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From: Sarah Tully
Sent: Monday, 11 February 2013 10:27 AM
To: Phillip Hare
Cc: Anne-Mary Nolan; Irene Minos
Subject: FW: Caringbah Debrief

Hi all,

Ann Mary and I met this afternoon to get a start on the communications for the questions raised by the Caringbah debrief.

Please see our notes below as discussed that we can add to when we catch up next week.

Thank you,
 Sarah

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From: Anne-Mary Nolan
Sent: Wednesday, 6 February 2013 11:31 AM
To: Phillip Hare; Sarah Tully
Cc: Irene Minos
Subject: Caringbah Debrief

Morning,

I have had a lengthy conversation with Robyn from the Australian Childhood Foundation (ACF) this morning in relation to the following

- Setting up a debrief session for the Caringbah team with Craig
- Getting an online module training record for YMCA of NSW staff – who has started the modules
- Could they recommend someone that could do an audit on our practices and procedures in regards to the critical incident at Caringbah and provide us a report on their findings

It turns out that the article I read in New Idea was right - Craig is in Costa Rica with his family and Miley Cirus's family and won't be back at work until the 19th Feb. Robyn suggested that Craig be the one to do the debrief with the team as he has built a rapport with the team and is familiar the case. Robyn will email Craig and ask for his opinion on this and let me know. I quickly discussed my ideas for the session with her i.e. that management meet with the team first with Craig to address the outstanding questions of management they had and then for Craig to go straight into the debrief session without management present. Robyn felt this was the best approach. I will let Jacqui know the

possible timeframes for the debrief – so that her and the team know that it will happen and we haven't parked the idea.

I was thinking that it may be best to communicate with the Caringbah Team about the questions they have in regards to the management team. I have gone through every document on Catharine Clements old computer and the paperwork she had left and there is no reference of notes taken from the first debrief session – in fact there was little information period. From Craig's notes the following was raised

- Staff could not understand why they had to sign the confidentiality agreement
 1. Supplied early in the process
 2. Drive was to ensure the legal process was protected upon legal advice
 3. Confidentiality agreement had the same information as our policies
 4. Management was unclear of the legal implications/police investigation
 5. Reduce the risk of inaccuracy in the event that staff were interviewed as a part of the investigation and they didn't have an opportunity to adjust their version of events which can happen when they are exposed to each others situations
 6. A briefing held for the team at the time of signing covered the following:
 - a. Police Investigation support
 - b. Not outside the policy
 - c. A supportive approach to protect them
- They felt unprepared and unsupported in having to respond to parents anxious and emotional questioning in relation to their children
 7. The team had the following support provided to them:
 - a. Initial briefing on what to say to the parents
 - b. Parents communication sent out had Ann Mary's contact details on it
 - c. Reinforced that their confidence in the centre through the loss of only 10 children throughout the period
 - d. EAP take up option
 - e. Option to discuss concerns with Jacqui, Ann Mary, Irene
 - f. Craig's briefing session
 - g. Opportunity for Jacqui to raise concerns on their behalf at group meetings
 8. The concern raised in relation to Senior Management, is we need to understand who they are referring to so we can address appropriately, we are checking if Craig may have access to this information otherwise we have to ask Jacqui directly prior to Craig's session so we are prepared.
- They felt obliged to lie to parents and children about JL
 9. The concern raised in relation to having to lie, is that we do not understand what it is they felt they had to lie about and why they felt the need to lie
 10. Need to understand the reasoning behind this (was it to protect each other and the team from any exposure?)
 11. Acknowledge the Transport Policy was challenging when raised by parents
 12. Management felt they dealt with the information when presented with it
 13. Working in partnership with the parents to support their concerns
- They thought more senior staff should have been at the centre to speak with parents or help the staff to respond
 14. We need to establish who they classify as senior staff (support services management/Operations management/General Managers/Board)
 15. We had the following in place to support management visibility
 - a. Ann Mary/Irene/Kelly all available to the staff on site following the first parent briefing over a period of weeks
 - b. Ann Mary/Irene/Kelly all available following any steps occurring with the case/investigation in the event staff were exposed and needed support (again on site)
 - c. Catherine Clements at the site over several weeks and available to staff
- Craig felt that staff took on a sense of mistrust of the YMCA
 16. Linked to the confidentiality agreement

17. Lack of transparency around the reports coming through from the media (sheltered from it)
18. Management perceived to be holding back information on the case and details
19. Lack of understanding of the legal proceedings (release of information at different stages)
- Staff were unsure whether YMCA acknowledges – appreciates what they have and are still going through
20. Thank you and support expressed via third party form Senior Management at HO
21. No direct contact/acknowledgment from senior management
22. Ann Mary and Irene have stated the process of one on one thank you phone calls
- Staff felt disempowered e.g. feared they'd be taken off roster if they didn't attend CP training.
23. Staff had a fear of losing their jobs as a result of the JL incident
24. Ann Mary and Irene ran 8 sessions to cover the Child Protection Policy
 - a. All staff had to attend
 - b. Mandatory before being placed on further shifts
 - c. Video of the session to assist with ongoing training

My feeling is that if we get staff to table their question under Jac's guidance we may be able to address all the questions in a prepared manner rather than be hit with them all on the day of the debrief. I am sure some further questions will still come up but we are better to have some understanding of the majority of questions. Any thoughts or feedback on this would be appreciated. If I am completely off track I'm happy to change my approach.

I was able to get the enrolment key for the online training from Robyn and she let me know that only 5 staff have started the modules – they included Catharine Clements, Irene Minos, Jacqui Barnat, Katherine Morrison –Rice and myself. I will get this information out the Children's Services team and set a plan with them to get all of our staff through this training. I will also work with Natacha Watson so that she can set a plan for the rest of the Y staff.

Robyn recommended that someone from ACF could do the review on our practices in regards to how the Caringbah incident was handled – outside our Child Protection audit process. She felt that a number of their team members have worked in various settings that would make them qualified to undertake this process. She will email me back if this was indeed something ACF could do – she just wanted to get clarification.

Robyn was extremely helpful on the phone and said that if any of us needed further information or support with either Caringbah or any Child Protection related items that we could call ACF at any time.

Anne-Mary Nolan

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