a matter to another for carriage of the matter, or to an external independent party
- to be handled competently at the appropriate level – ensuring that the people making decisions, providing advice and recommendations are professionally credible and competent and that actions are based on in-depth knowledge, experience and practice
- to maintain currency in skills, knowledge and understanding - cultivating professional networks, avenues for consultation and ongoing professional development. In particular, the key people involved in managing child protection in the Diocese are required –
 - ♦ to maintain a sound understanding of the interrelationships between the child protection arena and other workplace and societal issues

- ♦ to understand the implications of patterns and trends for the provision of a safe and supportive environment
- ♦ to provide guidance as to the interrelationship of strategically important factors
- to maintain the quality of what is done through constant ongoing review

5. Confidentiality

In child protection operations appropriate confidentiality is crucial to proper regard for the dignity of the people involved.

This requires commitment to maintaining the highest degree of integrity in all child protection operations, and to the protection of all personal information received in the course of dealing with child protection matters.

This is not to limit the necessary sharing of information for the appropriate management of a matter or for the purpose of professional consultation.

Where information is shared it is critical that there is a shared high standard of professional regard for the privacy and sensitivity of such information.

The proper handling of information entails conforming to privacy laws, such as to -

- (a) respect each person's legitimate right to protection from unjustified use of material, and
- (b) not identify a person by name during discussions on processes/procedures:
 - ♦ unless that person has been informed in advance that their matter may be used as a case study for monitoring/improvement purposes and has indicated consent to being so used by name

OR

- ♦ unless under strict conditions it is for the proper purpose of meeting the obligations of the Diocese to protect children and manage risk, which may cross more than one sector in the Diocese

6. Risk assessment and risk management

In child protection matters the assessment and management of risk is critical. Risk assessment is an iterative process to assist and support ongoing decision-making. It involves analysing potential risks, the potential consequences and likelihood of harm and the steps that can be taken to mitigate risk, so as to decide appropriate courses of action. The process is dependent upon accessing relevant information. The assessment and management of risk in child protection matters requires a genuine understanding of child development and the nature of abuse and reportable conduct, as well as a preparedness to act.

7. Review of the code of practice

The code of practice will continue to be developed and reviewed on an ongoing basis and, where necessary, it will be revised to accurately reflect contemporary principles. It will be necessary to ensure the code remains accurate and relevant, particularly given the context of an evolving environment.

F. STRUCTURE - *HEAD OF AGENCY* DIOCESE OF WOLLONGONG

The structure for the *head of agency* arrangement in the Diocese has emerged from the historical context of the Diocese (*cf.* section - D. Context). It recognises the existing organisational structures of the Diocese and utilises the child protection experience and skills held by people in key roles in the Diocese. The premise on which the structure has credibility is that it is seen to be based firmly on agreed principles and cooperative professional practice.

1. The Diocese has a **cooperative model head of agency structure** whereby people in key roles assist the Bishop in ensuring compliance with the requirements of the Act.
2. At the Diocesan level the Bishop has delegated the function of coordination and day-to-day Diocesan child protection operations to his **Child Protection Delegate** (CPD) who at this time is the Chancellor of the Diocese. The CPD role is shaped by Church structure and it is the function of the CPD to coordinate and to help provide continuity and maintain links across the sectors for the administration of Diocesan child protection operations.
3. The other key roles assisting the Bishop with responsibility for ensuring compliance in child protection are **the three Sector Heads** (SHs) in conjunction with the role of **Child Protection Adviser** (CPA).
4. The SHs and CPA together form the **Professional Standards and Child Protection Team** (*PSCPT*). The *PSCPT* can be called together at any time by the Bishop and/or his CPD. Any meeting of the *PSCPT* may be attended by either or both of them. The SHs and the CPA are, both individually and collectively, key to ensuring compliance. These key roles administer the *head of agency* responsibility in the Diocese and liaise with various authorities and agencies and stakeholders in developing and reporting on child protection systems.
5. The Bishop as *head of agency* may co-opt other members to join the *PSCPT* at his discretion, providing additional expertise and relevant experience.
6. The *head of agency* administrative structure and the relevant functions in the Diocese are illustrated in the following sections - **G.1, G.2, G.3 & G.4**. These sections include diagrams of the **cooperative model**, the **flowchart** for responding to allegations, as well as the **reporting schedule** within the Diocese.
7. The CPD will be responsible for ensuring there is coordination of child protection matters between sectors. Where necessary, the CPD will advise a SH of any matter in one sector that may have implications for the other sector/s.

8. Sector Heads

The three **SHs** are to be well briefed on child protection issues in their sector.

- 8.1 SHs report serious matters to the Bishop, ensuring that the CPD is kept informed, as a matter of urgency.
- 8.2 SHs provide quarterly schedules/reports on current child protection cases for the Bishop, coordinated through the CPD.
- 8.3 As part of each SH's regular review of total operations, each SH meets with the Bishop and provides a report regarding child protection matters, in terms of the cases that have arisen, how they have been managed, progress and any outstanding issues.

At that point any issue impacting on the progress of a case would be raised directly and discussed with the Bishop. The CPD is also kept informed of outstanding issues.

9. Child Protection Adviser

The function of the **CPA** is to provide a high level of child protection expertise within the Diocese and to keep all sectors abreast of current developments in child protection and compliance matters. The CPA function is to provide strategic input, continuity of child protection focus in the operation, and cohesion.

- 9.1 Each sector is responsible for their own operation and the CPA is available within the Diocese to provide advice to the sectors and SHs, either individually or collectively.
- 9.2 As the *PSCPT* comes together to review and plan future direction, it is the function of the CPA to advise the *PSCPT*. The *PSCPT* strategy incorporates the CPA's child protection expertise and operational experience of what monitoring shows is happening and what the internal trends and external developments warrant.
- 9.3 The CPA function is shaped by what has gone before. The Diocese has structured the CPA function to be carried out by an experienced person in an existing child protection role within the Diocese in the manner reflected in the code of practice. As the expertise of the CPOs within the sectors develops it may be that multiple CPOs can provide the CPA function.

10. Child Protection Officers

The **CPOs** in each of the three sectors are the person/s designated to conduct the sector's day-to-day operations related to compliance with the Act, including setting up investigations and completing notifications. The CPOs keep informed on child protection developments relevant to the sector.

- 10.1 In some circumstances the SH may also be the designated CPO for the sector. In other circumstances the SH is unable to implement the day-to-day child protection requirements and so does not operate as CPO; for instance, in the education sector there are separate persons designated as CPOs.
- 10.2 The designated CPO for a sector may fulfil the function of the CPA. The CPA is available for advice to other CPOs, particularly in more complex matters.

