



City of Sydney

Follow-up Review of YMCA - Child Protection Processes

October 2015

Distribution

Party	Title
Garry Harding	Director City Operations
Andrew Methven	Manager Risk and Assurance
Hannah Reid	A/Senior Solicitor
Joel Johnson	Manager City Greening and Leisure
Collette Holland	Aquatic and Leisure Services Manager
David Burns	Contract Manager Aquatic and Leisure Services
Petra Koziollek	Internal Audit Manager
Sean Pascoe	BDO, Partner Risk Advisory
Steve Kent	BDO, Principal Risk Advisory
Bronwynn Nosworthy	BDO, Senior Internal Auditor Risk Advisory

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Inherent Limitations

The Services provided by BDO are advisory in nature and do not constitute an assurance engagement in accordance with Australian Standards on Review or Assurance Engagements or any form of audit under Australian Auditing Standards, and consequently no opinions or conclusions intended to convey assurance under these standards are expressed.

Because of the inherent limitations of any internal control structure, it is possible that errors or irregularities may occur and not be detected. The matters raised in this report are only those which came to our attention during the course of performing our procedures and are not necessarily a comprehensive statement of all the weaknesses that exist or improvements that might be made.

Our work is performed on a sample basis; we cannot, in practice, examine every activity and procedure, nor can we be a substitute for management's responsibility to maintain adequate controls over all levels of operations and their responsibility to prevent and detect irregularities, including fraud.

Any projection of the evaluation of the control procedures to future periods is subject to the risk that the systems may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.

Recommendations and suggestions for improvement should be assessed by management for their full commercial impact before they are implemented.

We believe that the statements made in this report are accurate, but no warranty of completeness, accuracy, or reliability is given in relation to the statements and representations made by, and the information and documentation provided by **City of Sydney** personnel. We have not attempted to verify these sources independently unless otherwise noted within the report.

Limitation of Use

This report is intended solely for the information and internal use of **City of Sydney** in accordance with our letter of engagement of March 2015 and contract signed January 2012, and is not intended to be and should not be used by any other person or entity. No other person or entity is entitled to rely, in any manner, or for any purpose, on this report. We do not accept or assume responsibility to anyone other than City of Sydney for our work, for this report, or for any reliance, which may be placed on this report by any party other than **City of Sydney**.

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Executive summary

1 Executive summary

As part of the City of Sydney's (the City) 2014/2015 Internal Audit Plan, BDO undertook a follow-up engagement on the findings identified in the previous Young Men's Christian Association (NSW) [hereafter "YMCA"] on the agreed-upon procedures review report dated May 2014. Additional scoping elements to those undertaken in the initial review have been included. This follow-up, as per the original review, was performed in accordance with the Australian Standard on Related Services ASRS 4400 *Agreed-Upon Procedures Engagements to Report Factual Findings*. As a factual findings report, findings have been documented and no recommendations made.

The City currently outsources the management of its aquatic and leisure facilities to various service providers. The model used is a management agreement, whereby the City appoints an agent to manage these facilities on its behalf. The YMCA currently manages the City's two largest facilities, the Ian Thorpe Aquatic Centre and the Cook + Phillip Park Aquatic and Fitness Centre (Cook + Phillip). These two facilities have over 1.2 million visits per year and run numerous programs including large swim schools.

In 2014 on behalf of the City's Internal Audit function, BDO conducted a special review of the processes and controls in place at YMCA NSW as they applied to child protection procedures, including the legislated 'Working with Children Check' (WWCC). The May 2014 review was conducted in response to the recent NSW Royal Commission Report Enquiry into Institutional Responses to Child Sexual Abuse in Sydney, and in particular, to the Public Inquiry into the Response of the YMCA NSW that was held in October and November 2013. The findings from that review are set out in Appendix C of this report. As a result of the internal audit findings, the YMCA commissioned Deloitte Australia to perform a cultural survey. This survey was completed in June 2015 and the results have been provided to the City for review.

The contract between the YMCA and the City that commenced on 1 February 2012 was amended in September 2014, as a result of a number of matters including the 2014 internal audit findings. This amendment provided additional conditions to be met by the YMCA. Specifically, the two clauses relevant to the current internal audit review are Clause 9.6 and Clause 11.9:

- Clause 9.6 states that BDO will perform an internal audit assessing the YMCA's progress in addressing the findings of the 2014 review, the implementation of proposed changes to training programs and the culture of the YMCA. The nature of this review, the terms of reference, and agreed-upon procedures address the requirements of this clause.
- Clause 11.9 requires the YMCA submit to the City for approval, a high quality staff induction booklet that is required to be supported by a detailed annual training and development program for employees. This clause sets out, at a minimum, specific inclusions in this booklet and requires that the YMCA demonstrates to the City that all elements of the induction and training program are being reviewed, updated as required and implemented on an ongoing basis.

This document is a report of factual findings of the YMCA's compliance to its contractual obligations to the City, as they relate to the requirements of working with children. The review included examining the YMCA's policies and procedures, undertaking detailed testing on a sample of 50 employee files and holding discussions with YMCA employees at the City's two leisure centres. Testing of employee files was conducted at each centre. Internal Audit also attended the YMCA NSW Head Office in Parramatta to discuss the functionality of the MACY HR system and other related issues in general. Discussions were also held with senior human resource staff to identify any changes that had arisen at the YMCA following the Royal Commission and the legislative changes relating to the protection of children.

An overview of all the findings from this review can be found in Section 1.3, details of the agreed-upon procedures undertaken in Section 2 and detailed factual findings in Section 3.

Executive summary

1.1 Background

The City requires ongoing assurance that the YMCA's processes are adequately robust to ensure the YMCA complies with the necessary child protection legislation. This follow-up review forms part of the City's ongoing assurance processes.

1.2 Approach

Our approach to the 2015 review included:

- i. Holding an initial scoping meeting with key City stakeholders.
- ii. Preparing an initial Terms of Reference document outlining a proposed internal audit scope based on preliminary discussions with management.
- iii. Requesting and reviewing key documentation from YMCA relating to findings identified in the previous internal audit review.
- iv. Conducting interviews with relevant City employees involved in the management of the YMCA contract (refer **Appendix A**).
- v. Conducting interviews of a sample of relevant YMCA employees regarding the findings identified in the previous review (Refer **Appendix A**).
- vi. Based on the results of the preceding steps, developing a detailed test program.
- vii. Examining the Handbook prepared by the YMCA for coverage of agreed matters.
- viii. Undertaking and documenting the results from the detailed test program (Refer **Appendices B, C, D and E**).
- ix. Conducting a meeting with the relevant Director and Managers following completion of the fieldwork to discuss the results of our factual findings.
- x. Preparing a report of factual findings.

