



# **ATTACHMENTS**

**Ordinary Council Meeting  
Under Separate Cover**

**Wednesday, 26 August 2026**



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### 10.3 Child Safe Policies and Procedures

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## PROCEDURE

**MOUNT ISA CITY COUNCIL****Child Safe Child-Focused Complaints Procedure**

RESOLUTION NO: XXX VERSION V1

**APPLIES TO ADMINISTRATIVE POLICIES ONLY**

This an official copy of the **Child Safe Child-Safe Complaints Procedure** which details how Mount Isa City Council will deliver and action responsibilities outlined in our **Child Safe Code of Conduct Policy**. This Procedure is approved by Mount Isa City Council and will serve as employee instruction.

.....  
Tim Rose  
**Chief Executive Officer**

**DOCUMENT VERSION CONTROL**

Governance/Policies/Procedures Doc ID# XXX

| VERSION | DATE | RESOLUTION NO:    | DETAILS                                                              |
|---------|------|-------------------|----------------------------------------------------------------------|
| V1      | XXX  | XXX               | Responsible Officer – Coordinator Governance and Disaster Management |
|         |      | <b>REVIEW DUE</b> | 07.2028                                                              |

**DISTRIBUTION AND DISSEMINATION**

|                                   |   |                                  |   |
|-----------------------------------|---|----------------------------------|---|
| Internal email to all employees   | X | Section meetings / Toolbox talks |   |
| Internal email to all Councillors |   | Included in employee inductions  |   |
| Employee noticeboards             |   | Uploaded to Council website      |   |
| Internal training to be provided  | X | External training to be provided | X |
| Registered in magiQ               | X |                                  |   |

**MOUNT ISA CITY COUNCIL PROCEDURE**

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## PROCEDURE

**MOUNT ISA CITY COUNCIL****Child Safe Child-Focused Complaints Procedure**

RESOLUTION NO: XXX VERSION V1

**1. PURPOSE**

To provide a child-centred, culturally safe, trauma-informed and procedurally fair process for receiving, acknowledging, assessing, investigating and resolving complaints made by a child or on behalf of a child or young person.

Complaints are opportunities to improve services and strengthen child safety, wellbeing and trust, and to help children and young people feel heard, respected and taken seriously.

**2. COMMENCEMENT**

This procedure will commence on and from XXX. It replaces all other procedures or arrangements governing Child Safe Child-Focused Complaints (whether written or not).

**3. APPLICATION**

This Procedure applies to:

- all Council personnel, including councillors, employees, volunteers, contractors, consultants, labour hire personnel and students
- all Council services, programs, facilities, activities, events and online environments
- duty of care responsibilities arising in directly delivered services, supervised activities, public access settings, shared-use environments and third-party use of Council facilities
- any situation where children and young people are directly supervised by Council personnel, are present in Council facilities, services or spaces, or may otherwise be affected by Council activities or environments.

This procedure will collectively refer to the above in this procedure as "Council personnel".

**4. SCOPE**

- 4.1 This procedure applies to complaints made by a child or young person, or by a parent, carer, advocate, family member or trusted person supporting them, where the complaint relates to a Council service, activity, program, facility, event, worker, volunteer, contractor or other Council-connected environment involving children and young people.
- 4.2 Complaints from adults that are not made by or on behalf of a child should be managed under the Council's general complaints process unless the matter also raises a child safety concern.
- 4.3 Where a complaint involves alleged harm, abuse, reportable conduct or criminal behaviour, Council will also respond under the Child Safe Reporting Policy and Procedure and any applicable external reporting obligations.

**5. DEFINITIONS**

For the purpose of this procedure:

**Advocate** - a person nominated by the child to support or act on their behalf, where appropriate.

**Child** - any person under 18 years. In Queensland, a child is legally defined as an individual under 18 years of age. However, specific legal ages for activities may vary: E.g. 10 for criminal responsibility, 18 for buying alcohol. The legal age for consent for having sex in Queensland is 16.

**Child safe complaint** - means any concern, allegation, suspicion, disclosure, complaint, incident, behaviour, practice or environmental issue that may affect the safety or wellbeing of a child or young person.

**Child Safe Lead** - the Council's nominated officer responsible for advising on child safety complaints, reporting pathways, escalation and support under the child safe framework.



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**Council personnel / workers** - means the persons listed in the scope section of this Procedure.

Includes all council staff, representatives, members, managers, directors, volunteers, contractors, work experience students, apprentices, trainees, third-party providers, workers for hire (e.g. event staff).

This also includes all workers and personnel associated with council services, programs, facilities, land, events, workers, volunteers, contractors, labour-hire personnel, trainees, students, placement workers, facility hirers, tenants, lessees, user groups, event organisers and other third parties (all personnel and council related programs/activities and facilities).

**Complaint** - expression of dissatisfaction where a response is expected (AS/NZS 10002:2022 aligned).

**Complaint made on behalf of a child** - a complaint raised by a parent, carer, advocate, family member or trusted person in the interests of a child or young person.

**Harm** - includes physical harm, psychological or emotional harm, sexual abuse, neglect, exploitation, grooming, exposure to family violence, inappropriate conduct, and any other conduct or circumstance that places a child at risk.

**Mandatory reporting** - legal obligations under Queensland law requiring certain roles to report suspected child abuse or harm in specified circumstances.

**Reportable conduct** - as defined by the *Child Safe Organisations Act 2024* (Qld).

## 6. COMMITMENTS TO CHILD SAFE, RIGHTS AND PARTICIPATION

- 6.1 Council aligns to the Queensland Child Safe Standards, the National Principles for Child Safe Organisations and the Universal Principle of Cultural Safety so that Aboriginal and Torres Strait Islander children are culturally safe and their cultural rights, identities and connection to family, community and Country are recognised and respected.
- 6.2 Children are informed of their rights, involved in decisions, and taken seriously. Council aims to ensure children and young people feel welcome, safe, valued, included and respected. Families and communities are engaged where safe and appropriate. Complaints inform continuous improvement and risk management.

## 7. TRAUMA-INFORMED COMPLAINT HANDLING

- 7.1 Council will:
  - provide safe, appropriate, child-friendly spaces
  - allow/expect the child to choose support (trusted adult, advocate, First Nations liaison, interpreter)
  - explain the process in age-appropriate language and check understanding
  - minimise repetition; allow breaks; respect the child's pace; and
  - recognise cultural, disability-related and linguistic needs.
- 7.2 Council will provide child-friendly information sheets or other accessible resources explaining the complaints process for children and young people.

## 8. NATURAL JUSTICE AND PROCEDURAL FAIRNESS

- 8.1 Decision-makers must be impartial and free from actual or perceived conflicts of interest.
- 8.2 Relevant facts and issues should be shared with the child and/or their advocate, in a way that is age-appropriate and accessible, so they have a fair opportunity to respond before decisions are made, unless there is a safety, privacy or legal reason limiting what can be shared.
- 8.3 Reasons for decisions should be clearly explained in age-appropriate and accessible language.

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RESOLUTION NO: XXX VERSION V1

**9. MAKING A COMPLAINT****9.1 Who can complain:**

A complaint may be made by:

- any child or young person using, participating in, or affected by a Council service, activity, facility, event or other Council-connected environment
- an advocate acting for a child or young person, with consent where appropriate
- a parent, carer, family member or trusted person supporting the child or young person.

**9.2 How to complain:**

A complaint can be made in the way that feels safest and easiest for the child or person supporting them. This may include:

- a tell us what you think form (feedback form)
- a Council email address or online complaints form
- a letter
- speaking face-to-face with a Council worker
- contacting a Council worker, coordinator, manager or the nominated Child Safe Lead by phone
- another communication method that meets the child's needs.

Anonymous complaints are accepted and will be assessed to the extent possible.

Children and young people may request culturally appropriate support persons, including Aboriginal and Torres Strait Islander liaison support where available.

- 9.3 Accessibility: Council will provide Easy Read, visual supports, AAC, Auslan/interpreters, bilingual support and other disability-related or communication adjustments as needed.

**10. ACKNOWLEDGEMENT AND TIMEFRAMES**

- 10.1 All complaints should be acknowledged promptly, ideally within five (5) business days.

- 10.2 Council will aim to resolve complaints within thirty (30) business days.

- 10.4 If the matter is complex, involves external reporting, or requires more time, the child, young person or their support person will be given regular progress updates, until the matter is finalised.

**11. ASSESSMENT OF COMPLAINTS**

The Line Manager, Child Safe Lead or other nominated decision-maker conducts an initial assessment to:

- clarify the issues raised
- identify any immediate or ongoing risks to the child or others
- consider power imbalances
- ask the child, where appropriate, how they would like the complaint to be resolved
- consider cultural, trauma-related, safety, communication and accessibility needs
- determine whether investigation is required and the expected timeframe



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- determine whether the matter also raises a child safety concern requiring escalation under the Child Safe Reporting Policy and Procedure.

**12. INVESTIGATION**

- 12.1 Investigations must be impartial, confidential, transparent, timely and documented.
- 12.2 Any person who is the subject of a complaint must not conduct or influence the investigation. Depending on the nature of the complaint, the investigator may be the line manager, nominated Child Safe Lead, senior manager or another appropriately authorised person. Human resources and/or external advice from relevant parties, may be sought where relevant.
- 12.2.1 Council can use appropriate third parties to manage the complaints process, if this is in the best interest of the child and/or the complaint involves a council worker. The process of managing the complaint needs to be shared explicitly with the child and caregiver of the child.
- 12.3 If the complaint indicates potential criminal conduct, reportable conduct or another serious child safety concern, Council must follow the Child Safe Reporting Policy and Procedure and make any required external notifications before taking action that could compromise an external response.

**13. RECORDING AND DOCUMENTATION**

- 13.1 Record all complaints, including verbal complaints, in the Council's approved secure recordkeeping system within two business days.
- 13.2 Records should include the lodged form (as applicable), correspondence, relevant evidence, interview records, file notes, actions taken and outcomes. For complaints/allegations related directly to harm, risk of harm including sexual harm and/or grooming, the Council Mandatory Reporting Form must be completed. Refer to Child Safe Reporting Policy and Procedure.
- 13.3 Apply role-based access controls and follow retention and disposal requirements in the Records Management Policy and against applicable legislation.

**14. RESOLUTION**

- 12.1 The responsible manager will work with the child, young person and/or complainant towards an appropriate resolution.
- 12.2 Outcomes must be communicated in age-appropriate and accessible formats and should include:
- the outcome and any actions taken
  - the reasons for decisions, where appropriate
  - any improvements or follow-up actions arising from the complaint.
- 12.3 All final documentation must be saved in the Council's approved recordkeeping system.

**15. APPEALS AND ESCALATIONS**

- 15.1 If a complaint is not resolved, it may be escalated to a more senior manager or other nominated Council decision-maker for further review. Children, young people and their support person should be told how to request a further review and who will consider it.
- 15.2 Where a complaint involves alleged worker misconduct relating to a child, Council must also assess whether the matter needs to be managed under the Child Safe Reporting Policy and Procedure, including any applicable reportable conduct obligations.



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**16. EXTERNAL COMPLAINT OPTIONS (SECTOR SPECIFIC)**

16.1 Depending on the Council service area, complaint type or regulatory setting, external complaint avenues may also be available. These may include:

- the **NDIS Quality and Safeguards Commission**, where the complaint relates to an NDIS-regulated support or service
- **ASQA**, where the complaint relates to a Council-operated RTO or nationally recognised training service
- any other sector-specific regulator or oversight body relevant to the service involved.

16.2 Children, young people and their support person should be told about any relevant external complaint option in an accessible and age-appropriate way.

**17. REPORTING PATHWAYS (WHEN A COMPLAINT RAISES SAFETY/CRIMINAL ISSUES)**

17.1 Where a complaint raises concerns about immediate danger, abuse, neglect, criminal conduct, serious child safety risk or reportable conduct, Council must also respond under the Child Safe Reporting Policy and Procedure. This may include reporting to:

**Queensland Police**

- **Emergency: 000**
- **Non-urgent police matters / Policelink: 131 444**
- **Online reporting: Queensland Police / Policelink online reporting**

**Department of Child Safety**

- During business hours: contact the relevant Regional Intake Service
- After hours and weekends: **1800 177 135**
- Reporting information: [Report child abuse](#)
- Regional Intake Services: **Regional Intake Services contact list**

**Queensland Family and Child Commission (QFCC)**, where reportable conduct obligations apply

- General enquiries: **(07) 3900 6000**
- Reportable Conduct Scheme information: [QFCC Reportable Conduct Scheme](#)

17.2 Staff handling complaints must seek advice from the nominated Child Safe Lead or relevant manager where these pathways may apply.

**18. ACCESSIBILITY, MONITORING, REVIEW AND IMPROVEMENT**

18.1 Council will monitor complaints, themes, risks and improvement actions through its nominated governance and reporting processes.

18.2 Complaint information may be reviewed in de-identified form where appropriate to identify patterns, barriers, service issues and child safety improvements.

18.3 Procedures and practice should be reviewed after critical incidents and at regular intervals, including at least annually.

18.4 This procedure is available on the council's website and internal intranet.



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RESOLUTION NO: XXX VERSION V1

- 18.5 This policy is provided electronically (and available in hard copy as requested) to all families of all children and young people receiving services and/or who are registered with us.
- 18.6 This procedure must be adhered to by all council personnel and will be made available electronically (or hard copy), prior to engagement.
- 18.7 This procedure will be reviewed at least every two years, or earlier if required due to legislative change, organisational change, service changes, identified risk, incident trends, complaint trends, child safety concerns, or review findings.

**19. ROLES AND RESPONSIBILITIES**

**Children and young people**, and those supporting them can raise complaints safely, choose supports, and receive updates and outcomes in accessible ways.

**Workers** support the child or complainant, respond appropriately, lodge or record complaints promptly, and maintain records in accordance with this procedure.

**Managers / nominated Child Safe Lead** assess complaints, manage immediate risks, ensure communication occurs, determine whether escalation or reporting is required, and close out actions.

**Chief Executive Officer / Delegate** provides system oversight and ensures any applicable reportable conduct obligations are met.

**20. VARIATIONS**

Council reserves the right to vary, replace or terminate this procedure from time to time.

**21. BREACH OF PROCEDURE**

Where Council reasonably believes an employee has breached this procedure, the matter will be dealt with under the Performance and Misconduct Policy.

**ASSOCIATED LEGISLATION AND POLICIES**

- *Anti-Discrimination Act 1991*
- *Child Safe Organisations Act 2024*
- *Child Protection Act 1999*
- *Human Rights Act 2019*
- *Information Privacy Act 2009*
- *Public Records Act 2023*
- *Criminal Code Act 1899*
- *Working with Children (Risk Management and Screening) Act 2000*
- Blue Card Services (Queensland Government)
- Child Safe Standards and Universal Principle
- Child Safe Code of Conduct
- Child Safe Supervision and Duty of Care Policy
- Child Safety and Wellbeing Policy
- Child Safety Statement of Commitment



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**MOUNT ISA CITY COUNCIL****Child Safe Child-Focused Complaints Procedure**

RESOLUTION NO: XXX VERSION V1

- Child Safety Statement of Commitment to Aboriginal and Torres Strait Islander Cultural Safety
- Child Safety Risk Management Framework

DRAFT



STRATEGIC POLICY  
**MOUNT ISA CITY COUNCIL**  
**Child Safe – Code of Conduct**

RESOLUTION NO. XXX VERSION V1

**APPLIES TO STRATEGIC POLICIES ONLY**

This is an official copy of the **Child Safe – Code of Conduct**, made in accordance with the provisions of *Local Government Act 2009*, *Local Government Regulation 2012*, *Child Safe Organisations 2024*, *Child Protection Act 1999* and current Council Policies.

Strategic policies are adopted by Mount Isa City Council due to its desire to influence the direction of an issue or assist in the delegated decision making of Mount Isa City Council officers. Strategic policies should follow the jurisdiction provided to Council through its Corporate Plan; the **Child Safe – Statement of Commitment to Aboriginal and Torres Strait Islander Cultural Safety** is approved by the Mount Isa City Council for the operations and procedures of Council.

.....  
 Tim Rose  
**Chief Executive Officer**

| DOCUMENT VERSION CONTROL                  |      |                |                                                                      |             |                     |
|-------------------------------------------|------|----------------|----------------------------------------------------------------------|-------------|---------------------|
| Governance/Policies/Strategic Doc ID# XXX |      |                |                                                                      | POLICY TYPE | Strategic (Council) |
| VERSION                                   | DATE | RESOLUTION NO. | DETAILS                                                              |             |                     |
| V1                                        | XXX  | XXX            | Responsible Officer – Coordinator Governance and Disaster Management |             |                     |
|                                           |      |                |                                                                      | REVIEW DUE  | 05/2028             |

| DISTRIBUTION AND DISSEMINATION    |   |                                  |   |
|-----------------------------------|---|----------------------------------|---|
| Internal email to all employees   | X | Section meetings / Toolbox talks | X |
| Internal email to all Councillors | X | Included in employee inductions  | X |
| Employee noticeboards             |   | Uploaded to Council website      | X |
| Internal training to be provided  |   | External training to be provided |   |
| Registered in magiQ               | X |                                  |   |



STRATEGIC POLICY  
**MOUNT ISA CITY COUNCIL**  
**Child Safe – Code of Conduct**

RESOLUTION NO. XXX VERSION V1

## 1. INTRODUCTION

This Child Safe Code of Conduct is Council's overarching child safe behavioural standard. It applies to all councillors, employees, volunteers, contractors, third party providers, consultants, labour-hire (including events) personnel, students on placement, trainees, apprentices, and any other person engaged by or on behalf of Council who works with, for, or around children and young people in Council services, programs, facilities and/or online environments.