11. Within each sector the **CPO assists the *head of agency* role** in relation to:

- 11.1 liaising with the Ombudsman and various agencies and stakeholders in developing and maintaining child protection systems
- 11.2 ensuring compliance in the investigations and action taken as a result of the investigation of reportable allegations and convictions
- 11.3 ensuring the operation of appropriate systems for preventing reportable conduct and to build a safe environment for children
- 11.4 otherwise supporting the SH and Bishop and his CPD in day-to-day child protection operations

12. Professional Standards and Child Protection Team (PSCPT)

The *PSCPT* is composed of the SHs, the CPA and other members as appointed by the Bishop. This team **meets quarterly to review** systems and processes for responding to allegations and systems for preventing reportable conduct and to **plan** future action.

12.1 In the light of what has been happening in the sectors over the previous quarter, the *PSCPT* puts forward to the Bishop (either directly or indirectly through his CPD) recommendations for actions or activities to be undertaken within the Diocese.

12.2 The Bishop may respond directly to those recommendations, or seek further clarification. The Bishop may seek independent advice on any recommendation that requires clarity prior to a decision regarding systems and processes.

12.3 The Bishop or his CPD may also choose to convene and/or attend *PSCPT* meetings at any time they judge this appropriate.

13. On an annual basis the PSCPT undertakes a total review of operations for the year.

During this process it may be a useful mechanism to involve an external consultant expert in the area of child protection compliance in the workplace to review some or all child protection operations within the Diocese. Having some external eyes look at operations can both help the *PSCPT*'s annual planning process and where appropriate, can provide independent advice directly to the Bishop or his CPD.

14. Cross sector involvement with a new child protection matter

As new cases arise and the Bishop is informed, the CPD is to check whether the matter and/or the relevant parties to the case have any related involvement in other sectors of the Diocese. If the new case relates to another sector, then the other sector is advised so as to enable cooperative planning of appropriate action. In this regard, the Diocese considers both reportable conduct and exemption matters. [Refer to Appendix 2]

14.1 With reportable conduct matters the SH of the other involved sector will be informed.

14.2 With exempt matters the CPO of the other involved sector will be informed.

14.3 In cases where clergy and religious persons are the subject of the concern the Office of the Bishop takes carriage of the matter irrespective of which sector of the Diocese it arose.

15. Consultation and/or coordination across sectors

Where there are serious and complex child protection issues these situations are handled as a critical planning issue. The Bishop or his CPD, or other key person primarily having carriage of the matter, can arrange for a planning meeting.

[Refer to **Appendix 3**, '**Action Plan**' summary sheet.]

The purpose of such planning may be for (i) consultation and/or (ii) coordination:

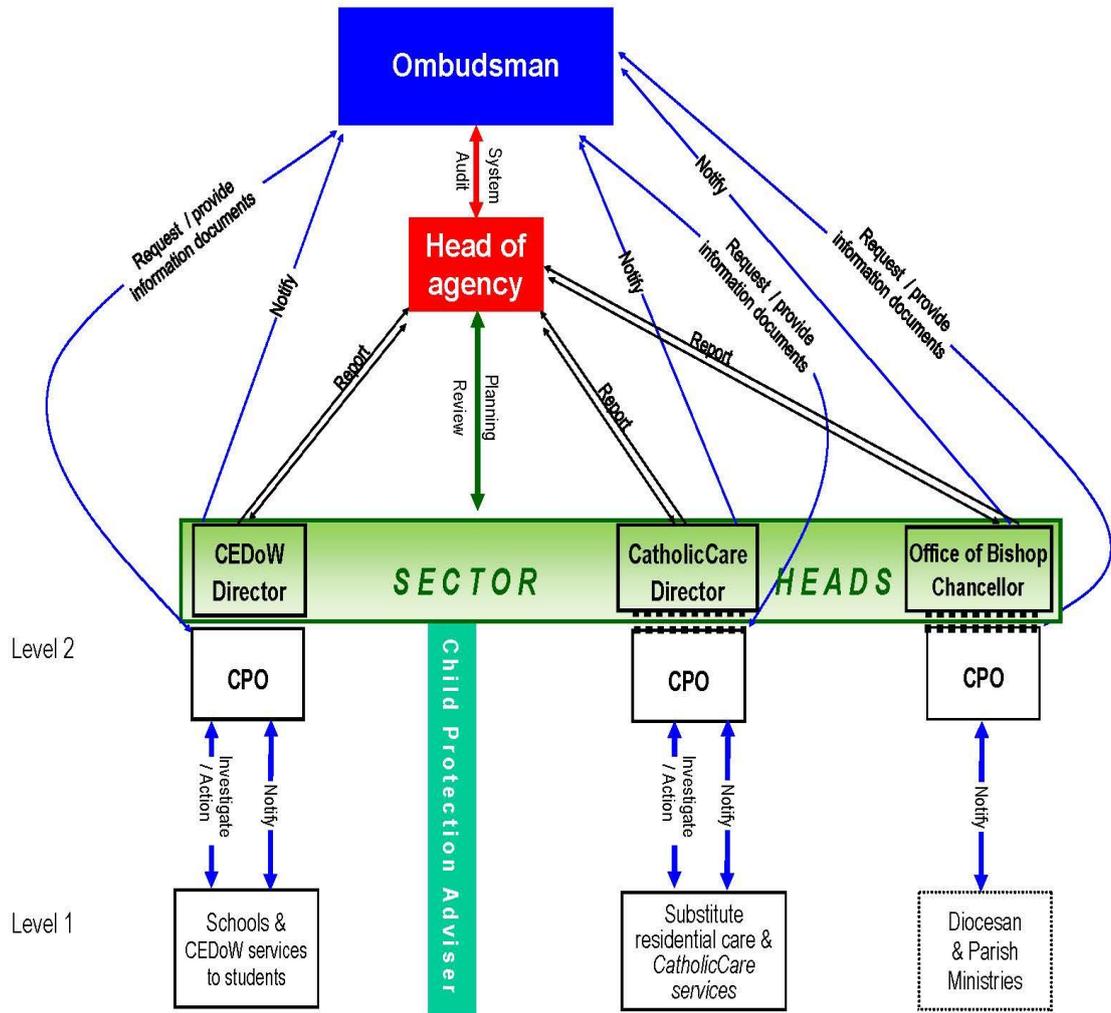
15.1 Consultation - With complex issues that are best progressed by consulting people with a range of experience and expertise, a professional consultation group may be called on the basis of the professional contribution the participants can offer.

15.2 Coordination - With complex issues involving more than one sector, or which have implications for all of the sectors, the CPD with the relevant SHs and the CPA may be involved to collectively review what is occurring, assess the implications for each of the areas involved and collectively decide on appropriate courses of action.

15.3 In either case, external expert or independent persons may also be approached for advice, including an officer of the Ombudsman Office.