Executive summary

1.3 Key factual findings

A summary of the key factual findings from this review is set out below:

Commencing, maintaining and monitoring of the Working With Children Check (WWCC)

1. All YMCA employees working at the two centres reviewed have a current and valid WWCC and National Police Check clearance. New employees are required to hold a current and valid WWCC at the time of the submission of their application for employment at the YMCA. The onus of obtaining the WWCC now rests with the individual, rather than the employer. All new employees must have a current and valid WWCC at the time of commencement of employment and prior to the individual staff member being rostered on duty.
2. The YMCA has a comprehensive suite of policies and procedures which provide direction and guidance to all YMCA staff on child protection issues and reflect current WWCC legislative requirements.
3. The YMCA has implemented a process through the MACY system which enables constant monitoring and reporting by the YMCA to determine if all staff have a valid and current WWCC at all times during their employment. If an employee's WWCC expires, the employee is suspended until a new WWCC clearance is obtained.
4. Induction now includes three distinction components: Day one covers completion of a site induction checklist and the CoS induction, at three months there is a probation check-in at which time a mini probation assessment is conducted; lastly at six months there is a full probation check and sign off with various forms completed. This includes e-learning tasks which are tracked and monitored in MACY.
5. The YMCA files reviewed by Audit contained complete sets of employment records for each employee, from initial employment, including WWCC validation documentation, induction training, subsequent ongoing training documentation and renewal of relevant qualifications for their particular positions.
6. Audit's review of the process and recordkeeping over incident management noted a disconnect between what was advised on site has occurred (at a leisure centre or by a member of staff off site) and that what has been recorded in the YMCA's Incident Management System. Audit has been advised that some incidents have arisen from written complaints direct to the YMCA, which due to their nature, were included in the YMCA's corporately held Excel spreadsheet for child-related matters. The Incident Management System is being replaced with Risk Wizard, an integrated management complaint system which will enable better reporting through identification of trends and use of digital technology by all operations staff.

Culture

7. The limited cultural survey conducted by Internal Audit as part of this review indicated that most employees are of the opinion that there is a very positive, open, and supportive, yet professional cultural environment existing in the two YMCA centres visited. Employees interviewed, indicated the work environment had improved over the preceding six months. Detailed findings of this survey are presented in **Appendices D and E**.

Training

8. The YMCA has a centralised management system, MACY which includes monitoring processes to oversee staff attendance levels for induction and ongoing training. The YMCA has appointed a new HR staff member (the Metro-Compliance Co-ordinator) who is responsible for this monitoring on the MACY system, for both the Cook + Phillip and Ian Thorpe Aquatic Centres. The system is also monitored in YMCA's Head Office by the Child Protection Unit and the HR Unit, in addition to local management at the centres.

Executive summary

9. Employees receive regular and structured training on completion of online system modules in the MACY system and through face to face training at centres. Contents include all aspects of the YMCA including child protection, code of conduct, incident reporting and safe behaviours. Records are maintained of the on-site training that is conducted. The training does not include contract related aspects.

Contract meetings

10. Arising from the findings in the 2014 audit, various meetings between City of Sydney and YMCA staff were held to determine and agree on the way forward. This included :
- a. Quarterly meetings between the Director City Operations and the YMCA's Chief Executive Officer;
 - b. A relationship workshop in April 2015 with various representatives from the YMCA and the City of Sydney; and
 - c. Ongoing contract management meetings to clarify, document and obtain agreeance on and then monitor delivery of the City's contractual expectations.

YMCA Handbook

11. One of the requirements of the contract variation was the production of a high quality YMCA staff booklet entitled '**YMCA Safeguarding Children and Young People - Our Movements' Child Protection Policy**'. Examination of the Handbook (three draft and the final version) while having due consideration of clause 11.9 of the revised contract, Audit noted substantial provision of text by the City of Sydney. Furthermore:
- a. The Handbook is dissimilar in form and substance to other professional documents representing the City as a publication for internal or external use. For example the usability, visual layout and font usage are dissimilar to meeting the City's baseline document standards. Audit's examination revealed a number of format issues:
 - i. no page numbers to complement the contents page or section numbering in the Handbook (this makes it difficult to navigate);
 - ii. the placement of the City's tagline (Green, Global Connected) and summary could be type set rather than included as a pasted object;
 - iii. typographical and punctuation errors; and
 - iv. inconsistent margin alignment throughout document.
 - b. Not all agreed aspects of section 11.9 were included in the Handbook:
 - i. Our examination noted the following were included:
 - strategic priorities for the contract, however detailed objectives are not listed;
 - the City's values (other than reading the values, there is no mention of the oral overview on the City provided by the YMCA or City staff to new staff at their induction); and
 - key City contacts (the phone number and email details for the two names listed were not provided).

Executive summary

ii. The following requirements of section 11.9 were not included either directly or indirectly in the version examined by Audit, these are:

- ('c') Operational policies and role of the City;
- Clarity on the approach for ongoing training for YMCA staff who manage the contract with the City;

12. The final version contains reference to regular ongoing training and a development program; staff are directed to the MACY system and regular on-site training. These actions are designed to assist staff to obtain and maintain an appropriate level of awareness of child protection, code of conduct, safe behaviours and incident management and reporting.

The review did not examine what induction documents are used for YMCA staff which do not work at a City of Sydney centre.

The above factual findings are described in further detail in Section 3, "Detailed factual findings", with specific procedures performed and factual findings identified at both centres presented in **Appendices B and C**.

1.4 Acknowledgment

We wish to place on record our appreciation of the assistance and cooperation received from the management and staff of the City of Sydney and YMCA staff during the course of this engagement.

1.5 Report clearance

The contents of this report have been discussed and cleared with the Director City Operations, Manager City Greening and Leisure and the Aquatic and Leisure Services Manager.

1.6 Overall engagement rating

As this is an agreed upon procedures review, no rating scale has been used.