*Parents, carers, community groups, hirers, visitors and members of the public are not bound by this worker Code of Conduct but must comply with Council's conditions of entry or use, child safe signage, behaviour expectations, and any lawful direction given by Council staff.*

## 2. PURPOSE

- 2.1 This Child Safe Code of Conduct (this code) should be read alongside Council's Child Safety and Wellbeing Policy, the *Child Protection Act 1999* (Qld), the *Child Safe Organisations Act 2024* (Qld), the *Working with Children (Risk Management and Screening) Act 2000* (Qld), the *Information Privacy Act 2009* (Qld), the *Human Rights Act 2019* (Qld), and the National Principles for Child Safe Organisations. It also supports Council's compliance with Queensland's Child Safe Standards and related child safety reporting requirements include the Reporting Conduct Scheme and sexual reporting criminal law.
- 2.2 This Code also supports Council's approach to responding to allegations, concerns about child safety and wellbeing, complaints, disclosures and reportable conduct involving Council Personnel through its Child Safety Complaints and Reporting Process.
- 2.3 Council delivers and supports a mix of staffed programs, community services, and open public facilities. In some settings, Council provides direct services to children and young people. In other settings, Council provides access to public or shared spaces where parents, carers, user groups, hirers or other responsible adults retain primary supervision responsibilities in line with Council's facility hire, use and access conditions.
- 2.4 All Council Personnel must apply this Code in a way that is practical, child safe, and consistent with the level of control Council has in each setting. Where more specific guidance is required, the relevant Council policy, procedure, guideline, contract condition or local instruction must also be followed.
- 2.5 For the purposes of this Code, Council Personnel includes different categories of people engaged by or on behalf of Council who work with, for, or around children and young people in Council services, programs, facilities or online environments. These categories include:
  - **Councillors**, who are also subject to the relevant local government conduct obligations and any council-specific governance requirements
  - **Employees**, who are also subject to Council employment policies, child safe recruitment, supervision, complaints and disciplinary procedures
  - **Volunteers**, who are also subject to volunteer induction, supervision and conduct requirements
  - **Contractors, consultants and labour-hire personnel (including events)**, who are also subject to contractual child safe requirements, screening requirements where applicable, site access conditions, and relevant contractor or visitor management procedures
  - **Students on placement, trainees and apprentices**, who are also subject to placement agreements, supervision arrangements and any relevant education provider requirements



## STRATEGIC POLICY

### MOUNT ISA CITY COUNCIL

#### Child Safe – Code of Conduct

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- **Any other person engaged by or on behalf of Council**, who must comply with this Code and any other relevant Council policy, procedure, agreement or lawful direction applying to their role.

Where a person is subject to more than one policy, procedure, contract, agreement or code, those requirements apply together.

2.6 The values, ethics and standards within this Code are intended to guide behaviour and decision-making across all Council child-related contexts. This document should be read as an overarching conduct document, with more specific requirements set out in supporting policies, procedures, forms, guidance materials and local operating instructions.

### 3. COMMENCEMENT

This policy will commence on and from XXX. It replaces all other policies or arrangements governing Child Safe – Code of Conduct (whether written or not).

### 3. GUIDING PRINCIPLES

Council's commitment to Safe Environments for children and young people:

- Children and young people have rights to safety, participation, information and respect. We uphold the National Principles for Child Safe Organisations.
- We create welcoming environments that are inclusive, accessible and responsive to the diverse needs of children and young people, including Aboriginal and Torres Strait Islander children, children with disability, children from cultural and linguistically diverse backgrounds, and children who may be at increased risk of exclusion or harm.
- We listen to children and take their concerns seriously, including in decisions that affect them.
- We identify and manage risks to children and young people and respond to concerns promptly and lawfully.
- We support families, carers, community groups and facility users to understand Council's child safe expectations, including through accessible information, signage, conditions of entry/use, and clear pathways for raising concerns.

### 4. WORK SCREENING (BLUE CARD) AND SUITABILITY

Anyone engaged in regulated child-related work must comply with applicable Blue Card or exemption card requirements and with Council's Child Safe Recruitment, Screening and Induction Procedure and any other relevant screening, recruitment and suitability requirements.

Refer to Council's Child Safe Supervision and Duty of Care Policy and Council's Child Safety and Wellbeing Policy Section 10: People working with children.

### 5. STANDARDS OF BEHAVIOUR (DO)

All Council employees must:

- act in accordance with Council child safety and wellbeing policies and procedures at all times
- treat all children, young people and families with dignity, respect, sensitivity and equity
- create culturally safe environments and promote the cultural rights and connections of Aboriginal and Torres Strait Islander children
- actively challenge racism, exclusion, stereotyping and discriminatory behaviour, and support culturally safe participation for Aboriginal and Torres Strait Islander children and young people



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**MOUNT ISA CITY COUNCIL**  
**Child Safe – Code of Conduct**

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- identify, record and mitigate risks to children, including online risks, in line with Council's Child Safety Risk Framework and related risk management processes
- respond to concerns, complaints, disclosures and safety risks promptly in line with Council's Child Safety Complaints and Reporting Process, and keep accurate records
- manage children's personal information consistently with privacy and information-sharing laws and Council's Privacy, Records and Information Handling Policy or Procedure
- complete induction and refresher training and re-acknowledge this Code as required by Council.

## 6. POSITIVE AND CHILD-SAFE BEHAVIOURS

All Council employees must:

- model positive behaviours and maintain clear, professional boundaries
- communicate with children in ways they can understand, and encourage participation and feedback
- listen to children and young people, take their views and concerns seriously, and respond in ways that are respectful, age-appropriate and understandable
- encourage children and young people to participate in decision-making processes where appropriate
- give constructive feedback to children and young people
- ensure children and young people are aware of their rights, including their rights to respect, fairness and safety.

## 7. SAFE AND PROTECTIVE WORK PRACTICES

7.1 Council Personnel must adopt safe and protective work practices and remain alert to situations, environments or behaviours that may place children, young people or workers at risk, or may be perceived as unsafe, inappropriate or inconsistent with professional boundaries.

7.2 This includes:

- working, where practicable, in open, observable or otherwise accountable environments when engaging with children and young people
- maintaining appropriate presentation, conduct and professional boundaries at all times
- following Council policies, procedures and local instructions for consent, supervision, personal care, transport, photography, online communication and other child-related activities
- responding calmly, respectfully and non-judgmentally so children and young people feel safe to raise concerns
- helping children and young people to understand, in age-appropriate language, how to seek help, raise a concern or make a complaint.
- use approved devices and platforms for any contact with children; keep communications work-related and transparent.
- apply procedures for cyberbullying, image-based abuse and exposure to illegal/restricted content, including escalation to the relevant Commissioner where applicable



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- in mixed-age spaces, enforce rules prohibiting adults from displaying inappropriate content to children and young people.

**8. UNACCEPTABLE BEHAVIOURS (DO NOT)**

All Council employees must not:

- initiate, encourage or engage in special, secret, exploitative, coercive, manipulative or otherwise inappropriate relationships with a child or young person
- show favouritism, provide gifts, or give individual attention to a child or young person in a way that is inconsistent with professional boundaries or may be perceived as grooming or inappropriate
- take children or young people to your home, their home, or on outings, trips or activities that do not fall within authorised Council duties
- engage in unlawful, unsafe, abusive, neglectful or harmful behaviour towards a child or young person, including grooming, sexual misconduct, physical violence, emotional abuse, humiliating or threatening behaviour
- initiate or develop any sexual, intimate or otherwise inappropriate physical or emotional relationship with a child or young person
- initiate unnecessary physical contact or invade personal space without a justifiable care, safety or work-related reason
- use shaming, degrading, belittling, intimidating, aggressive or frightening behaviour towards a child or young person
- use discriminatory, racist, sexist, ableist, homophobic, transphobic or otherwise denigrating language or behaviour towards a child or young person
- discuss adult sexual topics with children, or show sexualised, explicit, exploitative or otherwise inappropriate content, including online content, memes, GIFs, images or messages
- make inappropriate self-disclosures to children or young people about adult, illegal, unsafe or highly personal matters
- condone, excuse, minimise or participate in illegal, unsafe or inappropriate behaviour involving children or young people
- ignore, dismiss or trivialise a child or young person's concerns, disclosures or attempts to raise a complaint
- retaliate against, victimise or disadvantage any person for raising a child safety concern or complaint.

**9. LANGUAGE EXPECTATIONS**

- 9.1 Council Personnel must use respectful, age-appropriate, inclusive and professional language when communicating with or around children and young people.
- 9.2 Council Personnel must not use language or tone that is abusive, intimidating, humiliating, degrading, discriminatory, sexualised, sarcastic or otherwise inappropriate, including in person, online, in written communications, or in direct messages.

Examples of acceptable language and communication include:

- speaking calmly, clearly and respectfully



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 Child Safe – Code of Conduct

RESOLUTION NO. XXX VERSION V1

- using encouraging, supportive and age-appropriate language
- giving instructions, redirection or feedback in a fair and non-humiliating way
- listening without mocking, dismissing or talking over a child or young person
- explaining boundaries, expectations, complaints pathways and safety information in ways children and young people can understand.
- Examples of unacceptable language and communication include:
  - swearing at, insulting, mocking or ridiculing a child or young person
  - using slurs, discriminatory language or demeaning comments
  - making sexual jokes, sexualised comments or inappropriate innuendo
  - using threatening, aggressive, belittling or intimidating language or tone
  - communicating with a child or young person in a way that is manipulative, coercive, overly familiar or otherwise inconsistent with professional boundaries.

#### 10. PHYSICAL CONTACT

- 10.1 Physical contact with a child or young person must only occur where it is necessary for safety, care, support, guidance, instruction or another legitimate work-related reason, and must always be appropriate to the child's age, needs and circumstances, respectful of their dignity, explained where possible, and consistent with Council policy and procedure.
- 10.2 Physical contact must never be used in a way that is punitive, coercive, intimidating, sexualised, unnecessary or inconsistent with professional boundaries.
- 10.3 Examples of prohibited physical contact include hitting, slapping, pushing, grabbing, shaking, kissing, sexualised touching, uninvited or unnecessary hugging, massage, or any other unwarranted or intrusive physical contact.

#### 11. ONE ON ONE SITUATIONS AND COMMUNICATIONS

- 11.1 Unnecessary one-on-one situations with a child or young person must be avoided.
- 11.2 Where one-on-one engagement is required as part of Council duties, Council Personnel must maintain visibility, accountability, professional boundaries, and compliance with relevant Council policy and procedure.
- 11.3 Council Personnel must use only approved Council communication channels, platforms, systems and devices when communicating with children and young people for work-related purposes.
- 11.4 Council Personnel must not use personal accounts, private messaging, non-approved channels or personal contact details to communicate with children or young people for work-related purposes, except where expressly authorised under Council's Online Safety and Acceptable Use Procedure or other relevant Council policy or procedure.

#### 12. SUPERVISION OF CHILDREN

- 12.1 Where Council is delivering, coordinating or directly overseeing a program or activity for children, Council Personnel must provide active, appropriate and risk-based supervision in accordance with Council policy and procedure.
- 12.2 In open-access, public or mixed-use environments, Council Personnel must not assume that Council has sole supervision of every child or young person. In these settings, Council



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Personnel must act within their role to support child safety, including by following Council requirements for signage, visibility, environmental controls, escalation, responding to concerning behaviour, and clarifying where parent, carer, hirer, school, organiser, provider or group leader supervision responsibilities apply. Refer to Council Child Safe Duty of Care and Supervision Policy and Procedure.

**13. BEHAVIOUR GUIDANCE**

Council Personnel must:

- Use respectful, age-appropriate, proportionate and non-humiliating approaches when guiding, redirecting or responding to the behaviour of children and young people.
- Behaviour guidance must protect the child's dignity, support safety and wellbeing, and be consistent with Council policy and procedure.
- Council Personnel must not use physical punishment, verbal abuse, intimidation, shaming, degrading language, humiliation, aggressive behaviour, or any response that is threatening, coercive or likely to cause fear or harm.
- Where behaviour raises safety concerns, Council Personnel must respond calmly, act within their role, and follow relevant Council policy and procedure, including seeking support or escalating the matter where required.

**14. CHANGE ROOMS AND TOILETS**

- 14.1 Council Personnel must only enter toilets, change rooms or other personal care areas where it is necessary, lawful, authorised and consistent with Council policy and procedure.
- 14.2 Any support, supervision or assistance provided to a child or young person in these settings must be respectful, age-appropriate, proportionate to the circumstances, and carried out in a way that protects privacy, dignity, safety, professional boundaries and accountability.
- 14.3 Council Personnel must not use these settings in a way that is unnecessary, intrusive, avoidable, or inconsistent with the child or young person's rights, safety and wellbeing.
- 14.4 Where possible, same-gender practice should be used, unless doing so is not possible or is inconsistent with the child's safety, dignity or rights.

**15. TRANSPORTING CHILDREN**

- 15.1 Council Personnel must not transport a child or young person unless it is authorised, appropriately consented, risk assessed and carried out in accordance with all policies and procedures.
- 15.2 Where transport is approved as part of Council duties, Council Personnel must maintain appropriate safety, professional boundaries, supervision and accountability at all times. All approved transport must be conducted with written consent of the legal guardian/parent for each individual being transported. Council reserve the right to refuse transport should it not be safe for the child (and/or driver).
- 15.3 Approved transport (with written consent) must be conducted in adherence to all Council Policies and Procedures including the Child Safe Supervision and Duty of Care Policy and this Code. Under no circumstances should a worker transport a child if they are on a learner's or provisional license (all screening measures also apply to all driver's).



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**16. VISTOR AND THIRD-PARTY MANAGEMENT**

- 16.1 Council Personnel must support and uphold Council's child safe expectations in relation to visitors, contractors, hirers, trainers, service providers and other third parties who access Council facilities, services or child-related activities.
- 16.2 All visitors, contractors, trainers and other third parties must comply with applicable Council child safe expectations and any relevant access, sign-in, screening, supervision, conduct or site requirements.
- 16.3 Where relevant to the role or activity, Council Personnel must follow Council's Visitor, Contractor and Third-Party Management Procedure and any related local instructions for verifying required authorisations, screening or access conditions before permitting unsupervised or role-specific access to children or child-related environments.
- 16.4 Council Personnel must not ignore unsafe, abusive, grooming, sexualised, threatening, discriminatory or otherwise concerning behaviour by contractors, hirers, visitors, community members or other facility users where children may be affected. Council Personnel must act within their role, respond in accordance with Council policy and procedure, and escalate concerns where required.

**17. PHOTOGRAPHY, MEDIA AND IMAGES**

- 17.1 Council Personnel must not photograph, film, record, publish or otherwise use images or recordings of children and young people except for legitimate Council purposes.
- 17.2 Where photography, filming or recording is authorised for a legitimate Council purpose, Council Personnel must ensure that required consents, permissions and restrictions are identified, recorded and respected.
- 17.3 Children and young people in statutory care, or those subject to privacy, safety, court, care, family violence or other protective restrictions, must not be identified, photographed, filmed or published except in accordance with lawful authority and Council Media Policy and procedure.
- 17.4 All use, storage, access, sharing and publication of images or recordings must comply with all Council policies or procedures and any other relevant child safety requirements.

**18. RESPONDING AND REPORTING TO COMPLAINTS, DISCLOSURES, SAFETY RISKS AND BREACHES**

Council Personnel must respond and report promptly, appropriately and in accordance with Council policy and procedure to complaints, disclosures, safety risks, behaviours of concern and breaches relating to child safety.

**18.1 Responding to complaints from children and young people**

- 18.1.1 When a child or young person raises a concern, complaint or disclosure, Council Personnel must listen respectfully, take the matter seriously, respond in a calm and child-safe way, and follow Council's Child Safety Complaints and Reporting Process.
- 18.1.2 Complaints and disclosures from children and young people must be received and responded to in ways that are culturally safe, accessible and appropriate to the child's age, communication needs and circumstances.
- 18.1.3 Council Personnel must not dismiss, minimise, discourage or ignore a child or young person who is trying to raise a concern, make a complaint or disclose something that affects their safety or wellbeing. Refer to Child Safe Complaints Policy and as applicable Child Safe Reporting Policy and Procedure.