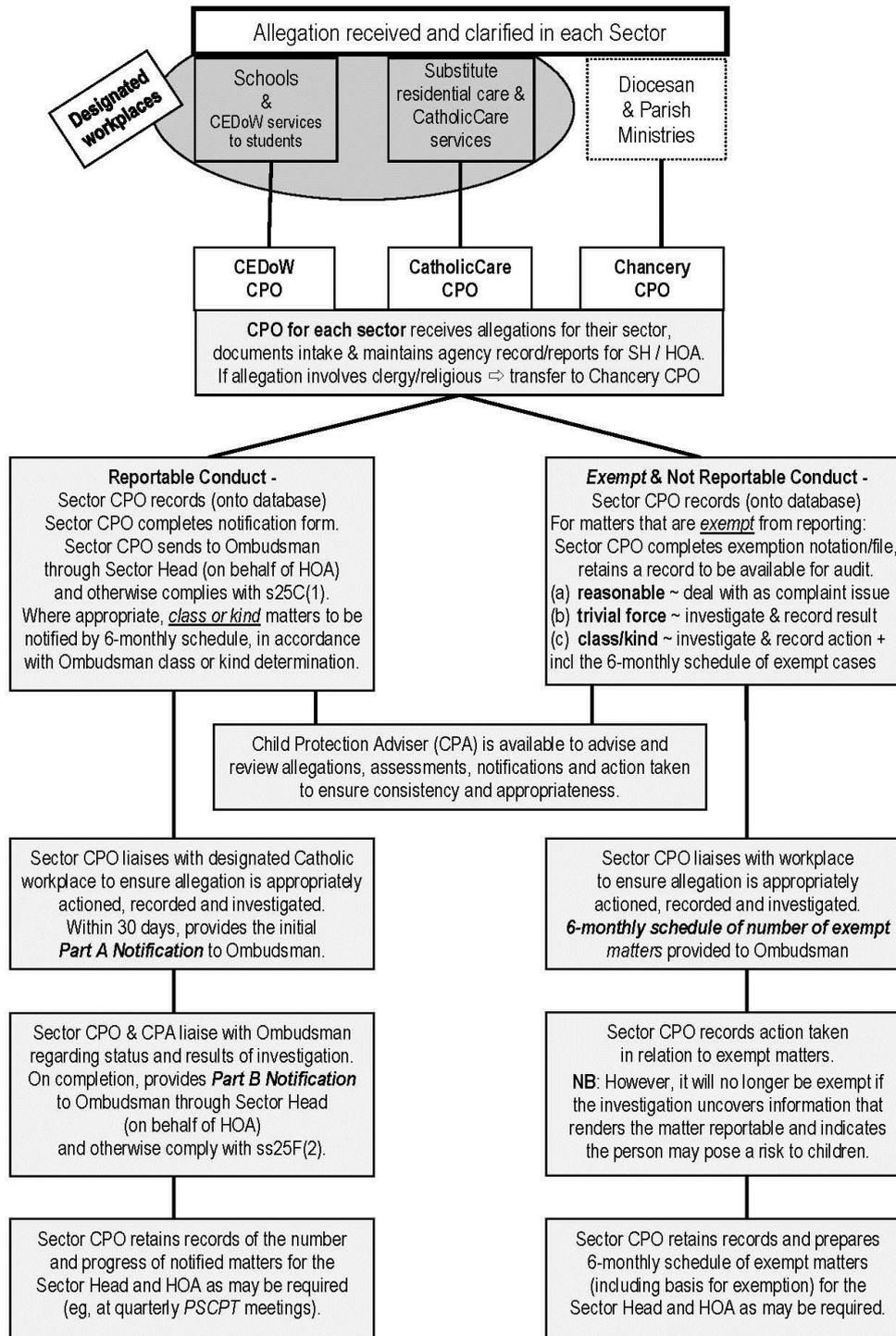
16. The Bishop and/or his CPD may from time to time call for **advice** from whoever he requires. He may call upon any the SH and/or the CPA or CPO, or call for advice external to this structure or even external to the Diocese. The key is that there be access to good advice and good administrative operations that ensure appropriate child protection action and compliance with the Act.

G.1 MODEL: STRUCTURE FOR *HEAD OF AGENCY* AND OMBUDSMAN



- Chancery CPO: Record and deal with all allegations regarding clergy/religious persons, and notify PSO as appropriate
- Child Protection Adviser: Available to advise and review allegations, assessments, notifications and action taken for consistency & appropriateness
- Each sector — Level 2: Record allegations, assessments, notifications and action taken
 - Determine whether allegation is reportable
 - Comply with notification requirements where conduct is reportable
 - Take appropriate steps regarding non-reportable conduct
 - Liaise with *Level 1* to monitor/conduct investigations and notify other bodies
- Level 1: Be aware of child protection requirements and Notification Arrangements
 - Clarify allegations with person making allegation
 - Liaise with *Level 2* to monitor/conduct investigations as appropriate and to notify other bodies