Sean Pascoe

Partner

BDO, Risk Advisory Services

November 2015

Agreed-upon procedures

2 Agreed-upon procedures

In order to meet the scoping elements outlined in Section 1.1, the following agreed upon procedures were undertaken for this follow-up review:

1. Reviewed all relevant correspondence provided between City management and YMCA management relating to the impact of the May 2014 review and the 2015 cultural survey conducted by Deloitte Australia;
2. Reviewed the current controls followed by YMCA which ensure that all current employees hold a valid WWCC;
3. Reviewed the current processes and controls in place that ensure a person commencing employment has been screened as part of the YMCA recruitment process, has had references checked and holds appropriate professional qualifications, a current and valid WWCC and a current and valid National Police Check (NPC);
4. Reperformed the May 2014 detailed internal audit program to test a sample of current YMCA employees in respect of the requirements for holding a current and valid WWCC, a current and valid National Police Check, recruitment, induction training, ongoing training, child protection training, HR employee documentation, recordkeeping and staff qualifications.
5. Reperformed some aspects of the validation checks performed by the City's contract manager;
6. Reviewed a sample of employees to check employee qualifications and training are current and up to date, and documented how these are monitored and updated;
7. Reviewed the process by which YMCA raises the awareness of employees relating to child protection, its code of conduct and related procedures;
8. Reviewed the processes and procedures relating to the use of the Incident Register and reporting any incidents to management at both of the YMCA centres visited;
9. Reviewed current YMCA policies and procedures to determine if they include reference to child protection, are up to date and endorsed by YMCA management;
10. Identified any improvements and changes in cultural aspects within the YMCA operations, including staff induction, training, management and administration at the centres and the dissemination of information from senior management to frontline staff since the 2014 review;
11. Reviewed the staff induction booklet (required under Clause 11.9 of the current contract) provided to all new employees. Determine if this document is supported by detailed ongoing training and a development program at the time of commencement of employment and prior to the individual staff member being rostered on duty; and
12. Performed a limited cultural survey by interviewing a randomly selected group of employees at each location on one day. This survey included coverage of employee 'feelings' about the organisation, policies and procedural awareness, child protection, two high level scenarios about what actions the employee would take in becoming aware of suspicious behaviour of individuals towards a child, young person or vulnerable adult and opinions about current management, leadership and communication in the YMCA.

Detailed factual findings

3 Detailed factual findings

3.1 YMCA Policies and procedures

Procedures Performed (Refer to Agreed-upon Procedures Nos 1, 2, 3, 4, 5, 9 and 10)

- A review of the YMCA's existing policies and procedures that directly relate to child protection legislative requirements, recruitment, training and induction, and records management was conducted.
- YMCA's policies and procedures were reviewed to determine if these are periodically reviewed and updated, reflecting the relevant legislative and other requirements.

Factual Findings

1. Copies of relevant current policies and procedures were supplied by YMCA staff on location at both centres for examination. These current policies and procedures have document control and are recorded as final version, monitored and updated annually. It was found that all the policies and procedures examined, with the exception of one procedure (noted in the following list) had been signed and endorsed by the YMCA Board. The following policies and procedures were reviewed:
 - I. YMCA Safeguarding Children and Young People - Our Movement's Child Protection Policy November 2014
 - II. YMCA NSW Safeguarding Children, Young People and Vulnerable Adults Policy V1 June 2015
 - III. Responding to Child Protection Allegations Involving YMCA - NSW Staff Procedure V2 June 2015
 - IV. Reporting Child Protection Concerns Policy V1 June 2015
 - V. Mandatory Reporting Procedure V1 June 2015
 - VI. Whistle Blower Policy March 2015
 - VII. Whistle Blower Procedure March 2015
 - VIII. Safe Behaviours Policy V1 June 2015
 - IX. Definitions and Risk Indicators of Abuse and Neglect V1 April 2015
 - X. Incident Management & Crisis Response Flowchart V1.1 June 2015
 - XI. Standards of Conduct V3 April 2015
 - XII. Recruitment through a 'Child Safe lens' May 2015
 - XIII. Recruitment and Selection Policy V2 April 2015
 - XIV. Recruitment and Selection Procedure (undated/ unsigned/approved as per the document control)
 - XV. 'Getting Started at the Y'- Employee Handbook March 2015
 - XVI. Induction Procedure February 2015 includes Induction Process Flowchart March 2015

Detailed factual findings

Factual Findings
<p>2. It was found that YMCA's current suite of relevant policies and procedures reflect the current requirements of the WWCC legislation. YMCA has formalised a separate document that provides 'Definitions and Risk Indicators of Abuse and Neglect' as noted above in the listing of policies and procedures. For each policy, definitions of terms referred to in the individual policies are presented. In addition in each policy and procedure reviewed, YMCA's commitment to child protection and safeguarding children, young people and vulnerable adults is clearly and consistently articulated.</p>
<p>3. Each policy and procedure reviewed had a 'document control' section at the front of the document. The information recorded identified the policy owner, policy approval, and the effective date of the document, the review date and related procedures. It was found that all these documents had been endorsed by the Chief Executive Officer of the YMCA NSW.</p>

3.2 Processes in place for conducting and monitoring WWCC

Procedures Performed (Refer to Agreed-upon Procedures Nos 1, 2, 3, 4, 5 and 10)

- A review of YMCA processes and controls was conducted to ensure that all current YMCA employees have a valid WWCC. YMCA's WWCC processes and tracking, and relevant policies and procedures were examined.
- A review of existing YMCA processes and controls in place to prevent the commencement of employment prior to receiving WWCC clearance was conducted. YMCA's MACY Application Process, Recruitment and Selection Policy, related procedures, and supporting Reference Check Template were examined.
- A sample of 50 employees files were examined to determine if YMCA procedures and policies associated with WWCC had been followed at the two YMCA centres. Based on examination of the contents of these files, our findings are outlined below. Further details of our testing and findings are presented in **Appendices B and C** of this report.

Factual Findings
<p>1. We discussed the relevant processes and examined records to ensure that all employees have a current and valid WWCC under the new WWCC legislation on file. It was found that all employees at both centres hold a valid and current WWCC and a valid and current National Police Check (NPC). It was also found that all existing employees who commenced employment with the YMCA had obtained new WWCC before the Office of Children's Guardian deadline of 31 December 2014. We also were informed that it is now a prerequisite for all new employees to have WWCC clearance at the time of submitting an employment application to the YMCA. Employment applications are submitted online through the MACY system. Under the new WWCC system, the onus is on the potential employee to apply and obtain WWCC clearance prior to employment, rather than the application and clearance process resting with the employer, as previously was the procedure.</p>
<p>2. In relation to employees who did not have a valid and current WWCC and NPC prior to commencing work, all current employees whether they work directly with children or not, now have a valid and current WWCC and NPC.</p>

Detailed factual findings

Factual Findings
<p>3. All new employment applications are submitted online using the MACY system. Employment screening is conducted through the MACY system which has inbuilt 'red flags' and other indicators of risk areas that are used to intervene where there are possible 'unsuitable' applicants identified through the examination of employment applications.</p>
<p>4. The MACY online system is also used as a tool to monitor all employee qualifications, the currency status of WWCCs, the completion of pre-commencement training, induction training and ongoing training modules completed by employees. The MACY system is further used as a reporting tool for providing relevant information to management.</p>