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**18.2 Mandatory notifications and external reporting**

- 18.2.1 Where a concern, suspicion, disclosure or incident gives rise to a mandatory reporting obligation, reportable conduct, or other external reporting obligation, Council Personnel must act promptly and in accordance with applicable law, Council policy and procedure, and any role-specific obligations.
- 18.2.2 If a child is in immediate danger, call 000. If criminal conduct is suspected, report to Queensland Police.
- 18.2.3 Council Personnel must not delay action because they are uncertain whether a threshold has been met. They must seek guidance and escalate the matter through Council's Child Safety Complaints and Reporting Process or other applicable reporting pathway without delay. Refer to Child Safe Reporting Policy and Procedure.

**18.3 Reporting behaviours of concern**

- 18.3.1 Council Personnel must report behaviours of concern involving workers, volunteers, contractors, hirers, visitors, community members or other relevant persons where the behaviour may affect the safety, wellbeing, dignity or rights of a child or young person.
- 18.3.2 Behaviours of concern may include grooming behaviours, boundary breaches, inappropriate language or conduct, unsafe supervision, unsafe online behaviour, discriminatory conduct, breaches of this Code, unsafe environments, or other conduct that may require internal action, external reporting, assessment under reportable conduct requirements, or further response under Council policy and procedure. Refer to Child Safe Reporting Policy and Procedure.

**18.4 Complaints, disclosures, safety risks and breaches**

- 18.4.1 Detailed processes for investigation, complaint handling, misconduct management and disciplinary action are addressed in relevant Council policies and procedures including Child Safety Complaints and Child Safe Reporting Policy and Procedure, including concerns related to reportable conduct.
- 18.4.2 All concerns under this section must be recorded, reported, responded and escalated as outlined in this in accordance with the relevant policies.

**18.5 Failure to report and related breaches**

- 18.5.1 Failing to report, delaying a report, discouraging a report, interfering with a report, or otherwise not acting in accordance with Council's child safety reporting requirements may constitute a breach of this Code and may result in disciplinary, contractual, governance or other action appropriate to the person's role and the circumstances.
- 18.5.2 Detailed processes for investigation, complaint handling, misconduct management and disciplinary action are addressed in relevant Council policies and procedures. Refer to Child Safety Complaints and Child Safe Reporting Policy and Procedure

**19. TECHNOLOGY AND ONLINE SAFETY**

- 19.1 Council Personnel must use technology, devices, platforms and online environments in ways that support child safety, professional boundaries, transparency and accountability.
- 19.2 Council Personnel must use only approved Council devices, systems, platforms and communication channels when engaging with children and young people for work-related purposes, except where otherwise authorised under Council policy and procedure.



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- 19.3 Council Personnel must not use technology or online communication in a way that is secretive, exploitative, inappropriate, inconsistent with professional boundaries, or likely to expose children and young people to harm.
- 19.4 Council Personnel must follow any other relevant legislated and Council policy and procedure in relation to cyberbullying, image-based abuse, inappropriate or illegal content, digital communications, recordkeeping, privacy and escalation requirements.
- 19.5 In mixed-age, public or shared environments, Council Personnel must act within their role to respond to concerning behaviour or unsafe situations that expose children and young people to inappropriate, exploitative, pornographic or illegal online or device-based content.

**20. PRIVACY AND INFORMATION HANDLING**

- 19.1 Council Personnel must handle children's personal, sensitive and child safety information lawfully, respectfully and in accordance with the Information Privacy Act 2009 (Qld), Council's Privacy, Records and Information Handling Policy or Procedure, and any other applicable legal requirements.
- 19.2 Information relating to children and young people must only be collected, accessed, used, shared, stored and disposed of for authorised purposes, and only by those with a legitimate need to know.
- 19.3 Council Personnel must not access, disclose, discuss or share information about a child or young person inappropriately, including in public settings, with unauthorised persons, or through non-approved systems or devices.

**21. VARIATIONS**

Council reserves the right to vary, replace or terminate this policy from time to time.

**22. BREACH OF CODE**

Where Council reasonably believes an employee has breached this policy, the matter will be dealt with under the Performance and Misconduct Policy.

**23. COMMUNICATION AND DISTRIBUTION**

Council will make available to the public, the Child Safe Code of Conduct on our website at [www.mountisa.qld.gov.au](http://www.mountisa.qld.gov.au).

Supervisors will ensure the Code is distributed as per the Distribution and Dissemination table on this policy.

**ASSOCIATED LEGISLATION AND POLICIES**

- *Local Government Act 2009*
- *Local Government Regulations 2012*
- *Human Rights Act 2019*
- *Child Safe Organisations Act 2024*
- National Agreement on Closing the Gap
- National Principles for Child Safe Organisations
- Employee Code of Conduct
- Councillor Code of Conduct



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- Anti-Bullying, Sexual Harassment and Discrimination Policy
- Information Privacy Policy
- Performance and Misconduct Policy
- Child Safety and Wellbeing Policy
- Child Safe Complaints and Reporting Procedure
- Child Safety Risk Framework
- Supervision and Duty of Care Child Safe Policy
- Child Safe and Wellbeing Statement of Commitment

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## STRATEGIC POLICY

**MOUNT ISA CITY COUNCIL****Child Safe Reporting Policy and Procedure**

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**APPLIES TO STRATEGIC POLICIES ONLY**

This an official copy of the **Child Safe Reporting Policy and Procedure**, made in accordance with the provisions of *Local Government Act 2009*, *Local Government Regulation 2012*, *Child Safe Organisations 2024*, *Child Protection Act 1999* and current Council Policies.

Strategic policies are adopted by Mount Isa City Council due to its desire to influence the direction of an issue or assist in the delegated decision making of Mount Isa City Council officers. Strategic policies should follow the jurisdiction provided to Council through its Corporate Plan; the **Child Safe Reporting Policy and Procedure** is approved by the Mount Isa City Council for the operations and procedures of Council.

.....  
Tim Rose  
**Chief Executive Officer**

**DOCUMENT VERSION CONTROL**

| Governance/Policies/Strategic Doc ID# XXX |      |                | <b>POLICY TYPE</b>                                                   | Strategic (Council) |
|-------------------------------------------|------|----------------|----------------------------------------------------------------------|---------------------|
| VERSION                                   | DATE | RESOLUTION NO. | DETAILS                                                              |                     |
| V1                                        | XXX  | XXX            | Responsible Officer – Coordinator Governance and Disaster Management |                     |
|                                           |      |                | <b>REVIEW DUE</b>                                                    | 07/2028             |

**DISTRIBUTION AND DISSEMINATION**

|                                   |   |                                  |   |
|-----------------------------------|---|----------------------------------|---|
| Internal email to all employees   | X | Section meetings / Toolbox talks | X |
| Internal email to all Councillors | X | Included in employee inductions  |   |
| Employee noticeboards             |   | Uploaded to Council website      | X |
| Internal training to be provided  |   | External training to be provided | X |
| Registered in magiQ               | X |                                  |   |



## STRATEGIC POLICY

**MOUNT ISA CITY COUNCIL****Child Safe Reporting Policy and Procedure**

RESOLUTION NO. XXX VERSION V1

**1. PURPOSE**

1.1 This procedure sets out how Council identifies, receives, responds to, records, escalates and manages child safety concerns, disclosures, incidents, allegations and reportable conduct matters involving children and young people. It explains internal and external reporting obligations under Queensland law, embeds the Universal Principle of Cultural Safety, and supports responses that are trauma-informed, child-centred, procedurally fair and practical in QLD Council environments.

1.2 All personnel in our organisation must:

- know what to report, who to report to and how to report
- report any concerns about the safety or welfare of a child or young person immediately
- ensure the safety and wellbeing of the child is paramount when responding to a disclosure or allegation about a child being harmed or at risk.

**2. COMMENCEMENT**

This policy will commence on and from XXX. It replaces all other policies or arrangements governing Child Safe Reporting Policy and Procedure (whether written or not).

**3. SCOPE**

3.1 This procedure applies to:

- child safety concerns
- disclosures of harm and/or risk of harm to children and/or young people
- allegations of harm and/or risk of harm to children and/or young people
- incidents relating to children and/or young people engaged in council activities and/or on council property (Refer to 3.2)
- reports and/or concerns raised by or about children and young people in connection with Council services, programs, facilities, land, events, workers, volunteers, contractors, labour-hire personnel, trainees, students, placement workers, facility hirers, tenants, lessees, user groups, event organisers and other third parties (all personnel and council related programs/activities and facilities).

3.2 This procedure applies in both:

- Council-delivered services, programs and activities involving children and young people; and
- Council-managed or Council-controlled facilities, land and environments where children and young people may be present, including shared-use, mixed-use and open public access settings.

3.3 This procedure operates alongside the Child-Focused Complaints Procedure, Child Safe Code of Conduct, Privacy Policy, Records Management Policy, and other applicable legal or operational requirements.

3.4 Council recognises that some Council facilities and public spaces are open-access, shared-use or only partly supervised environments. Council may not be able to control all behaviour in these settings. However, Council will take reasonable and proportionate steps to respond to child safety concerns, including:



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- staff response where safe
- internal escalation
- signage
- environmental controls
- lawful exclusion or restriction processes
- contractor or hirer management action, and,
- referral to police, Child Safety or other authorities where required.

**4. COMMITMENTS TO CHILD SAFETY, RIGHTS AND PARTICIPATION**

## 4.1 Council aligns with:

- The National Principles for Child Safe Organisations)  
<https://www.childsafety.gov.au/resources/national-principles-child-safe-organisations>
- The Queensland Child Safe Standards <https://www.childsafety.gov.au/resources/national-principles-child-safe-organisations> and, the,
- Universal Principle of Cultural Safety so that Aboriginal and Torres Strait Islander children are culturally safe and their cultural rights, identities and connection to family, community and Country are recognised and respected.  
<https://www.qfcc.qld.gov.au/childsafe/standards/what-are-child-safe-standards/cultural-safety>

4.2 In implementing this procedure, Council will help ensure children and young people are informed of their rights, can participate in decisions affecting them, are taken seriously, and feel welcome, safe, valued, included and respected.

4.3 Council will engage families and communities, uphold equity and inclusion, promote culturally safe and safer physical and online environments, and use complaints and reporting information to review and improve child safe practice.

**5. WHEN AND WHAT TO REPORT (EXTERNAL REPORTING)**

## 5.1 All Council Personnel (Workers), including:

- Councillors
- Employees
- Volunteers
- Contractors
- Labour-hire personnel
- Trainees
- Students and placement workers

must be able to recognise and respond to child safety concerns, including indicators of abuse, neglect, grooming, boundary breaches and other unsafe conduct.

5.2 Where Council personnel is unsure whether a concern should be reported externally, they must immediately seek guidance from their line manager and/or the nominated Child Safe Lead, while taking any urgent action required to protect the child.



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**5.3 If a child is in immediate danger**

- Call Triple Zero (000) immediately
- For non-urgent police matters, contact Policelink on 131 444 or use the Queensland Police online reporting options.

**Call Triple Zero (000).**

For non-urgent police matters, contact

**Policelink**

Ph: 131 444

Online: [www.police.qld.gov.au/reporting](http://www.police.qld.gov.au/reporting)

Or via

Mobile App

**5.4 Suspected child abuse/neglect or risk of significant harm**

Where there is a suspected risk of significant harm to a child, the matter must be reported to the:

- Department of Child Safety Regional Intake Service during business hours, or, to the,
- After Hours Service Centre on 1800 177 135.
- Online reporting is also available for relevant professionals.

**5.5 Mandatory reporters**

- Where a Council role meets the definition of a mandatory reporter under the Child Protection Act 1999 (Qld), that person must make a report to Child Safety when they form a reportable suspicion. (This includes: teachers, doctors, registered nurses, designated police officers, child advocates and early childhood education and care professionals.)
- Whether or not a worker is a mandatory reporter, all child safety concerns must still be reported internally in accordance with this procedure.
- Whilst not all council personnel will meet the definition of a Mandated Report under the Act, in the interest of the safety of all children, Council will report all risk of harm, harm and any alleged criminal acts against/toward a child to the relevant statutory authority.

**5.4 Documenting a Concern**

Record concerns as soon as possible, using factual, non-judgmental and opinion-free language. The record should include, where known:

- the time, date and place of when the concern arose
- the circumstances that led to the concern
- the time, date and place of any observed incident, suspected harm, abuse or concerning conduct
- full details of what was seen, heard or disclosed
- the date of the report and the name/signature of the worker making the report.



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Workers (Council Personnel) must:

- record their own observations, and where relevant, precise details of any discussion with a parent, carer or other person
- not conduct their own investigation
- bring their concerns immediately to their line manager and/or the nominated Child Safe Lead.

#### 5.5 Documenting a Disclosure

When a child or another person makes a disclosure, the worker must:

- remain calm and listen carefully
- take the disclosure seriously
- avoid leading questions or asking for unnecessary detail
- reassure the child or person that telling someone was the right thing to do
- explain, in age-appropriate language, that the information may need to be shared to help keep the child safe
- record the disclosure as soon as possible, using the child's or person's own words where possible
- report the matter immediately in accordance with this procedure.

Workers must not promise to keep the information secret and must not investigate the matter themselves.

#### 5.6 Reportable Conduct Scheme (QLD)

Where Council is a reporting entity under the *Child Safe Organisations Act 2024* (Qld), the Head of Entity must notify the Queensland Family and Child Commission (QFCC) (Refer to section 7 of this Policy - Making an External Report) of any reportable allegation or reportable conviction about a worker within the required timeframe (3 business days of becoming aware) and ensure the matter is managed in accordance with legislative requirements.

Reportable conduct matters are separate from general complaints and may also require notification to police, Child Safety or other authorities. Council must ensure local roles, reporting pathways and investigation responsibilities are clearly identified.

If it involves immediate risk or a crime, also contact:

- Queensland Police Service – 000 (emergency) or 131 444
- Department of Child Safety, Seniors and Disability Services – 13 12 78

### 6. INTERNAL REPORTING (ALL WORKERS/PERSONNEL)

- 6.1 All Council personnel must immediately report any child safety concern, disclosure, allegation, complaint, incident or suspected misconduct involving a child to their line manager and the nominated Child Safe Lead, or in accordance with Council's local reporting pathway.
- 6.2 If the concern relates to the worker's line manager, the report must be made to the next senior manager, the Child Safe Lead, or another nominated reporting contact.



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- 6.3 Reports may be made verbally or in writing using the Council's approved reporting form, feedback and complaints channel, or other designated reporting process. Anonymous reports are accepted and will be assessed to the extent possible.
- 6.4 Failure to report a concern, or discouraging another person from reporting, is a breach of this procedure and may constitute misconduct.

## 7. MAKING AN EXTERNAL REPORT

- 7.1 External reports may need to be made to:

**Queensland Police where criminal conduct is suspected**, this includes sexual harm (and/or risk of) and/or grooming or a child is in immediate danger.

- Emergency: **000**
- Non-urgent police matters / Policelink: **131 444**
- Online reporting: [Queensland Police](#) / [Policelink](#) online reporting

**Department of Families, Seniors, Disability Services and Child Safety** where there is suspected abuse, neglect or risk of significant harm.

- Child Safety After Hours Service Centre: **1800 177 135** (Queensland only) or **(07) 3235 9999**
- Child Safety information and reporting: [Report child abuse](#) / [Child Safety](#)

**Queensland Family and Child Commission (QFCC)** where a reportable conduct notification is required under the *Child Safe Organisations Act 2024* (Qld).

- General enquiries: **(07) 3900 6000**
- Reportable Conduct Scheme information: [QFCC Reportable Conduct Scheme](#)

**When a child's permanent residence is interstate/outside of QLD**, the legal requirements to report are to that residing state's jurisdiction. (All sexual abuse is reported to Police). Refer to: Appendix 6 State by State Obligation Table.

- 7.2 Workers must follow the immediate danger, child protection and reportable conduct requirements set out in this procedure and seek guidance from the nominated Child Safe Lead where needed.

## 8. TRAUMA-INFORMED AND CULTURALLY SAFE REPORTING

- 8.1 Council will respond in ways that promote safety, trust, choice, collaboration, empowerment, accessibility and cultural safety.
- 8.2 Children and young people may choose a support person, trusted adult, advocate, First Nations liaison, interpreter or other communication support where appropriate when seeking support, sharing a disclosure, submitting feedback and/or complaint, and/or allegation.
- 8.3 Council will use developmentally appropriate, accessible and inclusive formats, including Easy Read, visuals, AAC, Auslan and interpreters where needed, and will minimise re-traumatisation wherever possible.
- 8.4 Council will use external third-party providers/workers as needed, alongside Council Personnel, to better support safe reporting procedures. This may include external child/youth workers, cultural representatives, NDIS support workers and/or any external party specific to support safe reporting procedures particular to the child and young person's needs.



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- 8.4.1 Where external providers/workers are used to support a child or young person, all Council Child Safety Policies and Procedures must be adhered to, and all providers/workers must fulfill the legislated and Council policy compliances to work with children and young people (i.e. working with children current Blue Card, QLD.)