G.2 FLOWCHART - RESPONDING TO ALLEGATIONS

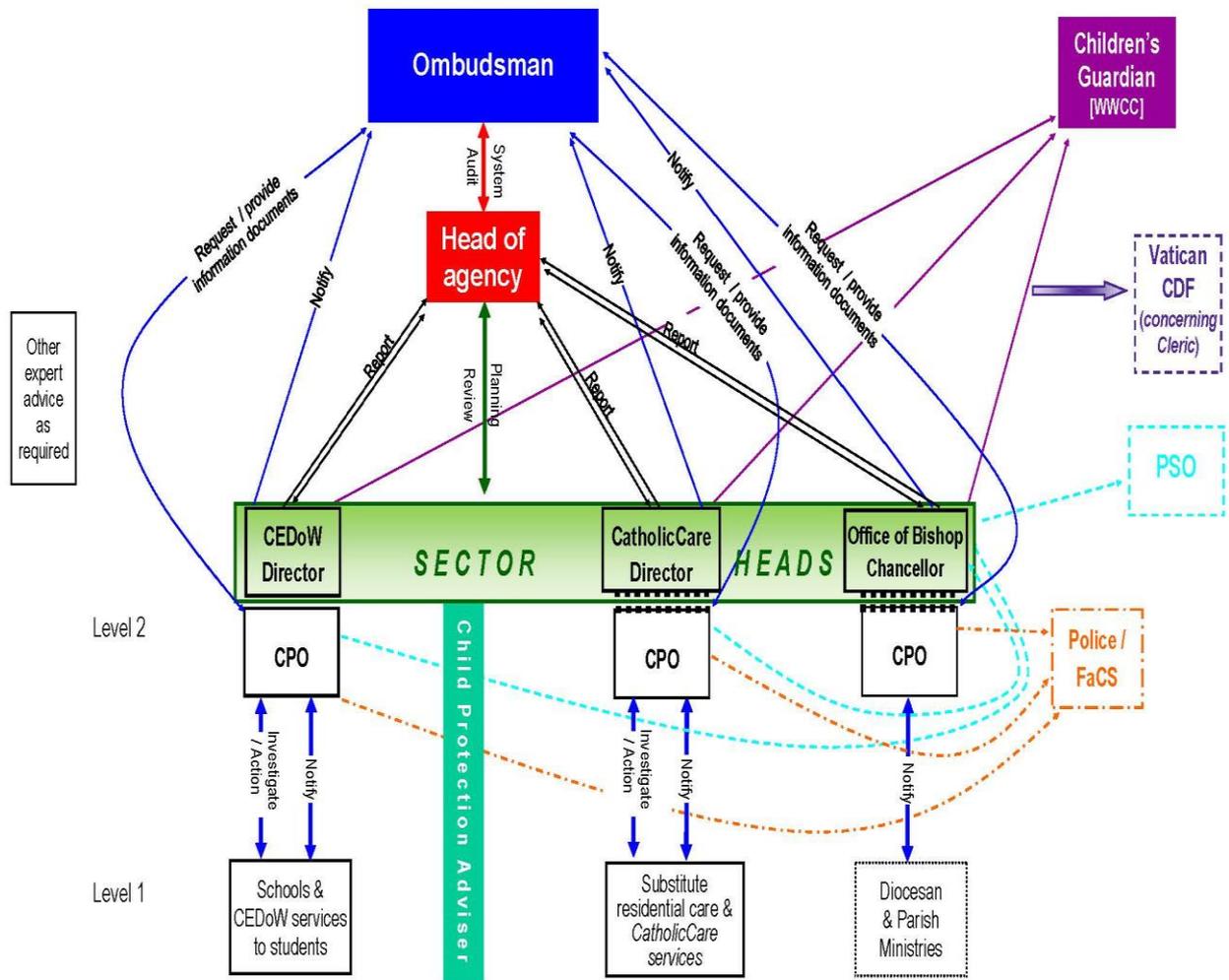


G.3 REPORTING BY SECTORS TO THE BISHOP AS *HEAD OF AGENCY*

<i>Head of agency</i>	~ Bishop
CPD	Child Protection Delegate of the Bishop
Sectors	Office of the Bishop / CatholicCare / Catholic Education
SH	Sector Head
CPO	Child Protection Officer
CPA	Child Protection Adviser
<i>PSCPT</i>	Professional Standards and Child Protection Team

1. CPO in each sector – handles the **day to day** operations of child protection and briefs the SH as required. In some cases the SH may also be the CPO for the sector.
 2. SH reports any serious child protection concern to the Bishop, ensuring that the CPD is kept informed, **as a matter of urgency**.
 3. Each SH provides **quarterly** update reports on current child protection cases for the Bishop, coordinated through the CPD.
 4. Each SH **regularly** meets with the Bishop throughout the year as part of the review of overall operations in the sector. This enables discussion of the quarterly reports and any concerning matters. The CPD is also kept informed of outstanding issues.
 5. The *PSCPT* meets **quarterly**, and provides reports to the Bishop and/or his CPD and may meet with the Bishop:
 - a. to review systems, current matters of concern and any underlying trends/themes;
 - b. to advise Bishop recommending actions or activities to be undertaken in the Diocese.
 6. **From time to time internal audits** of some aspects may be undertaken by CPOs and/or the CPA. The outcome is considered by the *PSCPT* and reported to the Bishop and/or his CPD.
 7. The *PSCPT* meets on an **annual** basis to review and consider overall direction and provides a report and recommendations to the Bishop and/or his CPD.
 8. The **Diocese conducts audits** from time to time and as may be required. This audit process may involve external expertise. The Diocesan audit may be of total child protection operations or partial operations and is planned so as to target high risk areas and key compliance points. A report of the audit and recommendations is considered by the Bishop and his CPD and by the *PSCPT*.
- NB** Note also the Ombudsman may conduct audits as part of its oversight of child protection systems and compliance in the Diocese

G.4 MODEL: STRUCTURE FOR CHILD PROTECTION WITH OTHER AGENCIES



- Chancery CPO: Record and deal with all allegations regarding clergy/religious persons and notify PSO as appropriate
- Child Protection Adviser: Available to advise and review allegations, assessments, notifications and action taken for consistency & appropriateness
- Each sector — Level 2: Record allegations, assessments, notifications and action taken
 Determine whether allegation is reportable
 Comply with notification requirements where conduct is reportable
 Take appropriate steps regarding non-reportable conduct
 Liaise with *Level 1* to monitor/conduct investigations and notify other bodies
- Level 1: Be aware of child protection requirements and Notification Arrangements
 Clarify allegations with person making allegation
 Liaise with *Level 2* to monitor/conduct investigations as appropriate and to notify other bodies

H. OPERATIONAL PROCEDURES AND PROTOCOLS

1. The Bishop oversees the development and promotion of systems to **establish a safe and supportive environment** for children in the care of *designated agencies* within the Diocese.
 - 1.1 The Bishop regularly discusses with each SH reports from their sector and considers recommendations from the *PSCPT*'s quarterly meetings, the annual planning review and audits from time to time. The Bishop may also obtain relevant expert advice at any stage.
 - 1.2 The Bishop takes a leadership role in the promotion of systems in the Diocese to establish a safe and supportive environment for children.
2. The Bishop oversees the systems in *designated agencies* within the Diocese to **record and respond to all allegations and convictions** of a child protection nature against employees, including those allegations that are not reportable under the Act.
 - 2.1 The Bishop ensures a policy that requires all employees in *designated agencies* to notify the *head of agency* of such matters, usually through the CPO for their sector
 - 2.2 The Bishop ensures all sectors have intake and enquiry systems:
 - 2.2.1 to record details of the allegation (or conviction)
 - 2.2.2 to make a determination as to whether or not it is a reportable allegation or if it falls within one of the exemptions under the Act
 - 2.2.3 to respond through an appropriate course of action
 - 2.2.4 to track progress in dealing with the matter in a timely manner
 - 2.2.5 to document the process and retain records in the sector in secure storage available for the purpose of auditing compliance with the Act.
 - 2.3 The Bishop and/or his CPD are kept apprised of developments and changes to these systems through the SHs and the *PSCPT*.
 - 2.3.1 The Bishop through his CPD receives quarterly update reports through each SH on current matters in the sector and is informed as a matter of urgency regarding more serious matters.
 - 2.3.2 The Bishop meets with each SH regularly throughout the year as part of the review of overall operations in the sector. This enables discussion of the quarterly reports and any concerning matters.
 - 2.3.3 The Bishop and/or his CPD considers recommendations from the *PSCPT*'s quarterly meetings and the annual planning review, looking into matters of concern and underlying trends/themes as well as audits of the systems. The *PSCPT* advises the Bishop and/or his CPD, recommending actions or activities to be undertaken and the overall direction for the future in the Diocese. The Bishop and/or his CPD also meet with the *PSCPT* as required from time to time.