3.3 Recruitment and training

Procedures Performed (Refer to Agreed-upon Procedures Nos 1, 2, 4, 5, 6, 7, 9 and 10)

- A review of YMCA's relevant processes and controls was conducted to determine if all current YMCA employees have a valid WWCC at the time of submitting an application through the MACY system.
- A review of YMCA's existing relevant processes and controls in place to prevent the commencement of employment prior to receiving WWCC clearance was conducted. YMCA's Recruitment and Selection Policy, Reference Check Template, MACY's Application Process, MACY's online training system records were examined for each employee in the sample tested as part of this process.
- A review of the processes, procedures and records maintained through the MACY system associated with recruitment of new staff, staff qualifications and training undertaken was conducted.
- The MACY system was examined to determine if all current employees are listed and records are maintained of staff qualifications and training.
- A review of the processes and documentation maintained that provide evidence as to how the YMCA raises and maintains staff awareness of child protection issues was conducted.
- A sample of 50 employee files from all staff at Cook + Phillip Park Aquatic and Fitness Centre and Ian Thorpe Aquatic Centre was reviewed as part of the above procedures. Based on the examination of the contents of these files, our findings are outlined below. Further details of our testing and findings are presented in **Appendices B and C** of this report.

Factual Findings
<p>1. The MACY system was launched across the YMCA NSW on 10 February 2014. MACY is a system that incorporates the HR functions of recruitment, employment screening, staff qualifications and staff training and ensures that all HR functions are centralised.</p>
<p>2. We reviewed 38 employee files relating to new employees who commenced employment since the 2014 review. It was found there was evidence of interview notes and that each new candidate had been screened, at least two referees had been contacted, and these references had been obtained prior to appointment. All of these relevant records are retained electronically on the MACY system. It was also noted all of the employee files examined contained copies of resumes/CVs documenting previous work experience and referees. All employees at both centres had completed the requirement to complete and sign off an on-site induction checklist and code of conduct. All other pre-</p>

Detailed factual findings

Factual Findings	
	commencement training modules and induction training modules, including child protection modules are completed online through the MACY system.
3.	There was evidence of reference checks being completed for all new candidates prior to commencing employment.
4.	It was found that for the 38 new employees tested they had all completed the Induction Training core modules under the MACY system before being rostered on duty. All older employees were also required to complete all induction modules on the MACY system by a specific deadline. It was also found that all new employee files contained a record of on-site training completion as represented in the completed Induction Checklists retained on file. The YMCA uses an Induction Checklist, which records policy review, security aspects, and other operational information. The MACY system induction training includes modules on both the Child Protection Policy and the Code of Conduct.
5.	Records of on-site training are retained at the aquatic centres. At Cook + Phillip Park Aquatic and Fitness Centre, employee training is delivered to front-line staff on an individual basis by the relevant Coordinator and is also conducted in structured group sessions. Examples of on-site training includes code of conduct, work health and safety, child protection, incident reporting and safety around the use of equipment and facilities. We observed staff attendance is recorded on training attendance sheets, and there was evidence of structured agendas for staff training and a record of minutes documenting areas covered during training are retained. <u>Employee training at both centres includes retaining detailed agendas for all training sessions and issues that have been discussed at these training sessions, together with records of attendance.</u> Minutes are kept on the outcomes of the training sessions. The training sessions are delivered in structured groups and senior staff attend all such training sessions. Toolbox talks are conducted with smaller groups of employees who work in specific operational areas. We were provided with detailed minutes supporting these toolbox talks, minutes included the date held, participants and the areas covered.
6.	At Senior Management Team (SMT) meetings, incident management and child protection and discussions of possible scenarios are always on the meeting agenda. All discussions at these meetings are minuted.
7.	Training at both centres is conducted on a structured and scheduled basis. Employees are required to complete training modules at specific times after commencing employment, such as at three month and six month intervals, and are aware of and have undertaken training in critical operational policies and procedures, including child protection and incident reporting.
8.	The YMCA keeps records of all staff qualifications on the MACY online HR system. This information is accessible on location at the aquatic centres at all times.
9.	It was found that YMCA policies and procedures are communicated to new staff as part of the MACY system induction and ongoing training modules. This information was also confirmed by the Metro-Compliance Co-ordinator.
10.	YMCA has created an 'Incident Management and Crisis Response (IMCR) Quick Reference Card' with both the IMCR Flowchart and IMCR Assessment Matrix attached. This documentation provides guidance to all YMCA employees on-site at any time, as required. These reference cards are posted

Detailed factual findings

Factual Findings	
	in strategic areas at the two centres, including staff working areas, meeting rooms and facilitating quick reference and immediate action, when needed. YMCA contact names and telephone numbers for the Chief Risk Officer, the Risk and Audit Manager and the Manager People and Culture are also recorded in this documentation, also allowing for prompt contact to be made for assistance and help.
11.	We reviewed the MACY online system for completion of induction training and ongoing training records of all employees. It was found all employees had completed the required modules within specific set timeframes and were up-to-date in relation to specific requirements for specific positions held and the duration that individual employees had been employed at the YMCA. For example, new employees had completed either three or six month training modules, depending on the duration of employment.
12.	The MACY online system has pre-commencement conditions that are required to be completed prior to any new employee being rostered for duty. There are 14 components that make up these conditions and at least five of these components are directly on child protection. Specifically, the areas covered are standards of conduct, WHS Policy, YMCA Safeguarding Children, Young People and Vulnerable Adults Policy, Reporting Child Protection Concerns Policy, and Responding to Child Protection Allegations Involving YMCA NSW Employee Procedure.
13.	<p>The MACY system includes other modules which relate to the City's contractual requirements. These include the City of Sydney's Pre-commencement Conditions, such as</p> <ol style="list-style-type: none"> a. ACF Sign off (online eLearning module); b. Disability Awareness Training; Induction Day 1; c. Probation Check in – 3 months; d. Probation Check in - 6 months; e. Child Protection Training (at the time of the review this consisted of two modules); and f. Policy Training - policy reading and policy training components - one of which relates to 'Safe Behaviours'. <p>All employees at both centres had completed the necessary child protection training modules by the required deadlines imposed by management.</p>
14.	There are weekly MACY system releases posted which all YMCA employees are required to access and respond to, as required. There were three separate releases posted at the time of the review and these were specifically on 'Child Protection Reporting', 'Whistle-blower' and a 'Quiz on Internal Communications'.
15.	All staff reviewed in the previous internal audit who had missing applications, resumes, reference checks and contract have since signed a Staff Disclosure Agreement to rectify this situation of non-compliance that was previously reported. It is considered that these employees are now compliant.