**9. PRIVACY, INFORMATION SHARING AND RECORDS**

- 9.1 Information relating to child safety concerns and reports must be handled in accordance with privacy law and only shared on a need-to-know basis, where authorised by law, or where necessary to protect a child or young person.
- 9.2 Records must be created and stored in Council-approved secure recordkeeping systems with appropriate role-based access controls. Records must be retained and disposed of in accordance with the Records Management Policy and applicable legal requirements.
- 9.3 When a child's wellbeing is at risk: Under the *Child Protection Act 1999* (Qld), including the information sharing provisions in Chapter 5A, and applicable Queensland information sharing guidance, information may be shared without consent where this is authorised by law and necessary to protect a child or young person, respond to their needs, or reduce the likelihood of the child becoming in need of protection.
- 9.4 Workers who identify a need to share information about a child and/or their family must seek support and guidance from their line manager and/or the nominated Child Safe Lead as soon as practicable. This does not prevent immediate action or lawful sharing of information where urgent steps are required to protect a child.

**10. ROLES AND RESPONSIBILITIES**

**All Council personnel / workers:**

- identify, respond to and report child safety concerns immediately (to their line manager and/or child safety lead)
- support the child or young person
- create and maintain records; and comply with this procedure.

**Managers / supervisors:**

- triage reports
- manage immediate risk
- support workers
- ensure internal and external reporting occurs where required
- keep actions documented, and
- ensure the child or complainant is kept appropriately informed.

**Child Safe Lead:**

- advise on reporting pathways
- support risk assessment and escalation
- coordinate external notifications where required
- maintain oversight of records and reporting processes



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- liaise with authorities where appropriate, and
- support organisational learning and improvement.

**Chief Executive Officer / delegate**

- ensure Council systems support compliance with the Child Safe Standards and
- where applicable, the Reportable Conduct Scheme.

**Managers responsible for contracts, leases, licences, venue hire or third-party service arrangements**

- ensure child safety concerns involving contractors
- hirers
- tenants
- user groups or other third parties are escalated and managed under this procedure and any relevant contract, hire, access or site controls.

**11. AVAILABILITY AND REVIEW**

- 11.1 This policy is available on the council's website and internal intranet.
- 11.2 This policy is provided electronically (and available in hard copy as requested) to all families of all children and young people receiving services and/or who are registered with us.
- 11.3 This policy must be adhered to by all council personnel and will be made available electronically (or hard copy), prior to engagement.
- 11.4 This Policy will be reviewed at least every two years, or earlier if required due to legislative change, organisational change, service changes, identified risk, incident trends, complaint trends, child safety concerns, or review findings.

**\*REFER TO APPENDIX FOR FACT SHEETS AND REPORTING FORMS\***

**IMPORTANT REMINDER:** When a child's permanent residence is interstate/outside of QLD, the legal requirements to report are to that residing state's jurisdiction. (All sexual abuse is reported to Police). Refer to: Appendix 6 State by State Obligation Table.

**12. VARIATIONS**

Council reserves the right to vary, replace or terminate this policy from time to time.

**13. BREACH OF POLICY**

Where Council reasonably believes an employee has breached this policy, the matter will be dealt with under the Performance and Misconduct Policy.

**14. COMMUNICATION AND DISTRIBUTION**

Council will make available to the public, the Child Safe Reporting Policy and Procedure on our website at [www.mountisa.qld.gov.au](http://www.mountisa.qld.gov.au).



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Supervisors will ensure the Policy is distributed as per the Distribution and Dissemination table on this policy.

## 15. DEFINITIONS

For the purposes of this policy:

**Allegation** – means an assertion that a person has engaged in conduct that may place a child at risk or may constitute reportable conduct.

**Child** - means a person under 18 years of age. In Queensland, a child is legally defined as an individual under 18 years of age. However, specific legal ages for activities may vary: E.g. 10 for criminal responsibility, 18 for buying alcohol. The legal age for consent for having sex in Queensland is 16.

**Child safety concern** - means any concern, allegation, suspicion, disclosure, complaint, incident, behaviour, practice or environmental issue that may affect the safety or wellbeing of a child or young person.

**Child safety misconduct or unsafe conduct** – means inappropriate behaviour that may not itself constitute abuse but creates risk to children, may indicate grooming or boundary breaches, or may be inconsistent with Council's Child Safe Code of Conduct.

**Complaint** – means an expression of dissatisfaction requiring a response.

**Contractor / third party** – includes contractors, subcontractors, labour-hire workers, tenants, lessees, licensees, hirers, user groups, event organisers and other non-employee person carrying out work or activities in connection with Council functions, premises or services.

**Disclosure:** means a child or other person telling Council about harm, abuse, neglect or risk.

**Harm / abuse types** - includes physical harm, psychological or emotional harm, sexual abuse, neglect, exploitation, grooming, exposure to family violence, inappropriate conduct, and any other conduct or circumstance that places a child at risk.

**Grooming** – means a process where a person manipulates a child or group of children and sometimes those looking after them, including parents, carers, teachers and leaders. They do this to establish a position of 'trust' so they can then later harm the child.

**Neglect** – means not providing adequate and proper supervision, nourishment, clothing, shelter, education or medical care to a child. Supervision in Queensland there is no specific age set in legislation for when a child can be left home alone. Authorities such as the Queensland Government provide guidance (not law) suggesting children under 12 are generally not mature enough to be left alone for extended periods and very young children (under 5) should never be left alone. Instead, the law focuses on whether a parent or carer has met their duty of care under the *Criminal Code Act 1899*.

**Physical abuse** – means behaviours such as pushing, shoving, punching, slapping, kicking and unauthorised use of restraint.

**Psychological abuse (also known as emotional abuse)** - means bullying, threatening and abusive language, intimidation, shaming and name calling, ignoring and isolating a child and exposure to domestic and family violence.

**Sexual abuse** – means the sexual touching or sexual assault of a child, grooming, and production, distribution or possession of child abuse material.

**Immediate danger** – means a situation where a child faces an urgent risk of serious harm requiring immediate action, including contacting emergency services.



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**Open-access environment** – means a Council-managed or Council-controlled environment that is open to the public, shared with other users, or not continuously supervised by Council personnel.

**Personnel / workers** – means all Council staff, representatives, members, managers, directors, volunteers, contractors, work experience students, apprentices, trainees, third-party providers, workers for hire (eg event staff). This includes all workers and personnel associated with Council services, programs, facilities, land, events, workers, volunteers, contractors, labour-hire personnel, trainees, students, placement workers, facility hirers, tenants, lessees, user groups, event organisers and other third parties (all personnel and Council related programs/activities and facilities).

**ASSOCIATED LEGISLATION AND POLICIES**

- *Local Government Act 2009*
- *Local Government Regulations 2012*
- *Human Rights Act 2019*
- *Child Safe Organisations Act 2024*
- *Child Protection Act 1999*
- *Anti-Discrimination Act 1991*
- *Working with Children (Risk Management and Screening) Act 2000*
- *Public Records Act 2023*
- *Information Privacy Act 2009*
- National Agreement on Closing the Gap
- Blue Card Services (Queensland Government)
- National Principles for Child Safe Organisations
- Mandatory Reporting Queensland
- Child Safe Standards and Universal Principle
- Employee Code of Conduct
- Councillor Code of Conduct
- Anti-Bullying, Sexual Harassment and Discrimination Policy
- Information Privacy Policy
- Performance and Misconduct Policy
- Child Safety and Wellbeing Policy
- Child Safe Complaints and Reporting Procedure
- Child Safety Risk Framework
- Supervision and Duty of Care Child Safe Policy
- Child Safe and Wellbeing Statement of Commitment



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## Appendix 1: Possible Indicators of Abuse: Fact Sheets

### Purpose

This fact sheet outlines possible indicators that a child may be experiencing abuse, neglect or harm. Indicators do not confirm abuse has occurred. However, they may suggest a child is at risk and require further attention or reporting.

### Physical Indicators

- Unexplained bruises, burns or injuries
- Injuries inconsistent with explanation
- Frequent injuries
- Signs of neglect such as poor hygiene or inappropriate clothing
- Untreated medical issues
- Sudden weight loss or malnutrition
- Persistent tiredness

### Behavioural Indicators

- Sudden change in behaviour
- Withdrawal or fearfulness
- Aggression or extreme compliance
- Reluctance to go home or to a specific place
- Regression in behaviour or development
- Excessive secrecy
- Age-inappropriate sexualised behaviour

### Emotional Indicators

- Low self-esteem
- Anxiety or depression
- Emotional withdrawal
- Sudden mood swings
- Fear of certain individuals
- Self-harm behaviours

### Indicators of Neglect

- Lack of supervision
- Chronic hunger
- Inadequate clothing
- Poor personal hygiene
- Frequent absences
- Developmental delays

### Indicators of Grooming

- Unusual gifts or attention from adults
- Secretive relationships
- One-on-one time outside normal expectations



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- Increased private communication
- Attempts to isolate the child

**Online Indicators**

- Secretive online behaviour
- Multiple online accounts
- Sudden access to gifts or money
- Withdrawal after device use
- Contact with unknown adults

**Important Note:** A single indicator may not confirm abuse or risk of harm. Patterns, clusters of behaviours or changes over time should be taken seriously. If concerned, follow reporting procedures.

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## APPENDIX 2: Mandatory Reporting Incident Form

### Child Safety | Sexual Misconduct | NDIS (if applicable)

The Council Mandatory Reporting Incident Reporting Form must be completed whenever there is:

- A concern about the safety or wellbeing of a child (under 18 years)
- A suspicion of abuse, harm or neglect
- A disclosure of sexual abuse (current or historical)
- Grooming or predatory behaviour
- Staff misconduct involving a child
- An NDIS reportable incident
- A serious incident involving an adult learner where a child may be at risk
- Any situation where police or statutory authorities are contacted

This form ensures Council meets its legal obligations across Queensland.

**Confidentiality:** All completed forms must be:

- Stored securely
- Restricted to authorised personnel
- Managed in accordance with privacy legislation
- Preserved for potential legal or regulatory review

**Governance Note:** Completion of this form does not replace statutory reporting requirements. **External reporting must occur first where legally required.**

### SECTION 1 – REPORT DETAILS

| Field                             | Details                      |
|-----------------------------------|------------------------------|
| Date of Report                    |                              |
| Time of Report                    |                              |
| Date of Incident                  |                              |
| Time of Incident                  |                              |
| State Where Incident Occurred     | <input type="checkbox"/> QLD |
| Location of Incident              |                              |
| Report Completed By (Name & Role) |                              |
| Contact Details                   |                              |

### SECTION 2 – PERSON AT RISK OR AT HARM

| Field                         | Details |
|-------------------------------|---------|
| Full Name                     |         |
| Also Known As (if applicable) |         |
| Date of Birth                 |         |
| Age                           |         |
| Residential Address           |         |

- Is the person under 18? ☐ Yes ☐ No
- Is the person under 16? (QLD Criminal Trigger) ☐ Yes ☐ No ☐ N/A
- Aboriginal ☐ Yes ☐ No ☐ Unknown
- Torres Strait Islander ☐ Yes ☐ No ☐ Unknown

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**Field**

Cultural Background

Living with Disability

NDIS Participant

Under State Guardianship

**Details**

.....

☐ Yes ☐ No ☐ Unknown

☐ Yes ☐ No ☐ Unknown

☐ Yes ☐ No ☐ Unknown

**SECTION 3 – FAMILY & CONTEXT**

**Field**

**Detail**

|                                       |  |
|---------------------------------------|--|
| Parent/Guardian Names                 |  |
| Where Parents/Guardians Reside        |  |
| Names & Ages of Siblings in Household |  |
| School / Education Setting            |  |
| Year Level (if applicable)            |  |

**SECTION 4 – TYPE OF CONCERN**

*(Tick all that apply)*

- ☐ Immediate danger
- ☐ Physical abuse
- ☐ Sexual abuse
- ☐ Grooming behaviour
- ☐ Emotional/psychological abuse
- ☐ Neglect
- ☐ Exposure to family violence
- ☐ Online exploitation
- ☐ Staff misconduct
- ☐ Adult disclosure of historical child abuse
- ☐ Adult sexual assault (within service context)
- ☐ NDIS reportable incident
- ☐ Other (specify): \_\_\_\_\_

**SECTION 5 – IMMEDIATE DANGER CHECK**

Is the child/person in immediate danger?

☐ Yes

☐ No

If YES:

| Action                  | Completed                                                |
|-------------------------|----------------------------------------------------------|
| 000 called              | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Time called:            |                                                          |
| Police reference number |                                                          |
| Person moved to safety  | <input type="checkbox"/> Yes <input type="checkbox"/> No |

⚠ **Emergency response must not be delayed to complete this form.**



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**SECTION 6 – FACTUAL DESCRIPTION***Details: (Record facts only. Include direct quotes where possible.)***Details Continued:****SECTION 7 – RISK CLARIFICATION PROMPTS**

- What behaviours of concern have been observed or disclosed?
- Who is causing or contributing to harm?
- What type of harm is suspected?
- Is the child safe tonight?
- Has the child sustained an injury?
- What is the impact on the child?
- Is there known history of trauma?
- What are the strengths of the child and family?
- Does the child have a support network?

**Further Details:****SECTION 8 – SPECIAL RISK CONSIDERATIONS***(Tick if applicable)*

- ☐ Risk of unlawful medical procedures (e.g., FGM)
- ☐ Risk of forced/child marriage
- ☐ Risk of removal from Australia
- ☐ Risk of criminal exploitation
- ☐ Persistent unexplained school absence
- ☐ Child is homeless or in unsafe accommodation
- ☐ Concerns about unborn child
- ☐ Parents unable or unwilling to care
- ☐ Abandonment



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**SECTION 9 – STATE LEGISLATIVE TRIGGERS****QLD**

- ☐ Child under 16 and sexual offence suspected (criminal reporting obligation applies report to Police)
- ☐ Significant harm or risk of harm and parent not willing/able to protect (report to QLD Child Protection)
- ☐ Suspicion of harm or risk of harm from co-worker -/personnel (report to Reportable Conduct Scheme)
- ☐ Significant harm or risk of harm child is disabled (additional report ALSO to NDIS)
- ☐ Significant harm or risk of harm online (report to eSafety Commissioner)

**SECTION 10 – EXTERNAL REPORTING RECORD**

| Authority        | Date | Time | Officer Name / Ref No. |
|------------------|------|------|------------------------|
| Police           |      |      |                        |
| Child Protection |      |      |                        |
| NDIS Commission  |      |      |                        |
| eSafety          |      |      |                        |
| Other            |      |      |                        |

**Additional Details / Advice Received**

Was the report screened in? | ☐ Yes ☐ No ☐ Unknown |  
 Type of Notification | ☐ Phone ☐ Online ☐ Email |

**SECTION 11 – NDIS REPORTABLE INCIDENT CHECK**

Did the incident occur in connection with NDIS supports?

- ☐ Yes
- ☐ No

If YES:

- ☐ Serious incident reported within 24 hours
- ☐ Confirmation received

Reference number: \_\_\_\_\_

⚠ **NDIS reporting does not replace child protection reporting.****SECTION 12 – ADULT DISCLOSURE CHECK (IF 18+)**

- ☐ Disclosure of historical child abuse
  - ☐ Disclosure of current child at risk
  - ☐ Disclosure of adult sexual assault
  - ☐ Alleged offender may still pose risk to children
- If child currently at risk → statutory reporting required.

**SECTION 13 – INTERNAL ESCALATION**

| Action                                  | Completed                                                |
|-----------------------------------------|----------------------------------------------------------|
| Child Safe Lead notified                | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Senior Manager/CEO notified             | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Staff member stood down (if applicable) | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Risk mitigation plan initiated          | <input type="checkbox"/> Yes <input type="checkbox"/> No |

**SECTION 14 – SUPPORT & SAFETY PLANNING**

What supports can Council implement and/or are/have implemented?

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- ☐ Safety plan developed
- ☐ Referral to external services
- ☐ Cultural support referral
- ☐ Disability support adjustments
- ☐ Ongoing monitoring
- ☐ Debrief arranged

**Details:****SECTION 15 – CONFIDENTIALITY & RECORD KEEPING**

- ☐ Stored securely
- ☐ Access restricted
- ☐ Privacy legislation considered

**SECTION 16 – DECLARATION - I confirm this report is accurate to the best of my knowledge.****Name:**

.....(Role).....

....

**Council**.....**Signature:**

.....Date:.....



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## APPENDIX 3: CHILD SAFETY REPORTING - QUICK REFERENCE GUIDE – QLD

### STEP 1: IS THE CHILD IN IMMEDIATE DANGER?

#### CALL 000 IMMEDIATELY IF:

- A child is being sexually assaulted now
- A child has serious physical injury
- The alleged offender is present
- A weapon is involved
- The child fears imminent harm
- Urgent medical care is required

⚠ Internal reporting must **NEVER** delay calling 000.