3. Notification of reportable allegations to Ombudsman

Given the cooperative model *head of agency* structure, a number of arrangements apply with such notifications.

- 3.1 The requirement to notify the Ombudsman as soon as possible and within 30 days is taken to be at most within 30 days of the Bishop or CPD or SH or CPA or CPO becoming aware of the reportable allegation or conviction.
- 3.2 The notification form to the Ombudsman is completed by the CPO in the relevant sector and signed off by the SH on behalf of the Bishop.
- 3.3 Formal correspondence from the Ombudsman is addressed to the SH, and where there is a separate CPO for the sector it is marked “attention” to the CPO for the sector.
- 3.4 The preferred “contact officer” for any further inquiries from the Ombudsman regarding the notification is nominated on the notification form. The contact officer is nominated by the sector on a case by case basis.
- 3.5 Documentation relevant to the matter is retained in confidential files in secure storage in the sector, available for the Bishop as *head of agency* and for the purpose of auditing compliance with the Act.

4. Non-reportable matters that fall within one of the exemptions under the Act

Given the cooperative model *head of agency* structure, a number of arrangements apply within the Diocese.

- 4.1 The exemption notification form is completed by the CPO and is retained in the relevant sector with other relevant records of action in the matter.
- 4.2 The records of such exemption matters are stored securely and retained indefinitely and are to be available for the Bishop as *head of agency* and for audit purposes.
- 4.3 A schedule of exemption matters is prepared by the CPO and forwarded 6-monthly to the Ombudsman as required.

5. Matters where clergy and religious persons are the subject of the concern

- 5.1 The Office of the Bishop carries out the notification for *head of agency*.
- 5.2 The Bishop and/or his CPD also involve the Professional Standards Office (PSO) as appropriate.
- 5.3 In so far as another sector may need to be involved in the investigation and/or ongoing management, then the sector will continue to be involved and will act in cooperation with the Office of the Bishop.

6. Building child protection expertise and capacity in all sectors to ensure a high level of compliance in responding to reportable allegations and other child protection concerns. A number of arrangements apply within the Diocese.

- 6.1 The Diocese fosters a culture that values early intervention regarding potential child protection concerns and a consultative approach to ensure compliance with the Act. Where there is a potential child protection concern the dictum is – “*If in doubt check it out!*” It can help to work through the issues to ensure the response is appropriate, rather than make these judgements without reference.

- 6.2 The CPO in each sector participates in child protection forums relevant to the sector and continues to build relevant experience and expertise required for the careful assessment of reportable allegations, exemption matters and to ensure compliance with any notification requirements.
- 6.3 Similarly, the Bishop's CPD stays abreast of child protection matters in the Diocese and continues to build relevant experience and expertise regarding compliance with notification requirements.
- 6.4 With a focus on developing child protection expertise and experience of compliance requirements, the CPA is available within the Diocese to provide advice with the less straightforward matters. The CPA may liaise and advise sectors in relation to –
 - ◆ complying with notification requirements
 - ◆ the investigation and appropriate action in relation to reportable allegations and exemption matters
 - ◆ implications for the broader system in terms of policies and procedures.
- 6.5 Furthermore, there will at times be a need to seek additional advice on more complex issues and matters of jurisdiction, at times from the Office of the Ombudsman.

7. Quality control operations

In responding to reportable allegations and other child protection concerns, a number of arrangements apply within the Diocese.

- 7.1 The Bishop through his CPD monitors the steps taken by the *PSCPT* to ensure that assessments of whether matters involve reportable conduct are consistent and accurate and to ensure that non-reportable matters are dealt with appropriately.
 - 7.2 Internal audits are regularly undertaken by CPOs and/or the CPA and considered by the *PSCPT* and the outcome is reported to the Bishop through his CPD.
 - 7.3 For the purpose of quality control, reports of investigations may be subject to advice and consultation from the CPA. Where appropriate, investigation reports are checked by the CPA prior to finalising the outcome and forwarding to the Ombudsman.
 - 7.4 The Bishop is advised of significant feedback from the Ombudsman.
8. The Bishop is supported through the *PSCPT*'s regular review of operations. This includes **internal audits** that will be driven by the *PSCPT*, either to audit a particular part of the system that has caused concern as a result of the review of particular cases, or from time to time a review of the whole system. Operational review may include looking at aspects such as intake system, case management across the 3 sectors, a range of cases to make sure they have been dealt with according to high standards and through the same processes and that the determinations have been consistent internally and consistent with the Act.
- 8.1 The Bishop receives reports through his CPD on internal audits which are conducted as may be required and from time to time planned so as to target high risk areas and key compliance points.
9. The Bishop receives a report and recommendations regarding any **Ombudsman audit** of child protection systems in *designated agencies* within the Diocese, pursuant to the Act.

10. Communication protocol - Ombudsman audits and information re systems

- 10.1 As a general rule direct contact between the Ombudsman and his delegate and the Bishop only occurs at times of an Ombudsman audit, or where a matter of serious concern arises that has not been or cannot appropriately be dealt with by other key people in the Diocese (ie, CPO or CPA or SH or CPD), or where the Ombudsman considers that a matter of public interest has arisen that needs to be discussed directly with the *head of agency*. Accordingly, there are very limited circumstances where the Ombudsman would directly contact the Bishop in relation to a notification.
- 10.2 The Ombudsman directs any requests for information from a sector in relation to systems for preventing and responding to reportable conduct to the relevant SH or their delegate, and where there is a separate CPO for the sector it is addressed to the “attention” of the CPO for the sector.
- 10.3 Where the request regarding systems is in relation to the Diocese and not a particular sector the request is directed to the CPD or CPA.

11. Dealing with **allegations against key people** involved in implementing the CHARTER

- 11.1 The Diocese needs to defer from usual internal processes to appropriately handle an allegation made against or involving either the *head of agency* or another person who is usually involved in the standard deliberation process in the Diocese. This is due to both the potential for conflict of interest as well as the need for confidentiality so that the person involved is not made aware of the allegation for a stage of the investigation. Depending on the circumstances it may be appropriate to consider other avenues of investigation (eg, *Towards Healing*, direct investigation by the NSW Ombudsman) or possibly another skilled person in the Diocese to manage the process internally in a manner that would not immediately signify that the allegation is against the key person who is implicated.
- 11.2 If an allegation or child protection concern arises that is against the Bishop of Wollongong, the process to be followed is prescribed in *Towards Healing*
Appendix 1 – 35.3.2 [Footnote 1]
If a complaint of abuse is made against a bishop, the Church authority for a suffragan, auxiliary or retired bishop shall be the Metropolitan; for the Metropolitan himself it shall be the suffragan bishop senior by promotion.
- 11.3 In the case of a reportable allegation against the Bishop of Wollongong, the *head of agency* obligation to notify the Ombudsman is carried out by the Office of the Bishop in conjunction with the prescribed *Towards Healing* process.
- 11.4 If a reportable allegation or child protection concern arises that is against other key personnel of the Diocese who would normally assist the Bishop as *head of agency* (CPD or SH or CPA or CPO) the Bishop will be advised directly as a matter of urgency. Depending on the circumstances, the Bishop may seek external advice and/or call upon another sector in the Diocese to carry out the relevant steps for the Bishop to ensure compliance with the Act.