3.4 Records management

Procedures Performed (Refer to Agreed-upon Procedures Nos 1, 2, 3, 4, 5, 9, and 10)

Audit reviewed:

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Detailed factual findings

- The YMCA's records management processes and procedures to determine if appropriate documentation was retained on employees files that related to WWCC clearance, recruitment, screening and reference checking, evidence of staff qualifications and training.
- The YMCA's processes and procedures relating to the recording and maintenance of the listings of staff qualifications, and the expiry dates of the minimum qualifications including WWCC.
- From a sample of 50 employee files from Cook + Phillip Park Aquatic and Fitness Centre and Ian Thorpe Aquatic Centre, Internal Audit sought to trace (for each employee file) documentation from the recruitment processes through to employee induction and on-site training. The employee files were supplied by staff at the aquatic centres and were generated from the completed documentation retained online in the MACY system.
- Based on our examination of the contents of the above files, our findings are outlined below. Further details of our testing and findings are presented in **Appendices B and C** of this Report.

Factual Findings

1. Complete documentation is held for each employee on the MACY system. All files examined relating to employees who had been appointed since the last review, contained the following information on record:
 - a. current resumes;
 - b. initial employment application forms;
 - c. evidence of current and valid WWCC and National Police Check;
 - d. referees;
 - e. documentation that references had been checked;
 - f. a signed and dated contract of employment;
 - g. a signed Code of Conduct,
 - h. copies of qualifications;
 - i. other completed training; and
 - j. a completed on-site induction checklist. Both the new staff member and the relevant manager sign this checklist. The checklist includes:
 - i. *Introductions*: to the team, walk through of organisation chart, meet/greet of reception/safety officers/first aid staff/ duty managers etc.
 - ii. *Overview of building equipment*: tour of the centre, kitchen, rules and safety, staff room, change rooms, lost property, security key/code, login details and equipment issued.
 - iii. WHS incident forms: location, correct completion, hazard identification, meal breaks, first aid kit, fire warden and equipment, oxygen equipment, lifeguard supervision points, reach and throw, spinal equipment, evacuation aspects, location of PPE.
 - iv. YMCA procedures and information: Position description to be read and signed by employee. Includes matters such as: child protection, time details for sign in and out, uniform details, use and protocol of two-way radio.
 - v. MACY online compulsory induction modules and deadlines for completion, expectations of use of MACY.

Detailed factual findings

Factual Findings
2. Complete evidence was found on employee files that supported the screening of candidates and that employment applications had been completed. The recruitment processes had been undertaken by YMCA using the MACY system demonstrates a transparent and equitable recruitment process.
3. All employee records complied with all the HR employee documentation requirements, including an application and two reference checks obtained, with recorded notes (signed and dated).
4. Employee records were found to be complete and comply with the requirements and standards that meet better practices for recordkeeping systems.

3.5 Monitoring and reporting

Procedures Performed (Refer to Agreed-upon Procedures Nos 3, 4, 5, 6, 7, 8, 9 and 10)

Audit reviewed:

- The maintenance of YMCA's online Incident Register and supporting hard copy documentation.
- YMCA's related procedures, including Responding to Child Protection Allegations Involving YMCA NSW Staff Procedure, Mandatory Reporting Procedure, and Incident Management & Crisis Response Flowchart were examined.

Factual Findings
1. YMCA maintains an online Incident Register and reporting system that is a database of all incidents reported at all YMCA NSW centres. The information recorded in this system is supported by hard copy records held at both of the individual YMCA centres subject to this review.
2. Internal Audit was advised by the YMCA Operational Coordinators that there had been no child related incidents involving YMCA employees at the two aquatic centres since the 2014 review. Our examination of the hard copy Incident Registers retained at both centres confirmed that there had been no reported employee child related incidents. The Operational Coordinators also advised that they were aware of the YMCA procedures that relate to a situation where a notification is received from the OCG that a specific employee is barred. Such notifications would result in the immediate removal of the employee from YMCA premises and YMCA employment. These procedures were examined during the conduct of this review.
3. Subsequent to the completion of the fieldwork, Internal Audit was made aware of two incidents which were currently being managed. Neither of these were brought to Audit's attention nor were the details held in the respective centres or visible from Audit's review of the Incident Management System.
4. The YMCA has several processes in place used for reporting incidents. YMCA's 'Incident Report Form' and an accompanying 'Witness Statement/Report' is used to record all incidents, including child-related incidents involving the public and accusations of sexual assault. YMCA has recently developed a new form in March 2015, the 'Major Incident, Injury Trauma and Illness Form' that is more comprehensive than the previous 'Incident Report Form' in its requirements for recording more detailed information for each incident.

Detailed factual findings

Factual Findings	
5.	We observed that the YMCA 'Whistle-blower' program is active through the YMCA's internet site and allows YMCA staff to anonymously report any alleged misconduct of other YMCA staff. The system is monitored by an independent person at the Parramatta Office who has specialist training in child protection.
6.	The YMCA retains all completed incident reporting forms on location at the centres. Details of all incidents are also entered into the 'Incident Excel Spreadsheet'. This spreadsheet records all incidents that have occurred on a monthly basis, and this information is reported on in monthly meetings and is used to report to the City. This spreadsheet records all WHS incidents for each month - the number of injuries, injury severity, controllable/uncontrollable incidents, and areas where incidents occurred. We were informed that there have been no instances of child protection issues. There are currently only two types of instances that commonly occur; one is where an individual is identified on site as being a 'person of interest' due to their 'suspicious' behaviour, and the second relates to incidents that occur where it is necessary to hold discussions with parents relating to the supervision of their children.

3.6 Centralised systems and processes

Procedures Performed (Refer to Agreed-upon Procedures Nos 1, 2, 3, 4, 5, 6, 7, 8, 9 and 10)

Discussed centralised systems and processes with relevant staff at the aquatic centres and with the Metro-Compliance Co-ordinator in relation to recruitment, training, screening and WWCC under YMCA's MACY system.