#### After calling 000:

- Ensure child safety
- Notify Child Safe Officer
- Record facts only using the Incident Form

#### WHO IS A CHILD?

A child is **any person under 18 years**.

### STEP 2: DO YOU HAVE A CONCERN ABOUT A CHILD AND THE CHILD IS NOT IN IMMEDIATE DANGER?

You must act if you suspect:

- ☐ Physical abuse
- ☐ Sexual abuse
- ☐ Grooming behaviour
- ☐ Emotional abuse
- ☐ Neglect
- ☐ Online exploitation
- ☐ Exposure to family violence

You do **NOT** need proof.

Reasonable suspicion is enough.

#### REPORT TO THE CORRECT AUTHORITY QUEENSLAND (QLD)

Child Protection:

• Regional Intake Service (business hours)

• After Hours: 1800 177 135

Police (non-urgent): 131 444

⚠ Failure to report sexual offence against a child under 16 may be a criminal offence.

#### ONLINE SEXUAL EXPLOITATION

Report to:

- Police
- eSafety Commissioner
- Australian Centre to Counter Child Exploitation (ACCCE)

#### NDIS INCIDENTS (IF APPLICABLE)



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If the incident occurred within an NDIS service context:

- Report to NDIS Commission
- Serious incidents within 24 hours

⚠ NDIS reporting does NOT replace child protection reporting.

**STEP 3: INTERNAL REPORTING**

After external reporting:

- Notify Child Safe Lead
- Complete Incident Report Form
- Record facts only (no opinion)
- Maintain confidentiality

**REMEMBER**

- ✓ You do not investigate
- ✓ You do not promise confidentiality
- ✓ You do not need proof
- ✓ The safety of the child comes first

When in doubt: Report.



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## APPENDIX 4: CONCERNS CHECKLIST

Complete this form when concerns do not indicate an immediate threat. Tick each action completed and briefly note details.

|                |  |      |
|----------------|--|------|
| Reporter Name  |  | Date |
| Site / Service |  |      |

| Tick | Checklist Item                                                                                                                                     | Comments |
|------|----------------------------------------------------------------------------------------------------------------------------------------------------|----------|
|      | Observations of neglect — e.g., poor nutrition, hygiene, inadequate supervision, inappropriate responsibilities, repeated failure to collect child |          |
|      | Issues raised with the parents or carers                                                                                                           |          |
|      | Parents/carers advised of relevant support services (health, parenting, financial, etc.)                                                           |          |
|      | All workplace supports used to assist in responding to concerns                                                                                    |          |
|      | Emergency contacts confirmed or alternative arrangements discussed                                                                                 |          |
|      | CALD liaison officers contacted (if applicable)                                                                                                    |          |
|      | Concerns discussed with parents/carers when safe to do so                                                                                          |          |
|      | Belief established that parents/carers are not protective (if relevant)                                                                            |          |
|      | Referral made for persistent non-attendance; file of actions compiled                                                                              |          |
|      | Case worker contacted for children/young people in care                                                                                            |          |
|      | IEP coordinator consulted (principal, director, or delegate)                                                                                       |          |
|      | Aboriginal or Torres Strait Islander engagement services consulted                                                                                 |          |
|      | Disability support professionals consulted                                                                                                         |          |
|      | Linked child/young person to appropriate youth or mental health services                                                                           |          |
|      | Referral to integrated support or interagency services                                                                                             |          |
|      | Concerns discussed with senior staff/student support team                                                                                          |          |
|      | Concerns discussed with OSHC, family day care, childcare, preschool staff (if applicable)                                                          |          |



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| Tick | Checklist Item                                                      | Comments |
|------|---------------------------------------------------------------------|----------|
|      | Concerns discussed with previous education/care sites               |          |
|      | Concerns discussed with other government or non-government agencies |          |
|      | All actions documented by the site                                  |          |

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## APPENDIX 5: Notifications Checklist

| Notifier details                                                                                                 |                                                                                                                                                                                                                                                                          |
|------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/>                                                                                         | Full name                                                                                                                                                                                                                                                                |
| <input type="checkbox"/>                                                                                         | If a mandated reporter, job title and agency, capacity in which you are working with the child, young person or family                                                                                                                                                   |
| <input type="checkbox"/>                                                                                         | Contact telephone number                                                                                                                                                                                                                                                 |
| <input type="checkbox"/>                                                                                         | Relationship to the child or young person                                                                                                                                                                                                                                |
| <input type="checkbox"/>                                                                                         | Type and frequency of contact with the child or young person, siblings and their family                                                                                                                                                                                  |
| Identification details for the child or young person, their siblings, parents/caregivers and alleged perpetrator |                                                                                                                                                                                                                                                                          |
| <input type="checkbox"/>                                                                                         | Full name (incl. also known as and other surnames etc)                                                                                                                                                                                                                   |
| <input type="checkbox"/>                                                                                         | Date of birth / age / year level                                                                                                                                                                                                                                         |
| <input type="checkbox"/>                                                                                         | Sex: Male, female, not stated/inadequately described                                                                                                                                                                                                                     |
| <input type="checkbox"/>                                                                                         | Current address / contact telephone number                                                                                                                                                                                                                               |
| <i>Cultural identity:</i>                                                                                        |                                                                                                                                                                                                                                                                          |
| <input type="checkbox"/>                                                                                         | Aboriginal and/or Torres Strait Islander (including Nation/Clan)                                                                                                                                                                                                         |
| <input type="checkbox"/>                                                                                         | Culturally and linguistically diverse including ethnicity and language spoken/if an interpreter is required                                                                                                                                                              |
| <input type="checkbox"/>                                                                                         | Disability information                                                                                                                                                                                                                                                   |
| Concerns / allegations                                                                                           |                                                                                                                                                                                                                                                                          |
| <input type="checkbox"/>                                                                                         | Details of concerns / allegations of harm or risk of harm as per the <i>Children and Young People (Safety) Act 2017</i> . For example, physical or psychological (whether caused by an act or omission) including sexual, physical, mental, emotional abuse/neglect etc. |
| <input type="checkbox"/>                                                                                         | Did the child or young person disclose harm? What did they say? What was their emotional presentation?                                                                                                                                                                   |
| <input type="checkbox"/>                                                                                         | Who saw/heard what, and when?                                                                                                                                                                                                                                            |
| <input type="checkbox"/>                                                                                         | Description of current and previous injuries (size, shape, colour, location etc)                                                                                                                                                                                         |
| <input type="checkbox"/>                                                                                         | Has the child or young person been seen by a doctor? If yes, details                                                                                                                                                                                                     |
| <input type="checkbox"/>                                                                                         | What was the parent/caregiver's response to the child or young person?                                                                                                                                                                                                   |
| <input type="checkbox"/>                                                                                         | Description of the child or young person's behaviours of concern (including frequency, severity and health factors)                                                                                                                                                      |
| <input type="checkbox"/>                                                                                         | Knowledge about the functioning of the family: details of relevant health factors (physical, mental health difficulties or disability) family and domestic violence, drug and/or alcohol misuse, animal cruelty.                                                         |



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|                          |                                                                                                                                                                                                  |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> | Have the concerns been reported to other relevant government agencies (including Police)?                                                                                                        |
| <input type="checkbox"/> | Current location of the child or young person, parent/caregiver and the alleged perpetrator / when is the child or young person next to have contact with the alleged perpetrator?               |
| <b>Other information</b> |                                                                                                                                                                                                  |
| <input type="checkbox"/> | What are the care arrangements for the child or young person? Are parents/caregivers separated, are Family Court Orders in place, does a separated parent/caregiver have a new partner?          |
| <input type="checkbox"/> | Known supports and/or services involved with the child or young person and their family. Details (including frequency of their involvement, are the family actively engaged and workers details) |



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## APPENDIX 6: STATE-BY-STATE LEGAL OBLIGATION TABLE

(QLD, NT, TAS, SA, WA and ACT) – Child Protection & Criminal Sexual Abuse Reporting

### LEGAL OBLIGATIONS – CHILD PROTECTION & SEXUAL OFFENCES QLD, NT and TAS

| LEGAL CATEGORY                                                 | QUEENSLAND (QLD)                                                                                                                  | NORTHERN TERRITORY (NT)                                                                                                            | TASMANIA (TAS)                                                                                              |
|----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| <b>Primary Child Protection Legislation</b>                    | Child Protection Act 1999 (Qld)                                                                                                   | Care and Protection of Children Act 2007 (NT)                                                                                      | Children, Young Persons and Their Families Act 1997 (Tas)                                                   |
| <b>Who Is a Child?</b>                                         | Under 18 years                                                                                                                    | Under 18 years                                                                                                                     | Under 18 years                                                                                              |
| <b>Mandatory Reporters (Child Protection)</b>                  | Certain prescribed professionals (e.g., teachers, doctors, police). Others strongly encouraged to report.                         | <b>Any person</b> who believes on reasonable grounds that a child has suffered or is likely to suffer harm must report (s26).      | Certain prescribed persons (e.g., teachers, police, health practitioners). Others encouraged to report.     |
| <b>Threshold for Reporting</b>                                 | Child has suffered, is suffering, or is at unacceptable risk of suffering significant harm AND no parent willing/able to protect. | Child has suffered OR is likely to suffer harm (broader threshold than QLD/TAS).                                                   | Child has suffered OR is likely to suffer abuse or neglect.                                                 |
| <b>Criminal Failure to Report Sexual Offence Against Child</b> | Criminal Code Act 1899 (Qld) – Failure to report sexual offence against child under 16 is a criminal offence for any adult.       | Mandatory reporting obligation applies broadly to harm, including sexual abuse. Criminal Code provisions apply to sexual offences. | Criminal Code Act 1924 (Tas) – Failure to report sexual abuse of a child may constitute an offence.         |
| <b>Age Threshold – Criminal Sexual Offence Reporting</b>       | Under 16 years (specific failure to report provision).                                                                            | Under 18 years (child definition applies; mandatory reporting broad).                                                              | Under 18 years (child definition applies).                                                                  |
| <b>Report Child Protection Concerns To</b>                     | Regional Intake Service (business hours) After Hours: 1800 177 135                                                                | 1800 700 250 (24/7 Child Protection Hotline)                                                                                       | 1800 000 123 (Strong Families Safe Kids Advice & Referral Line)                                             |
| <b>Immediate Danger</b>                                        | 000                                                                                                                               | 000                                                                                                                                | 000                                                                                                         |
| <b>Police Non-Urgent Reporting</b>                             | 131 444                                                                                                                           | 131 444                                                                                                                            | 131 444                                                                                                     |
| <b>Reportable Conduct Scheme</b>                               | Child Safe Organisations Act 2024 (Qld) – Commencing 1 July 2026                                                                  | No statutory reportable conduct scheme identified                                                                                  | Child and Youth Safe Organisations Act 2023 (Tas)                                                           |
| <b>Working With Children Check</b>                             | Blue Card                                                                                                                         | Ochre Card                                                                                                                         | Registration to Work with Vulnerable People                                                                 |
| <b>NDIS Reportable Incidents (if applicable)</b>               | Must report serious incidents to NDIS Commission within required timeframe (24 hours for serious incidents)                       | Must report serious incidents to NDIS Commission within required timeframe (24 hours for serious incidents)                        | Must report serious incidents to NDIS Commission within required timeframe (24 hours for serious incidents) |



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LEGAL OBLIGATION – CHILD PROTECTION AND SEXUAL OFFENCES SA, WA, NSW and ACT

| LEGAL CATEGORY                                   | SOUTH AUSTRALIA (SA)                                                                       | WESTERN AUSTRALIA (WA)                                 | AUSTRALIAN CAPITAL TERRITORY (ACT)                             | NEW SOUTH WALES (NSW)                                                                                                |
|--------------------------------------------------|--------------------------------------------------------------------------------------------|--------------------------------------------------------|----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| <b>Primary Child Protection Legislation</b>      | Children and Young People (Safety) Act 2017                                                | Children and Community Services Act 2004               | Children and Young People Act 2008                             | Children and Young Persons (Care and Protection) Act 1998                                                            |
| <b>Who Is a Child?</b>                           | Under 18 years                                                                             | Under 18 years                                         | Under 18 years                                                 | Under 18 years                                                                                                       |
| <b>Mandatory Reporters (Child Protection)</b>    | Prescribed persons (teachers, police, health practitioners, ministers). Others encouraged. | Prescribed persons (doctors, nurses, teachers, police) | Broad application across professionals. Any person may report. | Mandatory reporters include teachers, health practitioners, police, child care workers and other prescribed persons. |
| <b>Threshold for Reporting</b>                   | Child at risk of harm (broad definition).                                                  | Reasonable belief of abuse or sexual.                  | Child at risk of abuse or neglect                              | Reasonable grounds to suspect a child is at risk of significant harm.                                                |
| <b>Criminal Failure to Report Sexual Offence</b> | Criminal Law Consolidation Act 1935 – offence for any adult.                               | No general offence. Mandatory reporting limited.       | Crimes Act 1900 – failure to report is an offence.             | Crimes Act 1900 – failure to report child abuse offences by adults is an offence in certain circumstances.           |
| <b>Age Threshold</b>                             | Under 18 years                                                                             | Under 18 years                                         | Under 18 years                                                 | Under 18 years                                                                                                       |
| <b>Report Child Protection Concerns To</b>       | 13 14 78                                                                                   | 1800 273 889                                           | 1300 556 729                                                   | 132 111                                                                                                              |
| <b>Immediate Danger</b>                          | 000                                                                                        | 000                                                    | 000                                                            | 000                                                                                                                  |
| <b>Police Non-Urgent</b>                         | 131 444                                                                                    | 131 444                                                | 131 444                                                        | 131 444                                                                                                              |
| <b>Reportable Conduct Scheme</b>                 | Under Children and Young People (Safety) Act 2017                                          | No standalone scheme                                   | Ombudsman Act 1989                                             | Child Protection (Working with Children) Act 2012 and Ombudsman Act 1974                                             |
| <b>Working With Children Check</b>               | WWCC                                                                                       | WWC Check                                              | WWVP Registration                                              | WWCC                                                                                                                 |
| <b>NDIS Reportable Incidents</b>                 | Report within required timeframe                                                           | Report within required timeframe                       | Report within required timeframe                               | Report within required timeframe                                                                                     |

**Staff must apply the legislative requirements of the state in which the incident occurred and/or the child resides.**



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**APPLIES TO STRATEGIC POLICIES ONLY**

This an official copy of the **Child Safe Supervision and Duty of Care Policy**, made in accordance with the provisions of *Local Government Act 2009*, *Local Government Regulation 2012*, *Child Safe Organisations 2024*, *Child Protection Act 1999* and current Council Policies.

Strategic policies are adopted by Mount Isa City Council due to its desire to influence the direction of an issue or assist in the delegated decision making of Mount Isa City Council officers. Strategic policies should follow the jurisdiction provided to Council through its Corporate Plan; the **Child Safe Supervision and Duty of Care Policy** is approved by the Mount Isa City Council for the operations and procedures of Council.

.....  
Tim Rose  
**Chief Executive Officer**

**DOCUMENT VERSION CONTROL**

| Governance/Policies/Strategic Doc ID# XXX |      |                | <b>POLICY TYPE</b>                                                   | Strategic (Council) |
|-------------------------------------------|------|----------------|----------------------------------------------------------------------|---------------------|
| VERSION                                   | DATE | RESOLUTION NO. | DETAILS                                                              |                     |
| V1                                        | XXX  | XXX            | Responsible Officer – Coordinator Governance and Disaster Management |                     |
|                                           |      |                | <b>REVIEW DUE</b>                                                    | 07/2028             |

**DISTRIBUTION AND DISSEMINATION**

|                                   |   |                                  |   |
|-----------------------------------|---|----------------------------------|---|
| Internal email to all employees   | X | Section meetings / Toolbox talks | X |
| Internal email to all Councillors | X | Included in employee inductions  | X |
| Employee noticeboards             |   | Uploaded to Council website      | X |
| Internal training to be provided  |   | External training to be provided |   |
| Registered in magiQ               | X |                                  |   |



## STRATEGIC POLICY

## MOUNT ISA CITY COUNCIL

## Child Safe Supervision and Duty of Care Policy

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**1. PURPOSE**

- 1.1 Council is committed to providing and maintaining environments that support the safety, wellbeing and dignity of children and young people.
- 1.2 The purpose of this Policy is to ensure Council personnel understand:
  - they have a duty of care to children and young people, and to other people affected by Council services, programs, activities and facilities
  - the reasonable steps they must take to meet that duty of care
  - the standard of care expected of them in carrying out their role
  - their responsibilities to communicate and apply Council's duty of care and child safe expectations where Council facilities are hired or used by external parties
  - that they must not act, or fail to act, in ways that breach their duty of care
  - that breaches of duty of care may result in corrective, disciplinary, contractual or other action, depending on the circumstances.
- 1.3 It also identifies the separate responsibilities of Council personnel to prevent, identify, respond to and report child safety concerns, including risk of harm, harm to a child, and institutional child sexual abuse, in accordance with the *Child Safe Organisations Act 2024* and applicable *Criminal Code Act 1899* and associated procedures.
- 1.4 This Policy complements the Child Safe Supervision and Duty of Care Procedure and should be read in conjunction with that document and other related child safe documents.
- 1.5 Council personnel have a duty of care in relation to children and young people, clients, participants, volunteers, workers and others who engage with Council services, programs, activities or facilities.
  - This includes a duty of care toward clients who engage with the service and volunteers who are under the age of 18.
  - This also includes a duty of care towards workers and others.
- 1.6 Council applies this Policy across directly delivered services, staffed programs, public facilities, shared-use community spaces and open-access environments. The way duty of care is applied may vary depending on the level of Council's control, supervision and responsibility in each setting, however Council personnel must always take reasonable steps to prevent reasonably foreseeable harm within the scope of their role and Council's control.