12. Forums and access to information re child protection and compliance matters

- 12.1 Where there are sector-specific forums, persons from within the specific sector in the Diocese would be represented.
- 12.2 In so far as the forums may be available to all sectors, then each sector would as far as possible and practicable be represented in the forum.
- 12.3 The CPA also helps ensure coverage of relevant child protection forums where it is appropriate that the Diocese has a level of participation. The CPA would pass on as appropriate to each sector any relevant information or recommendations for operations. The Bishop would also be informed as appropriate.

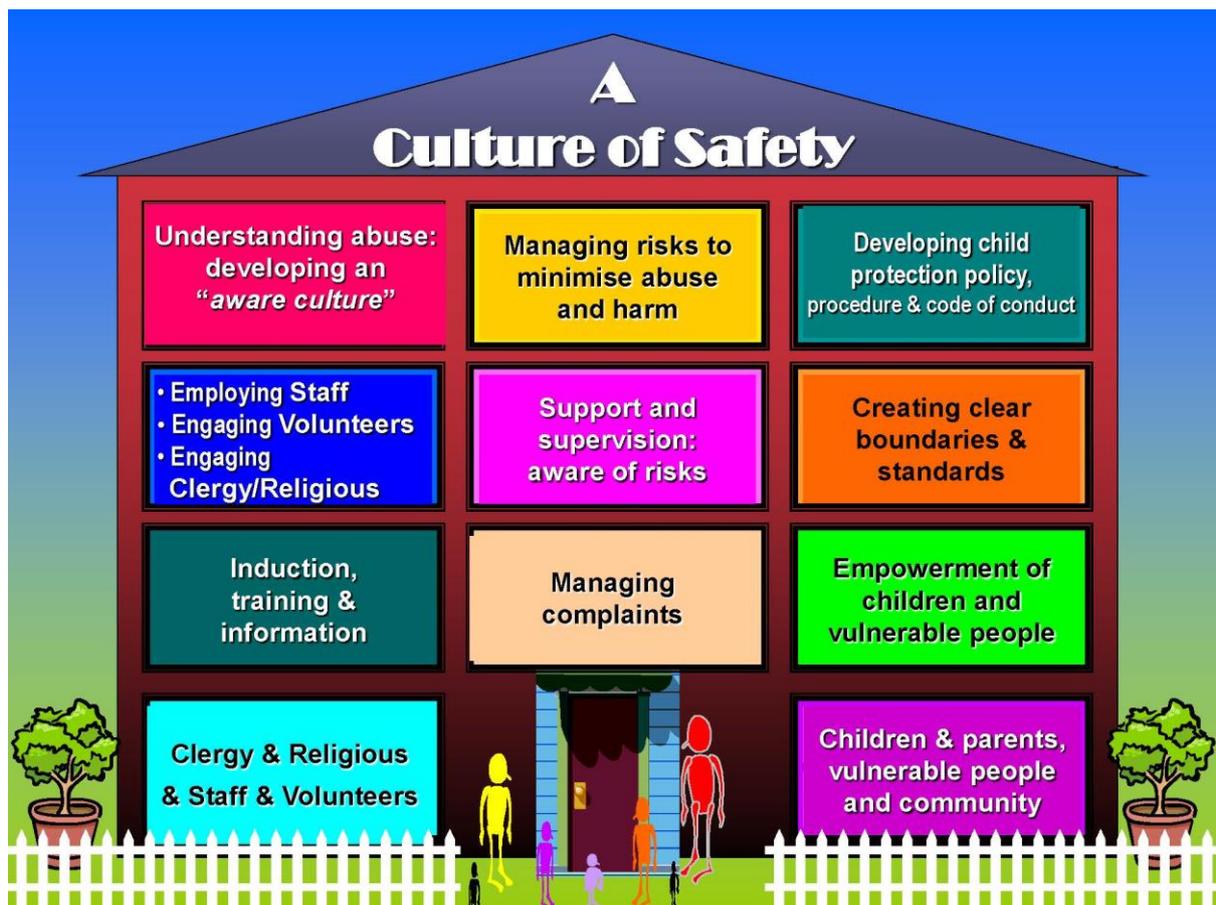
13. The Bishop as *head of agency* has extensive capacity to seek **advice** as he requires and this is generally through the CPD, *PSCPT*, SHs and CPA. There are times when it is critical that the Bishop have access to undiluted advice on a particular matter and he will speak directly with the people handling the matter. No matter how diligent the group may be there may be times when it is appropriate that the Bishop seek further advice. Such advice should be independent, expert and objective on matters before them.

I. BUILDING A SAFE AND SUPPORTIVE ENVIRONMENT

1. The *head of agency* obligations under the Act include setting up systems for providing a safe environment for children who are in the care of *designated agencies* in the Diocese. These systems will impact on a number of different aspects of operations in the Diocese.
2. The model (refer below and following page) is a framework to show how the different aspects together relate to creating a safe organisation. The model is used to target areas that require further development. Also, the Diocese seeks to make continual improvement in all aspect of the framework, which involves high levels of cooperation across the sectors in the Diocese.