Factual Findings	
1.	The YMCA has moved to the MACY system since the findings of the Royal Commission. MACY became operational in February 2014. This system has the functionality to support the central management of the YMCA recruitment processes and other HR activities. The Metro-Compliance Co-ordinator provided a walkthrough on some of the functions of the MACY system and advised us that in using the MACY system in the recruitment process, key information is entered into the system, such as qualifications and references. The system creates hold points around different steps and stages of the recruitment process, which controls and prevents the commencement of employment without the entire recruitment process being completed. This process requires the verification and clearance of WWCC for all new employees.
2.	Under the MACY system, policy and procedure competencies for all YMCA employees can be managed and monitored online and tracked through online training modules. Operational Managers have a responsibility under the MACY system that is attached to staff performance measurement, to monitor all staff under their supervision and ensure that all staff complete the required training modules within a specified timeframe. The MACY system produces reports on staff and training levels and courses undertaken, together with the results of course assessments at completion. This system allows for the monitoring of those staff that have outstanding courses due for completion.
3.	In the May 2014 review, we were advised by HR that YMCA has a 'tiered training approach', where senior staff receive specialist training from external providers on key areas of operations and that this information is then disseminated down from the Centre Managers to Co-ordinators who deliver the training to all front

Detailed factual findings

Factual Findings

line staff. In 2014, it was found that this dissemination of information was not always occurring. However, in our current review of the two centres, it was found that the effective dissemination of information is now occurring at both centres. We found that there was continual and ongoing dissemination of training issues and operational information from management down to front line staff to ensure that all staff are kept updated on any new procedures and requirements. This tiered training approach also reinforces the compulsory online training that employees obtain through the MACY system.

3.7 Staff Induction Booklet

Procedures Performed (Refer to Agreed-upon Procedures Nos 1 and 11)

- Reviewed the Staff Induction Booklet entitled 'YMCA Safeguarding Children and Young People - Our Movement' Child Protection Policy' which is a requirement under Clause 11.9 of the current contract held with the City. This booklet was adopted by the City on 27 April 2015 and went live in MACY on 1 May 2015.
- Reviewed Standards of Conduct; YMCA Safeguarding Children, Young People and Vulnerable Adults Policy; Induction Procedures; Safe Behaviours Policy; MACY online training system for pre-commencement training and ongoing online training modules.

Factual Findings

1. Three draft versions and the final YMCA staff booklet were reviewed. It was noted that significant edits were provided by the City of Sydney. The final document was found to be incomplete to the agreed contract requirements of Section 11.9.

The Handbook highlights aspects of training, the MACY system, the need for staff to have and maintain a high level of awareness of child protection requirements, code of conduct, safe behaviours and incident management and reporting.

2. The Handbook is dissimilar in form and substance to other professional documents representing the City as a publication for internal or external use. For example the usability, visual layout and font usage are dissimilar to meeting the City's baseline document standards. Audit's review revealed:

- no page numbers to complement the contents page or section numbering in the Handbook. This makes it difficult to navigate;
- the placement of the City's tagline (Green, Global Connected) and summary could be type set rather than included as a pasted object;
- typographical and punctuation errors; and
- inconsistent margin alignment throughout document.

3. The intent of the Handbook is to promote the established robust child protection initiatives within YMCA. It emphasises to staff the organisation's commitment to protecting children and young people from harm, and provides evidence of a commitment to the provision of development opportunities to all staff, as well as the organisation's legal and moral mission driven responsibility to protect children. The ownership of these responsibilities is identified as being not only the national management of the YMCA, but also every employee at every YMCA location.

Detailed factual findings

Factual Findings
<p>4. There are references in the Handbook to other aspects of the City as agreed such as:</p> <ul style="list-style-type: none"> • Strategic priorities for the contract, however detailed objectives are not listed; • The City's values (other than reading the values there is no mention of the oral overview on the City provided by the YMCA or City staff to new staff at their induction); and • Key City contacts (the phone number and email details for the two names listed were not provided).
<p>5. There are some requirements of section 11.9 which were not included either directly or indirectly in the version examined by Audit, these are:</p> <ul style="list-style-type: none"> • ('c') Operational policies and role of the City.

3.8 Cultural survey Performed at the two centres

Procedures Performed (Refer to Agreed-upon Procedures Nos 1 and 12)

- Conducted a site-based cultural survey at both Cook + Phillip and Ian Thorpe Aquatic Centres to determine evidence of a culture which relates to child protection and management support.
- The survey duplicated some components covered in the cultural review conducted by YMCA NSW Internal Audit dated 26 June 2015, but extended into other areas including employees' opinions on working in the organisation.
- A sample of 15 randomly selected employees were interviewed face to face by Internal Audit (seven employees at Cook + Phillip and eight employees at Ian Thorpe Aquatic Centre), representing 5% of the current employee population at both centres. The sample was selected based on the employees on roster on the specific day that we were present on location.
- Employees were interviewed to determine their opinions on the following issues:
 - The 'feel/culture' of the organisation and if there have been any improvements in the organisation;
 - Comprehension of YMCA NSW Child Protection policies and procedures;
 - Comprehension of the YMCA values;
 - Comprehension and awareness of child protection reporting obligations; and
 - Satisfaction with centre leadership and management and communication.
- Further details of our testing and findings are presented in **Appendices D and E**. Appendix D presents the findings that relate to employee knowledge of policies and procedures. In particular, those that relate to child protection. Appendix E presents the findings concerning employee satisfaction with centre leadership, management and communication.

Factual Findings
<p>1. The group of sampled employees were able to demonstrate an understanding that there are child protection related policies and procedures in place that govern behaviour and conduct in the workplace.</p>

Detailed factual findings

Factual Findings	
	These employees were able to name child protection policies, stated that they felt that they had adequate training in child protection. 93% of staff stated that the organisation was proactive in its culture relating to child protection (Cook + Phillip - 85%, Ian Thorpe - 100%).
2.	Most of the sampled employees (93%) had an understanding of the obligations associated with reporting child protection related concerns, with an awareness of the appropriate reporting lines to their direct supervisor, or in an urgent case, the obligation to call the NSW Police immediately.
3.	All employees interviewed displayed knowledge of the obligation to report any allegations of inappropriate conduct towards children, young people and vulnerable adults. Two employees, one at each location, also reported that they would approach the suspect in the first instance to deal with the situation.
4.	93% of employees reported positive comments about how they felt about the organisation. Employees used words such as 'good teamwork' 'fantastic' 'diverse' 'cultural' 'community feel' 'friendly' 'supportive' 'open' to describe their impressions. Employees also indicated that the feel of the organisation had significantly improved over the last six months. This was attributed to new employees bringing a fresh approach to the organisation and that management and the feel of the organisation and its outlook and attitude was very positive and engaging with the community. It was also noted that the organisation had become more professional and stricter in compliance to policies and procedures.
5.	87% of employees (Cook + Phillip - 86%, Ian Thorpe - 88%) reported that they were satisfied with centre leadership and the management, with managers being accessible, open, approachable and supportive to all employees. 12% of sampled employees (Cook + Phillip - 1%, Ian Thorpe - 1%) reported that there were areas for improvement and they were unhappy.
6.	87% of interviewed employees reported that they are satisfied with the level of communications at their centres (Cook + Phillip - 86%, Ian Thorpe - 88%). Employees at both centres reported that communication has improved and that management promote open discussions in relation to employee obligations and responsibilities and learning from incidents that occur, as they occur. Emails and posts on the MACY system are used to quickly disseminate information to all employees. Employees reported that communication from support services has improved and has become more open and productive. 13% of the employees were unhappy with communication at the centres (Cook + Phillip - 14%, Ian Thorpe - 12%).