**2. COMMENCEMENT**

This policy will commence on and from XXX. It replaces all other policies or arrangements governing Child Safe Supervision and Duty of Care Policy (whether written or not).

**3. SCOPE**

- 3.1 This Policy applies to all Council personnel and to duty of care responsibilities arising in Council services, programs, facilities, functions, events, online environments and other activities.
- 3.2 It includes duty of care responsibilities including child safe responsibilities where children and young people are involved, affected, or present, and to other people who may be affected by Council services, programs, activities, facilities or environments.



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- 3.3 This Policy also applies to Council's management of duty of care risks arising through contractors, hirers, partners, lessees, licensees and other third parties using Council facilities or delivering services on Council's behalf.

For the purpose of this Policy, Council personnel (also referred to as workers) includes:

- councillors
- employees
- volunteers
- contractors and consultants
- labour-hire personnel (including event workers)
- students on placement
- trainees / apprentices
- any other person engaged by or on behalf of Council.

- 3.4 Council operates across a range of settings, including directly delivered services, staffed programs, public facilities, shared-use community spaces, open-access environments and online services. In some settings, Council provides direct supervision or service delivery. In other settings, Council provides access to facilities or public spaces and does not have continuous supervision or full control over who is present.

- 3.5 Council will apply this Policy in a way that is practical, risk-based and proportionate to the level of control, influence and responsibility Council has in each setting. Where Council does not hold primary supervision responsibility, Council will still take reasonable steps to identify, reduce and respond to child safety risks within its control.

This includes settings such as, but is not limited to (refer also to Item 2.6, 2.7 and 2.8 in this policy):

- libraries
- swimming pools and splash parks
- civic centres and community facilities
- school holiday programs
- community events
- youth services
- visitor centres
- traineeships and school-based work or learning opportunities
- parks and playgrounds
- multipurpose and recreation spaces
- online and digital service environments.
- facilities, programs or activities delivered by, with, or through contractors, hirers, funded partners, lessees, licensees and other third parties, where children may be present.



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- 3.6 This policy establishes general supervision and duty of care expectations. It does not replace or prescribe specific legislative or regulatory requirements for services, facilities or high-risk activities. Where additional or more specific requirements apply to a service, program, facility or activity, including (but not exclusive to) higher-risk contexts such as swimming pools, libraries, splash parks, school programs, child care, late night events and overnight stays, this policy must be read in conjunction with all relevant procedures, risk assessments, local work instructions, contractual conditions, and applicable legislative and regulatory requirements.
- 3.7 Individual risk assessments must be undertaken to determine specific duty of care and supervision standards, including adult-to-child ratios and expectations. This includes, but is not limited to, structural and physical environment requirements such as fencing, supervision zones and separate facilities (e.g. change rooms). Assessments must address the specific activity, facility and user group or entity, including settings such as childcare, education and aquatic environments, in accordance with the relevant legislative framework and regulatory authority.
- 3.8 For regulated and high-risk services, facilities or activities this policy operates as supplementary only. All legislative and regulatory requirements apply in full, take precedence, and must be strictly complied with at all times. Responsible managers are accountable for ensuring that service or entity-specific procedures, including those for sports and recreation, childcare, education and libraries, are in place and maintained.
- 3.9 Failure to meet applicable regulatory requirements is a breach of this policy.

**4. POLICY STATEMENT**

- 4.1 "Duty of care" is a legal obligation to take reasonable steps to reduce the risk of reasonably foreseeable harm, including physical or psychological harm, arising in connection with Council services, programs, activities, facilities or environments.
- 4.2 Council personnel must take reasonable steps to minimise the risk of reasonably foreseeable harm. This does not mean Council can guarantee that harm will never occur, but it does require Council personnel to act reasonably to prevent, identify, reduce and respond to risks within the scope of their role and Council's control.
- 4.3 Duty of care includes:
- providing and maintaining safe and suitable premises and environments
  - providing an adequate system of child-to-adult supervision
  - undertaking risk assessments for services, activities, events and facilities
  - identifying, assessing and controlling risks to children, young people, workers, participants and others
  - implementing strategies to prevent reasonably foreseeable physical or psychological harm, including bullying and harassment and inappropriate conduct
  - ensuring appropriate first aid, medical assistance and emergency response is available and provided to sick or injured children, clients and participants
  - ensuring workers and participants are physically and psychologically safe
  - implementing policies, procedures and practices to maintain a child-safe environment and comply with the Child Safe Standards (QLD)
  - implementing and complying with work health and safety and other relevant policies, procedures and practices



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- supporting safe recruitment, screening, induction, conduct and supervision of personnel
  - taking reasonable precautions to minimise the risk of child abuse by individuals associated with the organisation
  - taking reasonable precautions to minimise the risk of harm caused by individuals associated with Council services, activities, facilities or environments
  - setting and communicating reasonable safety and child safe expectations for contractors, hirers, partners and other third parties where relevant
  - implementing and complying with relevant government and local policies, and,
  - ensuring individuals take reasonable responsibility for their own safety and the safety of others in the workplace.
- 4.4 Council cannot avoid its duty of care by relying solely on another person, parties or organisation/s to manage risks within Council's own services, facilities or areas of responsibility. Council personnel must take reasonable steps to prevent reasonably foreseeable harm to children and young people, and to others affected by Council activities, services and facilities, within the scope of Council's control responsibility and influence.
- 4.5 Although duty of care is non-delegable, the way it is applied may vary depending on the level of Council's control, supervision and influence in a particular setting. Council personnel must always take reasonable steps to prevent reasonably foreseeable harm within the scope of their role and Council's responsibility.
- 4.6 The application of duty of care includes, but is not limited to, the following circumstances:
- **When Council personnel have direct supervision:** Where a child or young person is participating in a Council-managed service, program, activity or event and Council personnel have direct supervision responsibilities, Council retains primary responsibility for the safety and wellbeing of children and young people within that setting, including where external organisations or individuals are engaged by Council to deliver or support the activity.
  - **When Council personnel are working in open or public spaces:** In settings such as libraries, community facilities, parks, playgrounds, pools, splash parks or other public areas, direct or continuous supervision of children may not be the role of Council personnel. In these settings, Council personnel continue to hold a duty of care in relation to maintaining safe premises, identifying and responding to risks within Council's control, communicating expected behaviour and child safe information where appropriate, and taking reasonable action when concerns arise. All regulations apply to these services and take precedence, and must be adhered to, specific to that entity (e.g. Library supervision policy as per QLD guidelines, swimming pool safety as before QLD regulations).
  - **When external individuals or organisations hire or use Council facilities:** Where external individuals, community groups, contractors, funded partners, lessees, licensees or other organisations hire, occupy or use Council facilities, the hirer or provider generally holds primary responsibility for the supervision of children during their own activities. However, Council retains a duty of care in relation to the condition and safety of Council premises, applicable conditions of use, and the management of reasonably foreseeable risks within Council's control. Council may also set and enforce child safe expectations through contracts, bookings, permits, licences, funding agreements, site conditions and



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other relevant arrangements. All external individuals and parties must adhere to all Council Child Safe Policies and Procedures and industry regulations and legislations.

- **When duty of care involves child protection, safety and wellbeing:** Regardless of where responsibility sits for an activity or event, all Council personnel have obligations under Queensland legislation to act on child safety concerns. Where a Council staff member forms a concern, suspicion or reasonable belief that a child or young person has suffered, is suffering, or is at risk of suffering harm, they must take appropriate action in accordance with mandatory reporting requirements and Council Child Safe Reporting procedures including internal escalation and notification to relevant external authorities.
- More detailed operational requirements relating to supervision, risk identification and control, and reporting and response are set out in the Supervision and Duty of Care Procedure, Child Safety Risk Framework, and Child Safety Complaints and Reporting Process.

## 5. STANDARD OF CARE

- 5.1 Council personnel are required to meet an appropriate standard of care when carrying out their duties. The standard of care expected will vary depending on the nature of the role, the level of responsibility, the qualifications, training and experience of the individual, and the circumstances in which services, activities or facilities are delivered or used.
- 5.2 Council personnel must take reasonable steps to meet their duty of care, having regard to the specific circumstances of the situation, including the nature of the activity or environment and the needs, age, abilities, vulnerability and communication needs of children and young people involved; and the level of responsibility held by the individual, including their role, position description, contractual or volunteer arrangements, qualifications, training and experience.
- 5.3 Reasonable steps may include, but are not limited to:
  - planning for and providing a safe and suitable environment for activities
  - ensuring appropriate supervision arrangements are in place
  - complying with relevant Council policies, procedures and applicable legislation
  - ensuring identified risk controls, supervision arrangements and local safety requirements are followed
  - ensuring access to appropriate medical assistance, first aid resources and emergency response measures
  - seeking guidance or escalating concerns where a person is unsure how duty of care applies in the circumstances, or where further support or decision-making is required.
- 5.4 When determining what reasonable steps are required to prevent reasonably foreseeable harm, Council personnel must consider factors such as:
  - the number of children and participants involved
  - the age, ability, vulnerability and needs of children and young people
  - the nature of the activity, environment and level of supervision available
  - the level of risk, the practicability of implementing control measures, and the level of Council's control or responsibility in the circumstances.



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- 5.5 Council personnel must exercise appropriate judgement and act in a manner consistent with their role, responsibilities, training and Council's commitment to safety, child safety and wellbeing.
- 5.6 More detailed operational guidance about supervision, risk controls and escalation is set out in the Supervision and Duty of Care Procedure, Child Safety Risk Framework, and Child Safety Complaints and Reporting Process.

**6. CONTRACTORS, HIRERS, PARTNERS AND THIRD PARTIES**

- 6.1 Council recognises that children and young people may be present in Council-managed facilities, services and activities delivered by contractors, funded partners, community groups, lessees, licensees, hirers and other third parties. Council will take reasonable and proportionate steps to ensure that relevant third parties understand and comply with applicable safety and child safe expectations in connection with their role, service, activity or use of Council facilities.
- 6.2 Where relevant, Council may set safety and child safe expectations through contracts, agreements, funding arrangements, procurement processes, bookings, permits, leases, licences, site access conditions, induction requirements, supervision arrangements, codes of conduct and incident notification requirements.
- 6.3 Depending on the nature of the service, activity or facility use, third parties may be required to:
  - comply with relevant safety, child safe and conduct requirements
  - hold required child related safety screening, licences, qualifications or approvals
  - provide evidence of relevant child safe policies, procedures, risk controls or supervision arrangements
  - take reasonable steps to support child safety and wellbeing within the scope of their role, activity or use of Council facilities
  - comply with applicable conditions of hire, access, occupancy, service delivery or site use.
- 6.4 Where a third party is delivering services, running activities, or using Council facilities in circumstances where children are present, that third party generally holds primary responsibility for the supervision of children in connection with their own activity. However, Council retains responsibility for matters within its control, including the condition and safety of Council premises, applicable conditions of use, and the management of reasonably foreseeable risks arising within Council's areas of responsibility.
- 6.5 Council may take action where relevant safety or child safe requirements are not met, including providing direction, requiring corrective action, restricting access, escalating concerns, suspending an arrangement, terminating an arrangement, or making reports to an appropriate authority where required.
- 6.6 More detailed requirements can be accessed in relevant contracts, procurement documents, funding agreements, facility hire and use conditions, and any contractor or third-party child safe guidance adopted by Council.

**7. COUNCIL FACILITIES**

- 7.1 Council recognises that children and young people may access, attend or be present in a range of Council-owned, managed or controlled facilities, including public facilities, community spaces, recreation areas and venues used for Council services, programs, events or third-party activities.



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- 7.2 Council will take reasonable and proportionate steps to support safety in facilities within its control. This includes maintaining facilities in a safe condition, addressing known hazards and risks, applying relevant conditions of entry or use, and taking practical steps to support child safety and wellbeing in light of the nature of the facility and how it is used.
- 7.3 Depending on the nature of the facility, its use and Council's level of control, reasonable steps may include:
- maintaining safe premises, fixtures, equipment and amenities
  - identifying and responding to known environmental or site-specific risks
  - considering visibility, access, isolation points and other environmental safety factors
  - applying and communicating conditions of hire, use, access or occupancy
  - displaying signage or information about expected behaviour, child safety and reporting pathways where appropriate
  - monitoring and responding to concerns arising in Council-controlled areas, and
  - taking action where unsafe or inappropriate behaviour is observed, reported or otherwise identified.
- 7.4 Where Council facilities are hired, occupied or used by external individuals or organisations, Council may impose and enforce relevant safety and child safe conditions through bookings, permits, leases, licences, contracts, local instructions and facility hire or use conditions.
- 7.5 Council may take action where relevant safety or child safe requirements relating to the use of Council facilities are not met, including escalation, corrective action, restriction of access, suspension or termination of an arrangement where appropriate. Relevant safety and child safe expectations may also be set out in contracts, procurement documents, bookings, permits, licences, facility hire and use conditions, local instructions and contractor or third-party guidance.
- 7.6 More detailed requirements can be accessed out in facility hire and use conditions, local work instructions, site-specific risk assessments and related child safe or safety guidance adopted by Council.

**8. PHYSICAL, ONLINE AND SERVICE ENVIRONMENTS**

- 8.1 Council will take reasonable and proportionate steps to identify, assess and reduce safety risks, including child safety risks, in the physical, online and service environments within its control.
- 8.2 Council recognises that risks may arise in directly delivered services, staffed programs, public facilities, online environments, shared-use spaces and open-access settings. Council also recognises that, in some environments, its control over who is present or how a space is used may be limited. In these settings, Council will still take practical steps within its control to support safety, child safety and wellbeing.
- 8.3 Depending on the nature of the environment, activity or service, reasonable steps may include:
- environmental design and visibility measures,
  - risk assessments and site-specific controls,
  - supervision arrangements appropriate to the setting,
  - management of visitors, contractors and facility users where relevant,



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- codes of behaviour and conditions of entry or use,
- safe use of technology, online communication and digital service environments,
- clear reporting and escalation processes, and,
- signage, information and communication about expected behaviour, child safety, reporting pathways and shared responsibilities where appropriate.

8.4 Council will apply these measures in a way that is practical, risk-based and proportionate to the nature of the environment, the risks identified, and the level of Council's control or responsibility in the circumstances.

8.5 More detailed requirements relating to supervision, risk identification, control measures and reporting can be accessed in the Supervision and Duty of Care Procedure, Child Safety Risk Framework, and Child Safety Complaints and Reporting Process.

**9. SUPERVISION RESPONSIBILITIES**

9.1 Council recognises that appropriate supervision is an important part of meeting duty of care responsibilities and supporting the safety and wellbeing of children and young people.

9.2 Supervision arrangements must be appropriate to the nature of the activity, the environment, the age, needs and vulnerability of children and young people involved, and the level of Council's responsibility, control and role in the circumstances.

9.3 In some settings, Council personnel will have direct supervision responsibilities. In other settings, including open-access or shared-use environments, Council's supervision role may be limited and duty of care may instead be met through other reasonable steps within Council's control.

9.4 Further detail about supervision expectations, risk identification and environmental controls is set out in the Child Safety Risk Framework and associated Procedures.

**10. SAFETY CONCERNS, COMPLAINTS AND REPORTING**

10.1 Council will maintain clear, accessible and appropriate processes for raising, receiving, responding to and escalating concerns, complaints, allegations, disclosures, incidents and breaches relating to safety, duty of care and child safety.

10.2 All Council personnel must act on concerns relevant to safety, duty of care or child safety promptly and appropriately. All concerns must be taken seriously, including concerns raised directly by a child or young person, by a family member, by another person on behalf of a child, by a worker, participant, facility user, contractor, hirer, or community member, or through observation, disclosure, complaint or allegation.

10.3 If a child is in immediate danger, call 000. If criminal conduct is suspected, report to Queensland Police. Internal reporting requirements apply in addition to, not instead of, any legal obligation to report to external authorities.

10.4 Council recognises that some workers may also hold legal mandatory reporting obligations under Queensland law and must comply with those obligations. Whilst not all council personnel will meet the definition of a Mandated Report under the Act, in the interest of the safety of all children, Council will report all risk of harm, harm and any alleged criminal acts against/toward a child to the relevant statutory authority in accordance with the Child Safe Reporting Policy and Procedure.