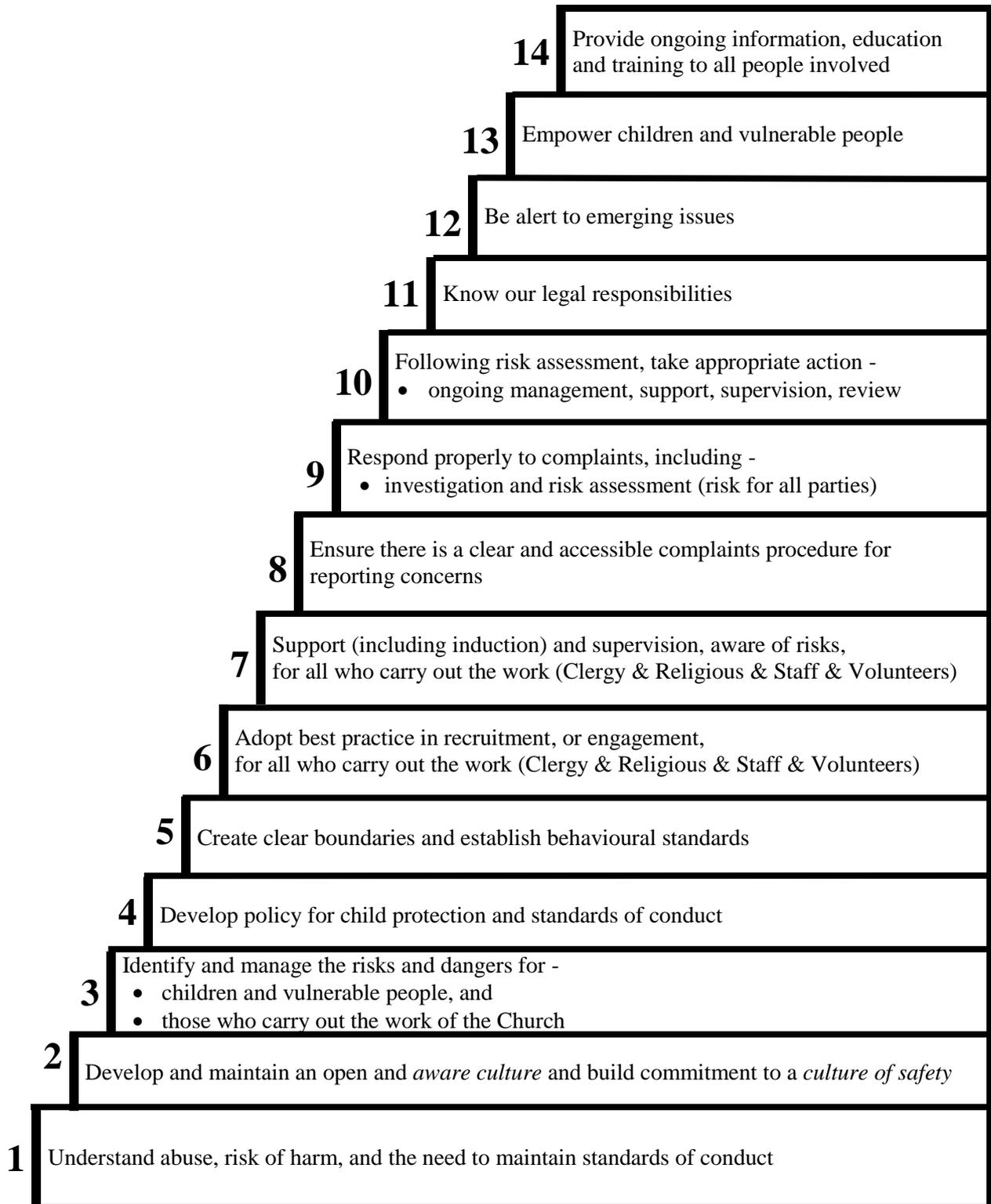
[Refer to framework below and steps over page]

Building a Safe and Supportive Environment to carry out the Mission of the Catholic Church in the Diocese of Wollongong



Built on consideration of the resource prepared by *Child Wise - Choose With Care: Building child safe organisations*

Taking STEPS to build a *culture of safety* and establish A safe and supportive environment



Built on consideration of the resource prepared by *Child Wise - Choose With Care: Building child safe organisations*

J. CODE OF CONDUCT

1. [Integrity in Ministry](#) - A Document of Principles and Standards for Catholic Clergy & Religious in Australia (April 2010)

Integrity in Ministry is a code of conduct document for clergy and religious engaged in Ministry on behalf of the Catholic Church in Australia. It provides guidance and a set of principles and behavioural standards to ensure that professionals themselves preserve their own dignity and respect the human dignity of all to whom they relate in the exercise of their profession.

2. [Integrity in the Service of the Church](#) - A Resource Document of Principles and Standards for Lay Workers in the Catholic Church in Australia (February 2013)

The key purpose of the resource document - *Integrity in the Service of the Church* - is to allow bodies of Church Workers to use the principles and behavioural standards in the resource to assist in devising guidelines or processes appropriate to their particular work in the Church.

3. [Maintaining Right Relationships: Working in Catholic Schools in the Diocese of Wollongong](#) (September 2003, reprinted January 2016)

Based on *Integrity in Ministry* – this Catholic Education Diocese of Wollongong overarching policy statement of principles and guidelines particularly relates to working with children and young people in Catholic schools. *Maintaining Right Relationships* is a key part of the framework for school leaders, students, staff, parents and the wider community to develop a safe and supportive environment.

4. [Code of Conduct in the Protection of Children and Young People](#) (2015) – issued by Catholic Education Diocese of Wollongong

This *Code of Conduct* is based on a document developed collaboratively across 11 dioceses in NSW for Catholic Systemic Schools. Catholic Education Diocese of Wollongong adopted the state-wide framework document and adapted it to suit local circumstances, and issued this to all Catholic Systemic Schools in the Diocese of Wollongong. It is publicly available, published on the Catholic Education Diocese of Wollongong website.

5. [Code of Ethics and Conduct](#) (2016) – issued by CatholicCare, Diocese of Wollongong

This *Code of Ethics and Conduct* provides a set of principles, values and standards that underpin and guide practices in carrying out the Mission of CatholicCare in the Diocese of Wollongong. This covers CatholicCare Advisory Council members, employees, foster carers and volunteers. It is publicly available, published on the CatholicCare website.

6. In addition to these documents there are a range of policies and practice guidelines in relation to right conduct in particular situations. There is a move to publish more of these on the [Diocese website](#), as well as on the websites of the various agencies and institutions.

K. AUTHORISATION OF THE CHARTER

Child Protection *Head of Agency* Diocese of Wollongong CHARTER

Bishop Peter Ingham, Bishop of Wollongong, authorised the CHARTER to take effect from 1 July 2005.

The CHARTER is to be an instrument that facilitates the sincere commitment of the Diocese and sets in place systems for child protection and compliance with the requirements of the Act.

The Bishop may make minor amendments to the wording of the CHARTER as circumstances change and as may be necessary to ensure compliance with the requirements of the Act.

As a part of the annual review and planning process, the CHARTER will be reconsidered and this may give rise to further development of the CHARTER.

Whilst at this point in time it is not foreseen that the CHARTER will be radically changed, it is planned that the CHARTER will be comprehensively reconsidered during 2016/2017.

APPENDIX 1. DEALING WITH COMPLAINTS AND ALLEGATIONS INVOLVING CLERGY, RELIGIOUS, CHURCH PERSONNEL, CONTRACTORS, TRAINEES & VOLUNTEERS

When information is received about a cleric, religious, Church personnel, employee or contractor or volunteer involving –

- (i) complaints of abuse of a child or an adult, or
- (ii) allegations of ‘reportable conduct’* and reportable convictions, or
- (iii) allegations of acts of violence committed in the course of employment and in the presence of a child,

- then agency procedure is followed for reporting to *head of agency* for the Diocese.

Head of agency determines -

- Was the person who is the subject of the allegation a ‘current employee’** of a designated agency, under the *Ombudsman Act 1974*, at the time the allegation was received?
- Was the alleged victim a child under 18 years when the incident allegedly occurred?
- What was the nature of the alleged incident of abuse or misconduct?