Appendix A

Appendix A – City of Sydney and YMCA NSW Staff Interviewed

Name	Position
Collette Holland	Aquatic and Leisure Services Manager, CoS
David Burns	Contract Manager Aquatic and Leisure Services, CoS

Name	Position
Jackie Bolger	Centre Manager, YMCA Cook + Phillip Park Aquatic and Fitness Centre
Amy Smith	Metro-Compliance Co-ordinator, YMCA Cook + Phillip Park Aquatic and Fitness Centre
Katie McCormick	Operations Co-ordinator, YMCA Cook + Phillip Park Aquatic and Fitness Centre
Dean McElroy	Centre Manager, YMCA Ian Thorpe Aquatic Centre
Onur Dede	Operations Co-ordinator, YMCA Ian Thorpe Aquatic Centre
Anna Norton	Internal Audit Manager, YMCA NSW Parramatta

Appendix B: Cook + Phillip – Summary of Factual Findings

Review of a sample of employee files randomly selected by Internal Audit.

Procedures Performed	Factual Findings
All employees are required to hold a current WWCC.	All employees hold a current and valid WWCC.
Compared the date of employment commencement with the date WWCC clearance notification was received.	All new employees are required to have a valid and current WWCC on application for employment with the YMCA.
Reviewed presence of CV's on employee files.	All employees files reviewed had CVs on file.
Reviewed for the supply of references on employment application forms or documented in CV's.	All employees files reviewed had supplied at least two references or referees.
Reviewed for evidence that referees had been contacted.	All employees files reviewed had documentary evidence that referees had been contacted.
Reviewed and compared the employee's commencement date to the date recorded on induction checklists indicating induction training completed.	All new employees are required to complete pre-commencement induction training prior to commencing work on site- includes Code of Conduct, child protection, policy and procedures.
Reviewed the induction program for awareness and training in child protection issues.	YMCA NSW Induction program and on-going training include specific training on child protection and safe behaviour.
Reviewed documentation relating to in house training on child protection issues.	Child protection, Safe Behaviour and the Code of Conduct is continuously stressed to staff through regular staff meetings.
Reviewed the date when NSW police checks were conducted for employees.	All employees have a current National Police Check. For new employees this check was conducted prior to commencing work.
Examined documentation on employee's files for the existence of any child protection training.	All employees had evidence on the MACY system that the online ACF training had been completed.

Appendix C: Ian Thorpe – Summary of Factual Findings

Review of a sample of employee files randomly selected by Internal Audit.

Procedures performed	Factual Findings
All employees are required to hold a current WWCC.	All employees hold a current and valid WWCC.
Compared the date of employment commencement with the date WWCC clearance notification was received.	All new employees are required to have a valid and current WWCC on application for employment with the YMCA.
Reviewed presence of CV's on employee files.	All employees files reviewed had CVs on file.
Reviewed for the supply of references on employment application forms or documented in CV's.	All employees files reviewed had supplied at least two references or referees.
Reviewed for evidence that referees had been contacted.	All employees files reviewed had documentary evidence that referees had been contacted.
Reviewed and compared the employee's commencement date to the date recorded on induction checklists indicating induction training completed.	All new employees are required to complete pre-commencement induction training prior to commencing work on-site - includes Code of Conduct, child protection, policy and procedures.
Reviewed the induction program for awareness and training in child protection issues.	YMCA NSW Induction program and on-going training include specific training on child protection and safe behaviour.
Reviewed documentation relating to in house training on child protection issues.	Child protection, Safe Behaviour and the Code of Conduct is continuously stressed to staff through regular staff meetings.
Reviewed the date when NSW police checks were conducted for employees.	All employees have a current National Police Check. For new employees this check was conducted prior to commencing work.
Examined documentation on employee's files for the existence of any child protection training.	All employees had evidence on the MACY system that the online ACF training had been completed.

Appendix D: BDO reported key factual findings in May 2014

- As at 1 February 2012, the YMCA was not in compliance with the conditions of the contract or the legislation. Not all YMCA staff or staff in high-risk roles, under either the old WWCC or the new WWCC legislation, had WWCC clearance prior to the commencement of employment. However, at the time of the previous review, March 2014, all new YMCA staff that required a WWCC had a WWCC. For those staff employed under the old regime, the YMCA had commenced processes to ensure a WWCC clearance is obtained, as required by the new legislation, by 31 December 2014. On this basis, the YMCA would be deemed to be in compliance with the legislation as at March 2014.
- The YMCA had policies and procedures in place that reflected WWCC legislation, however, the latest version and related documents were in draft form.
- Of the 50 employee files audited, 25 employees were found to have commenced employment prior to the receipt of a WWCC clearance and there were considerable periods of time between the employee's commencement date and the WWCC clearance being obtained. Of those staff without a WWCC, 19 were employed prior to the new contract and six staff post the new contract.
- There were incomplete records on employee files regarding the recruitment and screening processes undertaken. This included the absence of resumes, application forms, interview notes, referee checks, contracts of employment, completed induction checklists and the screening of candidates.
- There was a lack of evidence on induction checklists used by the YMCA that Child Protection Policy or Code of Conduct were covered during induction training. For 28 employees, the induction training was not linked to commencement dates and for 11 staff there was no induction checklist on file. Further inconsistencies were noted in document control dates and signed induction records.
- The HR Manager advised that the YMCA had a tiered training approach, where senior staff receive specialist training from external providers on key areas of operations. This information is then disseminated from the Centre Managers to Co-ordinators who then deliver training to all front line staff. The review of the two centres found that this was not the case. It was found that there was a lack of complete dissemination of training issues and information from management down to front line staff.
- It was noted that there was limited training delivered to employees on an individual basis at the Cook + Phillip Aquatic and Fitness Centre.
- Prior to the introduction of the Australian Childhood Foundation (ACF) online training module in 2013, there was no evidence on employee files of any regular staff training related to child protection obligations, WWCC or the related YMCA policy.
- The recording, monitoring and reporting of incidents is formalised and operating.
- The YMCA implemented the MACY HR system in early 2014. This system has the functionality for centralised monitoring and tracking of recruitment, employee screening, and training activities, ensuring the completion of WWCC for all employees.
- YMCA recruited a new NSW Manager of Child Protection in early 2014.