10.5 Council will respond to concerns, complaints and reports in a way that is, as far as possible:



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- child-focused where children are involved
- timely
- fair
- respectful
- trauma-informed where appropriate
- culturally responsive
- consistent with privacy, confidentiality and information-sharing requirements.

10.6 Detailed requirements for reporting, complaint handling, escalation and response can be accessed in the Child Safety Complaints and Reporting Process and the Child Safe Reporting Policy and Procedure.

**11. BREACH OF DUTY OF CARE**

11.1 A breach of duty of care may occur where Council personnel, contractors, volunteers or other people engaged by or on behalf of Council fail to take reasonable steps to prevent, identify, reduce or respond to reasonably foreseeable harm within the scope of their role, responsibilities or Council's control.

11.2 A breach may include, but is not limited to:

- failing to identify, assess or manage known or reasonably foreseeable risks
- failing to provide appropriate supervision where required
- failing to maintain safe premises, equipment or environments
- failing to comply with relevant Council policies, procedures or child safe requirements
- failing to act on, report or appropriately respond to safety or child safety concerns
- failing to follow identified risk controls, supervision arrangements or local safety requirements, and
- failing to ensure appropriate training, support, resources or systems are in place to support safe practice.

11.3 Where an alleged or actual breach of duty of care occurs, Council will respond in accordance with relevant policies, procedures and legislative requirements. This may include review, corrective action, training, supervision, restriction of duties, disciplinary action, contractual action, referral to external authorities, or review of systems and controls, depending on the nature and seriousness of the matter.

11.4 Council recognises that duty of care obligations exists alongside obligations under other legislation, including child protection, work health and safety and criminal law. A breach of duty of care may result in organisational, regulatory, civil or criminal consequences.

11.5 Any person may raise a concern, complaint, allegation, incident or report relating to a potential breach of duty of care. All matters will be taken seriously and managed in a timely, fair, respectful and, where appropriate, trauma-informed manner in accordance with Council's complaints, reporting and investigation processes. Relevant processes for reporting, escalation and response are set out in the Child Safety Complaints and Reporting Process and any other applicable Council procedures.



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**12. ROLES AND RESPONSIBILITIES****Councillors and Chief Executive Officer**

Councillors and the Chief Executive Officer are responsible for endorsing and supporting the implementation of this Policy, allocating resources, and ensuring child safety and duty of care is reflected in governance, risk management, decision-making and organisational culture.

**Executive Management Team and managers**

Executive Management Team (EMT) and managers are responsible for implementing this Policy in their areas of responsibility, supporting child safe practice, monitoring compliance, responding appropriately to concerns, and ensuring relevant induction, supervision and risk controls are in place.

**Council officers**

All Council personnel must:

- comply with this Policy and related Council policies, procedures and requirements
- take reasonable steps to meet their duty of care responsibilities
- uphold the Child Safe Code of Conduct and other relevant standards of behaviour
- act on safety and child safety concerns and report them promptly and appropriately
- contribute to safe, respectful and inclusive environments
- participate in required induction, training, supervision and other safety requirements, and
- follow lawful directions, risk controls, local safety requirements and corrective actions relevant to their role.

**Child Safe Lead (Delegated Child Safety Contact)**

The Child Safe Lead, Child Safety Officer, or other delegated child safety contact provides advice, coordination and support in relation to child safe practice, reporting, escalation, guidance, monitoring and continuous improvement.

**Contractors, volunteers and third parties**

Contractors, volunteers and third parties must comply with relevant safety, conduct and child safe expectations applying to their role, service, activity or access to Council facilities, and cooperate with Council directions and requirements relevant to safety and child safety.

**Families, carers and community members**

Families, carers and community members are encouraged to support child safety by understanding Council's child safe approach, following relevant conditions of use, and raising concerns where needed.

**13. COMMUNICATION AND ACCESSIBILITY**

Council will take reasonable steps to ensure this Policy and related child safe information are communicated in ways that are accessible and appropriate to different audiences, including Council personnel, children and young people, families, carers, communities and relevant third parties.

Council recognises that effective communication supports safer environments, clearer expectations, and more accessible pathways for raising concerns, complaints or reports.

This may include:



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- making the Policy publicly available
- providing child-friendly and family-friendly information
- publishing or displaying key child safe commitments and reporting information
- providing information in alternative formats, where reasonably practicable
- supporting understanding through induction, briefing, signage, website content or local guidance.
- Using communication approaches that are culturally appropriate and responsible to the needs of the local community where relevant.

**14. MONITORING, REVIEW AND CONTINUOUS IMPROVEMENT**

- 14.1 Council will monitor the implementation of this Policy and use feedback, incidents, complaints, concerns, risk information, audits, reviews and other relevant information to strengthen child safe practice, safety and duty of care over time.
- 14.2 Council recognises that effective child safe practice requires ongoing review, learning and improvement.
- 14.3 Council will take reasonable steps to identify gaps, respond to emerging risks, and improve the effectiveness of its child safe systems, controls, communication and practices, as well as broader safety and duty of care arrangements.
- 14.4 In particular, Council will use available information to assess whether:
- children and young people are safer in Council services, facilities, activities and environments
  - child safe expectations are understood and applied in practice
  - concerns, complaints, incidents and disclosures are being identified, responded to and escalated appropriately
  - risk controls, supervision arrangements and environmental safeguards are effective
  - communication, reporting pathways and accessibility measures are working for children, families, communities and Council personnel
  - further action, training, system improvement or local controls are needed.
- 14.5 This Policy will be reviewed at least every two years, or earlier if required due to legislative change, organisational change, service changes, identified risk, incident trends, complaint trends, child safety concerns, or review findings.
- 14.6 Monitoring and review activities may also be informed by the Child Safety Risk Framework, related procedures, implementation guidance, incidents, complaints, feedback and other relevant review processes.

**15. VARIATIONS**

Council reserves the right to vary, replace or terminate this policy from time to time.

**16. BREACH OF POLICY**

Where Council reasonably believes an employee has breached this policy, the matter will be dealt with under the Performance and Misconduct Policy.



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**17. COMMUNICATION AND DISTRIBUTION**

Council will make available to the public, the Child Safety and Wellbeing Policy on our website at [www.mountisa.qld.gov.au](http://www.mountisa.qld.gov.au).

Supervisors will ensure the Policy is distributed as per the Distribution and Dissemination table on this policy.

**18. DEFINITIONS**

For the purposes of this policy:

**Child / children / young person** - means a person under 18 years of age. In Queensland, a child is legally defined as an individual under 18 years of age. However, specific legal ages for activities may vary: E.g. 10 for criminal responsibility, 18 for buying alcohol. The legal age for consent for having sex in Queensland is 16.

**Child safety and wellbeing** - means the actions, systems, culture and practices that support children to be safe, respected, included and heard, and that prevent and respond to harm.

**Child safe concern** - means any concern, allegation, suspicion, disclosure, complaint, incident, behaviour, practice or environmental issue that may affect the safety or wellbeing of a child or young person.

**Clients and/or Participants** - means people receiving, attending, using or participating in a Council service, program, activity or facility, whether delivered directly by Council or by an external provider.

**Council personnel / workers** - means the persons listed in the scope section of this Policy. Includes all council staff, representatives, members, managers, directors, volunteers, contractors, work experience students, apprentices, trainees, third-party providers, workers for hire (e.g. event staff). This also includes all workers and personnel associated with council services, programs, facilities, land, events, workers, volunteers, contractors, labour-hire personnel, trainees, students, placement workers, facility hirers, tenants, lessees, user groups, event organisers and other third parties (all personnel and council related programs/activities and facilities).

**Duty of Care** – may be defined as ‘an obligation, recognised by law, to avoid conduct fraught with unreasonable risk of danger to others’. This means the obligation to take reasonable steps to prevent reasonably foreseeable harm to people who may be affected by Council services, programs, activities, facilities or environments.

**Harm** includes physical harm, psychological or emotional harm, sexual abuse, neglect, exploitation, grooming, exposure to family violence, inappropriate conduct, and any other conduct or circumstance that places a child at risk.

**Parent, carer or guardian** – means a person with day-to-day responsibility for a child or young person, or another person legally responsible for the child or young person.

**Reasonable steps** – means actions that are sensible, proportionate and appropriate in the circumstances to reduce the risk of reasonably foreseeable harm, having regard to the nature of the activity, the needs of those involved, and the level of Council's control, authority and responsibility.

**Reasonably foreseeable harm** – means harm that a person in the same position should reasonably anticipate as a possible outcome in the circumstances.

**Third party** includes contractors, consultants, labour-hire personnel, funded partners, hirers, lessees, licensees, user groups, community organisations and any other public users, external person or entity providing services to children, working with children, or using Council facilities in circumstances where children may be present.



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**ASSOCIATED LEGISLATION AND POLICIES**

- *Local Government Act 2009*
- *Local Government Regulations 2012*
- *Human Rights Act 2019*
- *Child Safe Organisations Act 2024*
- *Child Protection Act 1999*
- *Anti-Discrimination Act 1991*
- *Information Privacy Act 2009*
- National Agreement on Closing the Gap
- National Principles for Child Safe Organisations
- Employee Code of Conduct
- Councillor Code of Conduct
- Anti-Bullying, Sexual Harassment and Discrimination Policy
- Information Privacy Policy
- Performance and Misconduct Policy
- Child Safety and Wellbeing Policy
- Child Safe Complaints and Reporting Procedure
- Child Safety Risk Framework
- Supervision and Duty of Care Child Safe Policy
- Child Safe and Wellbeing Statement of Commitment



## PROCEDURE

**MOUNT ISA CITY COUNCIL****Child Safe Supervision and Duty of Care Procedure**

RESOLUTION NO: XXX VERSION V1

**APPLIES TO ADMINISTRATIVE POLICIES ONLY**

This an official copy of the **Child Safe Supervision and Duty of Care Procedure** which details how Mount Isa City Council will deliver and action responsibilities outlined in our **Child Safe and Duty of Care Policy**. This Procedure is approved by Mount Isa City Council and will serve as employee instruction.

.....  
Tim Rose

**Chief Executive Officer**

**DOCUMENT VERSION CONTROL**

Governance/Policies/Procedures Doc ID# XXX

| VERSION | DATE | RESOLUTION NO:    | DETAILS                                                              |
|---------|------|-------------------|----------------------------------------------------------------------|
| V1      | XXX  | XXX               | Responsible Officer – Coordinator Governance and Disaster Management |
|         |      | <b>REVIEW DUE</b> | 07.2028                                                              |

**DISTRIBUTION AND DISSEMINATION**

|                                   |   |                                  |   |
|-----------------------------------|---|----------------------------------|---|
| Internal email to all employees   | X | Section meetings / Toolbox talks |   |
| Internal email to all Councillors |   | Included in employee inductions  |   |
| Employee noticeboards             |   | Uploaded to Council website      |   |
| Internal training to be provided  | X | External training to be provided | X |
| Registered in magiQ               | X |                                  |   |

**MOUNT ISA CITY COUNCIL PROCEDURE**

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## PROCEDURE

**MOUNT ISA CITY COUNCIL****Child Safe Supervision and Duty of Care Procedure**

RESOLUTION NO: XXX VERSION V1

**1. PURPOSE**

This Procedure sets out the actions and processes Council personnel must follow to meet Council's duty of care obligations in practice and to support the safety and wellbeing of children and young people.

It explains how duty of care is applied across Council services, programs, facilities, activities, events and online environments, including in settings where children and young people are directly supervised, present in public or shared spaces, or accessing services or facilities used by others.

This Procedure provides guidance on:

- how duty of care is applied in practice
- how risks are identified, assessed and managed
- how supervision arrangements are implemented
- how incidents, concerns and child safety matters are responded to and reported
- how actual or suspected breaches of duty of care are managed.

**2. COMMENCEMENT**

This procedure will commence on and from XXX. It replaces all other procedures or arrangements governing Child Safe Supervision and Duty of Care (whether written or not).

**3. APPLICATION**

This Procedure applies to:

- all Council personnel, including councillors, employees, volunteers, contractors, consultants, labour hire personnel and students
- all Council services, programs, facilities, activities, events and online environments
- duty of care responsibilities arising in directly delivered services, supervised activities, public access settings, shared-use environments and third-party use of Council facilities
- any situation where children and young people are directly supervised by Council personnel, are present in Council facilities, services or spaces, or may otherwise be affected by Council activities or environments.

This procedure will collectively refer to the above in this procedure as "Council personnel".

**4. AUTHORITY**

- 4.1 This Procedure supports Council's duty of care obligations and provides the operational requirements Council personnel must follow to implement the Council Duty of Care Policy in practice.
- 4.2 It is informed by Council's legal and organisational responsibilities, including the obligation to take reasonable steps to prevent reasonably foreseeable harm and to act in accordance with relevant legislative, regulatory and policy requirements.
- 4.3 Council personnel are not expected to interpret legal liability concepts when applying this Procedure. They must instead follow the actions, requirements and escalation processes set out in this Procedure and related Council documents.
- 4.4 This Procedure is issued under and must be read in conjunction with Council's:
  - Council Duty of Care Policy



## PROCEDURE

**MOUNT ISA CITY COUNCIL****Child Safe Supervision and Duty of Care Procedure**

RESOLUTION NO: XXX VERSION V1

- Child Safe Code of Conduct, Child Safety Risk Framework, and Child Safety Complaints and Reporting Process
- relevant legislative and regulatory obligations.

Where this Procedure is inconsistent with legislation, legislation prevails.

**5. ROLES AND RESPONSIBILITIES****All Council Personnel**

All Council personnel must:

- comply with this Procedure and all related safety and child safe documents
- take reasonable steps to prevent reasonably foreseeable harm within the scope of their role and Council's control
- identify, manage and escalate risks relevant to their role, setting or activity
- follow supervision arrangements, risk controls and local safety requirements as directed
- respond to and report incidents, safety concerns and child safety concerns promptly and appropriately
- participate in required induction, training, supervision and other compliance requirements.

**Managers and Supervisors**

Managers and supervisors must:

- ensure this Procedure is implemented within their area of responsibility
- ensure appropriate supervision arrangements, risk controls and local safety measures are in place
- ensure foreseeable risks are identified, assessed, managed and reviewed
- respond to reports, incidents and concerns, and escalate matters where required
- support staff and other personnel to understand and meet duty of care and child safety obligations
- take appropriate action where conduct, systems or practices create or contribute to risk.

**Child Safe Lead / Child Safety Officer**

The Child Safe Lead, Child Safety Officer, or delegated contact must:

- provide advice on child safety, reporting and related duty of care obligations
- coordinate reporting, escalation and external notifications where required
- support incident response, risk management and investigations relating to child safety matters
- monitor compliance, trends and improvement actions relevant to child safe practice.

**6. WORDER SUITABILITY AND ONGOING MONITORING**

6.1 Council personnel who work with, or may have contact with, children and young people must be suitable for their role and must continue to meet relevant behavioural, safety and child safe expectations while engaged by or on behalf of Council.

6.2 Managers and supervisors must ensure that, where required:

- appropriate screening, eligibility and other required checks are completed prior to engagement



## PROCEDURE

**MOUNT ISA CITY COUNCIL****Child Safe Supervision and Duty of Care Procedure**

RESOLUTION NO: XXX VERSION V1

- workers receive role-appropriate induction, including duty of care and child safety expectations, before commencing duties
- supervision arrangements are in place and proportionate to the level of risk
- worker conduct, compliance and suitability are monitored on an ongoing basis
- concerns about conduct, behaviour, safety or child safe compliance are identified and acted on promptly.

6.3 Where concerns arise regarding a person's behaviour, conduct, compliance or suitability:

- the concern must be escalated to management and/or the Child Safe Lead immediately
- interim risk controls must be implemented where required to ensure safety and child safety
- duties may be modified, restricted, suspended or ceased while concerns are assessed
- further action must be taken in accordance with relevant Council procedures and requirements.

6.4 Worker suitability concerns must not be ignored, minimised or managed informally where safety or child safety may be compromised.

**7. APPLYING DUTY OF CARE**

Council personnel must apply duty of care in a way that is practical, proportionate and responsive to the nature of the service, activity, facility, environment or circumstance.

The actions required to meet duty of care obligations will vary depending on:

- whether children and young people are directly supervised by Council personnel
- whether the setting is a public, open-access or shared-use environment
- the age, needs, vulnerability and number of children involved
- the nature of the activity or service
- the level of risk
- Council's level of control, responsibility and influence in the circumstances.

**Directly Supervised Services and Activities**

Where Council personnel directly supervise children or young people, personnel must:

- ensure appropriate supervision ratios are maintained
- complete risk assessments before activities commence
- monitor risks throughout activities
- intervene early where risk, unsafe behaviour or emerging concerns are identified
- respond promptly to illness, injury, distress or child safety concerns.

Council retains **primary responsibility** for child safety in these settings.

**Travel, Transport and Off-site Movement**

Where Council personnel arrange, authorise or facilitate travel or transport involving children and young people, duty of care obligations continue to apply for the duration of the travel activity.