Upon careful consideration of the particulars of each matter, the reporting obligations of *head of agency* and the requirements to investigate are determined. There are various bodies and institutions that may need to be involved.

NSW/ACT Professional Standards Office (PSO)

What: Complaints of abuse – sexual, physical, emotional
 Who: Clergy, Religious and Church Personnel
 Reference: [Towards Healing](#)

Catholic Diocese of Wollongong

What: Allegations of ‘reportable conduct’* or a reportable conviction
 Who: ‘Current Employees’**
 Reference: **Child Protection *Head of Agency* CHARTER**

NSW Office of the Ombudsman

What: **Allegations** of ‘reportable conduct’* or convictions
 Who: ‘Current Employees’**
 Reference: [Employment-related child protection](#) website + guidelines
 Also, relevant [Fact Sheets](#) and Practice Updates

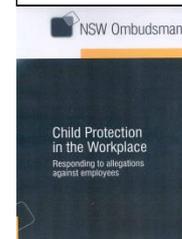
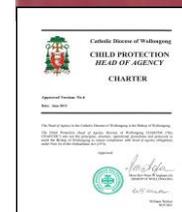
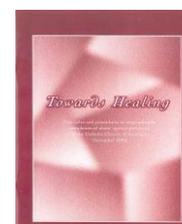
[Refer to *Appendix 2* for details regarding ‘reportable conduct’* and ‘current employee’**]

NSW Office of the Children’s Guardian (OoCG)

What: **Sustained findings** of certain misconduct involving children (ie, sexual misconduct and serious physical assault)
 Who: Child-related workers/roles: Clergy, Church personnel, employees, contractors, volunteers
 Reference: Working With Children Check *website* [Fact sheets and resources](#)

Vatican ~ Congregation for the Doctrine of the Faith (CDF)

What: **Credible accusations** of sexual abuse of minors under 18 years by clerics
 [NB: A person who habitually lacks the use of reason is considered equivalent to a minor]; also, pornography involving minors under 14 years, for sexual gratification
 Who: Clergy
 Reference: [Code of Canon Law](#) [1983], canons 1717 – 1719, and [Sacramentorum Sanctitatis Tutela](#), Apostolic Letter of Pope John Paul II [2001] and [amended](#) by Pope Benedict XVI [2010].
 The Diocese is careful not to submit any case to the Congregation for the Doctrine of the Faith (CDF) until all civil and/or criminal proceedings are concluded.



APPENDIX 2. DEFINING TERMS FOR MATTERS REPORTED TO OMBUDSMAN REPORTABLE CONDUCT [-EXEMPTIONS], REPORTABLE ALLEGATION, CURRENT EMPLOYEE

* **Reportable Conduct** includes:

- sexual offences** and **sexual misconduct** ~ includes crossing professional boundaries, grooming behaviour, sexually explicit comments /overtly sexual behaviour involving a child
- physical assault** ~ intentionally (or recklessly) inflicting unjustifiable physical force against a child (including causing a child to reasonably fear such harm); it is important to consider the context of the act and any associated aggravating circumstances
- psychologically harmful behaviour** ~ conduct that is obviously or very clearly unreasonable and results in significant emotional harm or trauma to a child
- neglect** ~ intentional or reckless failure by a worker/carer causing actual or potential significant harm to a child
- ill treatment** ~ unreasonable and seriously inappropriate, improper, inhumane or cruel treatment of a child

Exemptions - *Reportable conduct* **does not extend to:**

- a) **conduct that is reasonable** for the discipline, management or care of children, having regard to the characteristics of the children and to relevant codes of conduct or professional standards
- b) **physical force that, in all the circumstances, is trivial or negligible** but only if the matter is to be investigated and the result of the investigation recorded under workplace employment procedures
- c) **conduct of a class or kind** exempted by the Ombudsman

'Reportable allegation' is either

- i) an allegation of reportable conduct, OR
- ii) an allegation of misconduct that may involve reportable conduct

** **Current Employee:**

- Includes clergy, religious, paid staff, contractors, trainees, volunteers
- Employed at the time that the allegation is received -
 - as a current employee of a *designated agency* of the Diocese (including: schools administered by Catholic Education Diocese of Wollongong; CatholicCare or any other agency providing substitute residential care for children; any out-of-school-hours care [OOSH]; any child care centre), OR
 - as a person engaged to provide services to children, including volunteers, contractors, clergy/religious who provide pastoral or liturgical services for a *designated agency*, such as schools/Catholic Education Wollongong, CatholicCare, OOSH or child care centres
- **Head of agency must be informed of any reportable allegation** (or reportable conviction) against a current employee.
- **Head of agency must notify Ombudsman** of any reportable allegation or conviction.
 - The allegation of reportable conduct must be notified, regardless of:
 - whether or not the child has been harmed
 - whether or not the alleged behaviour is thought to have occurred
 - whether or not it occurred at work
 - whether or not the person was an employee when it occurred, and no matter how long ago
- **Head of agency ensures** proper investigation and appropriate action is taken. Investigations are to be commensurate with the seriousness of the matter.
- **The Ombudsman** monitors to ensure the allegation is dealt with appropriately.

**APPENDIX 3. ACTION PLAN WHERE SERIOUS ALLEGATIONS MAY INVOLVE
OTHER SECTORS**

APPENDIX 4.1 FRAMEWORK FOR ANNUAL REVIEW & PLANNING OF GOALS

EXAMPLE

*Look at future directions and ongoing planning.
Consider the goals that underpin the functions and operational practice of the CHARTER.*

Legislative Compliance Goals ...

- Key performance areas:

- i. the systems for preventing reportable conduct
- ii. the systems to respond to reportable allegations and convictions

GOAL	PERFORMANCE MEASURE	IMPROVEMENT AREAS	BASELINE PERFORMANCE	TARGETS
i. ◆ ...	Required Measures [REDACTED]	Priorities		
	Additional Measures [REDACTED]			
ii. ◆	Required Measures			
	Additional Measures			

Sample of possible other types of goals for improvement:

- Goals for development of the CHARTER
- Prevention Goals ...
 - Refer to Safe and Supportive Environment (ie, house and step framework)
- Environment Goals ...
- Management Goals ...
 - Assessment of leadership in these areas
 - Are there management deficits?
- Research and Development Goals ...
 - Statistical analysis
 - Training needs
- Resources Goals ...

APPENDIX 4.2 FRAMEWORK FOR ANNUAL PLANNING OF PRIORITIES

EXAMPLE

From the annual review and planning procedure, document the process for working on the identified priority area/s of improvement.

Priority

(i.e. the area of performance identified for improvement)

Current Performance

Intended Outcomes

Performance Measures

Targets

Initial Implementation Strategies