Appendix E: Objective and Scope

The objective of this agreed upon procedures follow up review was to determine the YMCA's progress in addressing the findings identified in the previous review report dated May 2014, which were the result of conducting an initial 'agreed upon procedures' review. The scope of the review was limited to the business processes and risks relating to child protection and WWCC identified in the findings of the previous review. In addition, an assessment of improvements and cultural changes that may have occurred within YMCA operations was also undertaken.

Audit testing was limited to the examination of documentation relating to the duration of the contract with the YMCA since the previous review was conducted i.e. April 2014 to the time of undertaking this follow-up review. The scope of this review covered the following:

- A review of all relevant correspondence re: management agreement/ impact of the previous report including the cultural survey conducted by Deloitte Australia (**Agreed - Upon Procedure No. 1**);
- Re-performance of some aspects of the random 'validation checks' being performed by the City's contract manager (**Agreed - Upon Procedure No. 5**);
- A review of systems, processes, policies, procedures and performance as a result of the May 2014 findings (**Agreed - Upon Procedures Nos. 2,3,4,5,6,7,8,9,10 and 11**);
- A review of systems, processes and performance under the current contract relating to Clauses 9.6 and 11.9 (**Agreed - Upon Procedures Nos. 2,3,4,5,6,7,8,9,10 and 11**);
- An examination of and providing comment on the booklet described in Clause 11.9 of the current contract (**Agreed - Upon Procedure No.12**); and
- An examination of and identifying any improvements in cultural aspects within YMCA operations, including staff induction, training, and management and administration, including the dissemination of information from senior management to front line staff at centres that have direct contact with the public regarding child protection (**Agreed - Upon Procedure No. 10**).

The procedures performed are aimed at assisting the City in its on-going monitoring of the extent of the YMCA's compliance regarding the protection of children and its contractual obligations.

In accordance with the Australian Standard on Related Services ASRS 4400 *Agreed-Upon Procedures Engagements to Report Factual Findings*, reviews performed under this standard do not provide an assessment of the control environment. As part of our engagement, a commentary on observations made that are not necessarily within the scope of this review, but would be of interest to management may be provided in this report.

The sample of employee files selected for testing in this review were sourced from the following:

- Employees previously tested in the 2014 review identified from the list of all employees supplied by YMCA;
- Employees tested by the YMCA's own Internal Audit conducted in June 2015;
- New employees who had commenced after April 2014 identified in the employee list.

From the above three groups of employees, 25 employees from each of the two centres, Cook + Phillip and Ian Thorpe were then randomly selected to make up the final sample of 50 employees tested in this review. For employees that had been previously tested in the 2014 review (12 employees), only on-going training through the MACY system was tested, together with the verification of a current WWCC. The other components of testing, such as initial employment induction training, signing of contracts at the time of commencing employment with YMCA are components that remain unchanged and as a result, were not tested a second time for this group of employees.

Appendix F

Appendix F: Summary of Cultural Survey Results – staff knowledge

Knowledge of Policies and Procedures

The following Table summarises the results of face to face interviews by Internal Audit with a randomly selected sample of employees rostered on duty on the specific day of fieldwork. This sample represents 5% of the currently employed population at the two centres. The 'red' highlighted figures signify areas with a less than 100% satisfaction level. The contents of this Table are discussed in the Detailed Findings section.

	No of. employees interviewed	What words come to mind when asked to describe the feel of the organisation as it is now? How has it changed since last year?	What do you like best about the culture of the organisation	What values are important to the organisation	Can you name the main policies that support the values within the organisation	Do you think that child protection is important in the organisation	How is child protection stressed within the organisation Do you receive adequate training?	Is the organisation proactive or reactive in its culture relating to child protection?	Can you name child protection policies and procedures?	What do you do if you suspect a person, other than an employee, is acting inappropriately towards a child, young person or vulnerable adult?	What do you do if you suspect another employee, is acting inappropriately towards a child, young person or vulnerable adult?
Cook + Phillip employees	7	Positive comments -6	6	7	7	7	7	6	5	7	5
		Negative comments-1	7	7	7	7	7	7	7	7	7
		86%	85%	100%	100%	100%	100%	85%	71%	100%	71%
Ian Thorpe employees	8	8	8	8	8	8	8	8	6	7	7
		8	8	8	8	8	8	8	8	8	8

Appendix F

	No of. employees interviewed	What words come to mind when asked to describe the feel of the organisation as it is now? How has it changed since last year?	What do you like best about the culture of the organisation	What values are important to the organisation	Can you name the main policies that support the values within the organisation	Do you think that child protection is important in the organisation	How is child protection stressed within the organisation Do you receive adequate training?	Is the organisation proactive or reactive in its culture relating to child protection?	Can you name child protection policies and procedures?	What do you do if you suspect a person, other than an employee, is acting inappropriately towards a child, young person or vulnerable adult?	What do you do if you suspect another employee, is acting inappropriately towards a child, young person or vulnerable adult?
		100%	100%	100%	100%	100%	100%	100%	75%	87%	87%
Total sample of employees interviewed	15	14	14	15	15	15	15	14	11	14	12
		15	15	15	15	15	15	15	15	15	15
		93%	93%	100%	100%	100%	100%	93%	73%	93%	80%

Appendix G

Appendix G: Summary of Cultural Survey Results – management matters

Satisfaction with Centre Leadership/Management and Communication

The following Table contains the results of the Cultural Survey as a result of Internal Audit conducting face to face interviews with a random selection of employees. Employees were asked questions to determine their satisfaction with centre leadership, management and communication. Specifically, employees were asked if they were happy with the leadership, management within the centre, and if they felt that any improvements could be made in these areas. The contents of this Table are discussed in the Detailed Findings section of this report.

	No. employees	Level of satisfaction	Satisfaction with leadership/management at the Centre? (%)	Satisfaction with communication at the Centre? (%)
Cook + Phillip employees	7	Happy	6 (86%)	6 (86%)
		Improvements required	0 (0%)	0 (0%)
		Unhappy	1 (14%)	1 (14%)
ITAC employees	8	Happy	7 (88%)	7 (88%)
		Improvements required	1 (12%)	0 (0%)
		Unhappy	0 (0%)	1 (12%)
Total sample of employees interviewed	15	Happy	13 (87%)	13 (87%)
		Improvements required	1 (6%)	0 (0%)
		Unhappy	1 (6%)	2 (13%)

END OF REPORT