Personnel must ensure that:



## PROCEDURE

**MOUNT ISA CITY COUNCIL****Child Safe Supervision and Duty of Care Procedure**

RESOLUTION NO: XXX VERSION V1

- travel or transport is approved and appropriate to the activity and setting
- reasonably foreseeable risks associated with travel or off-site movement are identified, assessed and managed
- supervision arrangements are clearly defined and maintained at all times
- relevant Council policies and procedures relating to work health and safety, vehicles, transport and risk management are followed.

Travel or transport must not proceed where appropriate supervision or risk controls cannot be ensured.

Transport must only be provided to children where written permission from a legal guardian has been granted to do so.

***Excursions and Off-site Activities***

Where Council organises, delivers or facilitates excursions or off-site activities involving children and young people, duty of care obligations apply for the duration of the activity.

Prior to an excursion or off-site activity, personnel must ensure that:

- the activity is approved in accordance with Council requirements
- risks associated with the location, activity, travel and supervision are identified and managed
- supervision arrangements are appropriate to the age, needs and number of participants
- any specific child safety, medical or accessibility needs are identified and accommodated. This must be presented in writing prior to an excursion takes place (not on the day) so personnel can prepare for any special needs and added supervisory requirements
- excursion permissions are provided to council in writing by the legal guardian of the child.

Excursions or off-site activities must not proceed where risks cannot be adequately controlled or where suitable supervision cannot be maintained.

Off site and overnight activities must be individually risk assessed and approved by management for each individual activity.

NDIS participant supports must be able to be supported in accordance specifically with the participants care plan.

**Parental and caregiver supervision**

In some Council services, programs, facilities and public environments, children and young people may attend with a parent, carer or caregiver and Council does not provide direct or continuous supervision.

In these settings:

- parents, carers or caregivers retain responsibility for the supervision of the child while using Council facilities or attending activities
- Council personnel must continue to take reasonable steps to maintain safe environments and to manage foreseeable risks within Council's control
- Council personnel must act on any child safety concerns, hazards or incidents that come to their attention in accordance with this Procedure.

This does not remove or transfer Council's duty of care. Council's duty of care must be applied in a manner proportionate to the level of control and supervision Council has in the setting.



## PROCEDURE

**MOUNT ISA CITY COUNCIL****Child Safe Supervision and Duty of Care Procedure**

RESOLUTION NO: XXX VERSION V1

In this setting Council must demonstrate explicit communication (verbally, signs, forms, posters etc.) that children are to be supervised by the caregiver at all times.

**Participant Behaviour Expectations**

Council expects that all participants, including adults and children, behave in a manner that supports the safety, wellbeing and inclusion of others when attending Council services, programs, facilities or activities.

Participants are expected to:

- treat others with respect and behave in a safe and responsible manner
- follow reasonable directions provided by Council personnel
- not engage in behaviour that places themselves or others at risk of harm
- not engage in abusive, aggressive, threatening or discriminatory or sexually inappropriate behaviour.

Council personnel must take reasonable steps to respond to inappropriate, unsafe or concerning behaviour where it occurs. This includes intervening where appropriate, providing clear direction, escalating concerns, and taking action in accordance with this Procedure and other relevant Council documents.

If Council personnel observe behaviour, interactions or circumstances that are suspicious, concerning or inconsistent with child safety or community safety expectations, they must report the matter in accordance with Council reporting and escalation procedures, even where no immediate harm has occurred. Behaviour expectations do not remove or reduce Council's duty of care and are applied in a manner proportionate to Council's level of control and supervision in each setting.

**Participant Reporting of Concerns**

Council encourages children, young people, parents, carers, caregivers and other participants to speak up if they feel unsafe, observe concerning behaviour, or have concerns about safety or wellbeing while accessing Council services, programs, facilities or activities.

Council personnel must ensure that:

- participants are treated respectfully when raising concerns
- reports of concerns, suspicious behaviour or unsafe situations are taken seriously
- appropriate action is taken in accordance with this Procedure, including escalation and reporting where required
- participants are not discouraged, dismissed or penalised for raising concerns.

Concerns may be raised by participants or others regardless of whether harm has occurred. Council personnel must respond in a child-focused, supportive and proportionate manner.

**Open and Public Access Environments**

In environments where children may be present but are not directly supervised by Council personnel, such as libraries, parks, playgrounds and community facilities, Council personnel must:

Council personnel must:

- maintain safe premises and environments within Council's control
- identify and respond to hazards, behavioural risks and emerging concerns
- report and escalate concerning behaviour, incidents or risks in accordance with this Procedure.



## PROCEDURE

**MOUNT ISA CITY COUNCIL****Child Safe Supervision and Duty of Care Procedure**

RESOLUTION NO: XXX VERSION V1

In these settings, duty of care may be met through environmental safety measures, communication, signage, conditions of use, escalation and other reasonable steps available to Council in the circumstances.

**Hire and Third-Party Use of Council Facilities**

Where Council facilities are used by external individuals, groups or organisations:

- hirers or providers are generally responsible for supervising children during their own activities
- Council personnel must ensure, so far as reasonably practicable, that the facility is safe and fit for purpose
- relevant safety, conduct and child safe expectations and conditions of use are communicated and enforced where applicable.

Council's duty of care cannot be avoided by relying solely on another party. Council personnel must continue to take reasonable steps in relation to matters within Council's control, including the condition of facilities, known hazards, applicable conditions of use, and escalation of concerns.

Further detail about supervision, risk management, reporting and child safety escalation is set out in the Child Safety Risk Framework, Child Safety Complaints and Reporting Process, and any relevant local work instructions or facility conditions of use.

**8. RISK IDENTIFICATION AND MANAGEMENT**

Council personnel must take reasonable steps to identify, assess, manage and review foreseeable risks to children, young people, workers, participants and others who may be affected by Council services, programs, activities, facilities or environments.

Risk management must be applied in a way that is practical, proportionate and responsive to the nature of the activity, environment, service or facility, and to Council's level of control and responsibility in the circumstances.

Council personnel must:

- identify foreseeable risks to children, workers and others
- undertake risk assessments where required
- implement practical and proportionate risk controls
- monitor risks during activities, service delivery and facility use
- review and adjust controls where circumstances change, new risks emerge, or controls are not effective.

Risk considerations must include, where relevant:

- the age, ability, vulnerability and needs of children and young people
- the nature of the setting, activity or service
- supervision arrangements and the level of oversight available
- environmental, behavioural and operational risk factors
- whether the environment is directly supervised, open access, shared use or used by third parties
- any known child safety, medical, accessibility or support needs.

Further guidance on child safety risk assessment and risk controls is set out in the Child Safety Risk Framework and any relevant local risk assessment tools or work instructions.



## PROCEDURE

**MOUNT ISA CITY COUNCIL****Child Safe Supervision and Duty of Care Procedure**

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**9. SUPERVISION REQUIREMENTS**

Supervision arrangements must be appropriate to the nature of the activity, environment, participants and identified risks.

When determining supervision requirements, Council personnel and managers must consider, where relevant:

- the age, number, needs and vulnerability of children and young people involved
- the nature of the activity, service or environment
- the level of risk and any known hazards or behavioural concerns
- the experience, role and availability of supervising personnel
- whether the setting is directly supervised, open access, shared use or involves third-party use.

Supervision arrangements must:

- be appropriate to the activity, environment and participants
- be clearly communicated and understood by relevant personnel
- be maintained actively and not assumed
- be reviewed where conditions, risks or participant needs change
- support timely response to incidents, distress, unsafe behaviour or emerging concerns.

Where supervision responsibilities are unclear, insufficient, or cannot be maintained safely, the activity must not proceed, or must be paused, modified or escalated to a manager for direction.

Further detail about supervision expectations in specific settings may be set out in local work instructions, activity risk assessments, and related Council procedures.

**10. INCIDENT AND EMERGENCY RESPONSE**

Council personnel must respond promptly and appropriately to incidents, emergencies, injuries, unsafe situations and child safety matters arising in connection with Council services, programs, activities, facilities or environments.

When an incident or emergency occurs, personnel must, as appropriate to the situation:

- ensure the immediate safety of children, young people, workers, participants and others present
- provide first aid or other immediate assistance within the scope of their role and training
- call 000 if there is immediate danger or urgent medical, police or emergency assistance is required
- take reasonable steps to manage the immediate risk, including separating people, stopping the activity, or securing the area where necessary
- notify a manager or supervisor as soon as practicable
- escalate child safety concerns in accordance with Council reporting requirements
- record the incident, actions taken and any follow-up required in accordance with Council procedures.

Detailed reporting, escalation and follow-up requirements are set out in the Child Safety Complaints and Reporting Process and any other relevant Council incident or emergency procedures.



## PROCEDURE

**MOUNT ISA CITY COUNCIL****Child Safe Supervision and Duty of Care Procedure**

RESOLUTION NO: XXX VERSION V1

**11. FIRST AID AND MEDICAL PREPAREDNESS**

Council facilities, services and activities must be equipped and prepared to provide an appropriate first aid response where children, young people, workers or members of the community may be present, having regard to the nature of the setting, the activity and the level of foreseeable risk.

Managers and supervisors must ensure that:

- appropriate first aid kits and related equipment are available and accessible within Council facilities and activity locations
- first aid equipment is suitable for the setting and level of foreseeable risk
- first aid kits and equipment are regularly checked, maintained and replenished
- expired, damaged or missing items are removed and replaced as required
- staff are aware of the location of first aid equipment and relevant emergency response arrangements
- any relevant medical response arrangements, emergency contacts or support information required for the activity or setting are identified and available to personnel where appropriate.

First aid equipment and related preparedness measures must be maintained in accordance with Council work health and safety requirements and relevant risk management procedures.

**12. CHILD SAFETY CONCERNS AND MANDATORY REPORTING**

Council personnel must respond promptly and appropriately to any child safety concern, including concerns arising from disclosures, observations, allegations, suspicious behaviour, or concerns that a child or young person has been harmed, is at risk of harm, or may be unsafe. This section sets out the immediate action and reporting requirements that apply to child safety concerns, including mandatory reporting obligations where required by law.

**Immediate Action**

Any Council personnel who:

- observe concerning behaviour
- receive a disclosure
- form a concern, suspicion or reasonable belief that a child or young person has been harmed, is at risk of harm, or may be unsafe.

must act **immediately**.

Immediate action may include, as appropriate to the circumstances:

- taking reasonable steps to ensure the immediate safety of the child or young person
- responding calmly, supportively and appropriately to the child or person raising the concern
- notifying a manager, supervisor and/or the Child Safe Lead without delay
- making a report to an external authority where required by law or where immediate police or emergency intervention is needed.

Child safety concerns must not be ignored, delayed, minimised or dealt with informally.

**Reporting Process**

Council personnel must:



## PROCEDURE

**MOUNT ISA CITY COUNCIL****Child Safe Supervision and Duty of Care Procedure**

RESOLUTION NO: XXX VERSION V1

- follow Council's internal reporting and escalation procedures for all child safety concerns
- make mandatory reports where required by law
- report suspected criminal conduct to Queensland Police
- cooperate with lawful directions, risk management actions and further response steps.

Internal reporting does not replace legal reporting obligations.

Where a person is unsure whether a concern meets a reporting threshold, they must seek immediate guidance from their manager, supervisor or the Child Safe Lead, and the concern must still be escalated internally without delay.

Detailed internal reporting, escalation, external notification and response requirements are set out in the Child Safety Complaints and Reporting Process.

**13. REPORTABLE CONDUCT (OBLIGATIONS)**

Council recognises that some allegations, concerns or incidents involving workers, volunteers, contractors or other persons engaged by or on behalf of Council may meet the threshold of reportable conduct under applicable Queensland child safe legislation. Where this may apply, the matter must be treated seriously, escalated promptly and managed in accordance with Council's reporting and response requirements.

Where conduct may meet the threshold of reportable conduct:

- the matter must be escalated immediately to the Child Safe Lead, Child Safety Officer or delegate
- immediate risk management actions must be taken where required to support the safety of children and young people
- relevant information must be recorded and handled in accordance with Council procedures
- external notification must occur where required by law
- personnel must cooperate with lawful directions, risk controls, investigations and response actions.

Council personnel are not expected to make final determinations about whether conduct is reportable. Where there is any uncertainty, the matter must still be escalated immediately for assessment and action in accordance with Council procedures.

Detailed reportable conduct assessment, notification and response requirements are set out in the Child Safety Complaints and Reporting Process or any related reportable conduct procedure adopted by Council.

**14. REPORTING BREACHES OF DUTY OF CARE**

Council personnel must report any actual or suspected breach of duty of care, including concerns that reasonable steps to prevent, identify, reduce or respond to reasonably foreseeable harm may not have been taken. Reporting a suspected breach is a safety and accountability requirement and does not depend on a person first proving that a breach has occurred.

A breach of duty of care may relate to, but is not limited to:

- actions or omissions by Council personnel
- failures in supervision, risk assessment, risk controls or procedures
- unsafe practices, environments, activities or systems
- failure to act on known hazards, risks, incidents or child safety concerns



## PROCEDURE

**MOUNT ISA CITY COUNCIL****Child Safe Supervision and Duty of Care Procedure**

RESOLUTION NO: XXX VERSION V1

- failure to follow lawful directions, local safety requirements, or relevant Council procedures.

Reports must be made in accordance with Council reporting and escalation processes and may be made regardless of whether harm has occurred.

Council personnel must not ignore, conceal, minimise or manage suspected breaches of duty of care informally. All reports will be taken seriously and addressed in accordance with Council procedures.

Reporting and escalation requirements relating to suspected breaches must be followed in conjunction with the Child Safety Complaints and Reporting Process and any other applicable Council procedures.

**15. BREACH OF DUTY OF CARE**

A breach of duty of care may occur where reasonable steps are not taken to prevent, identify, reduce or respond to reasonably foreseeable harm within the scope of a person's role, responsibilities or Council's control.

A breach may include, but is not limited to:

- inadequate or inappropriate supervision
- failure to identify, assess or act on known risks
- failure to follow risk controls, local safety requirements or lawful directions
- failure to respond to incidents, hazards or unsafe behaviour appropriately
- failure to act on or report safety or child safety concerns
- non-compliance with this Procedure or related Council requirements.

Where a breach is identified or substantiated, Council may take action in accordance with relevant policies, procedures and legislative requirements. Depending on the nature and seriousness of the matter, this may include corrective action, additional training or supervision, review of systems or controls, restriction of duties, disciplinary action, contractual action, or referral to an external authority.

**16. RECORDS AND DOCUMENTATION**

Council personnel must ensure that incidents, concerns, disclosures, reports, actions taken and follow-up steps relevant to safety, duty of care or child safety are documented accurately and as soon as practicable after the event or information becomes known.

Records must:

- be clear, factual and complete
- reflect the actions taken, decisions made and any escalation or reporting undertaken
- be stored securely and handled in accordance with Council privacy, confidentiality, information-sharing and records management requirements
- only be accessed, used or disclosed by authorised persons and for lawful or work-related purposes.

Records must not be altered, concealed, destroyed or managed informally in a way that compromises safety, accountability, investigation, reporting or legal obligations.

**17. TRAINING AND SUPPORT**

Council will provide induction, training, guidance and support relevant to duty of care, safety and child safety so that Council personnel understand the requirements of this Procedure and can apply them in practice.



## PROCEDURE

**MOUNT ISA CITY COUNCIL****Child Safe Supervision and Duty of Care Procedure**

RESOLUTION NO: XXX VERSION V1

Training, induction and support must be appropriate to the person's role, level of responsibility, the nature of the setting, and the level of risk associated with the work, activity or environment.

Council will, where relevant:

- provide induction on duty of care, child safety, reporting and expected standards of behaviour
- provide role-appropriate training and refresher training
- provide guidance, supervision and support for personnel working in higher-risk or child-related settings
- respond to identified gaps in knowledge, practice or compliance through further support, training or supervision.

Council personnel must complete required induction and training and participate in supervision, guidance and other support processes relevant to their role.

**18. MONITORING AND REVIEW**

Council will monitor the implementation of this Procedure to support continuous improvement in duty of care, safety and child safe practice.

Monitoring may include consideration of:

- incidents, concerns, complaints and reports
- child safety concerns and reporting trends
- identified risks and risk control effectiveness
- compliance with supervision, reporting and procedural requirements
- feedback from personnel, children, families, carers, communities and relevant third parties, where appropriate
- review findings, audits or other governance activities.

This Procedure will be reviewed at least every two years, or earlier if required due to legislative change, organisational change, service changes, identified risk, incident trends, child safety concerns, complaint trends, or review findings.

Council will update this Procedure where required to address identified gaps, strengthen practice, respond to emerging risks, and improve the effectiveness of duty of care and child safe systems.

**19. VARIATIONS**

Council reserves the right to vary, replace or terminate this procedure from time to time.

**20. BREACH OF PROCEDURE**

Where Council reasonably believes an employee has breached this procedure, the matter will be dealt with under the Performance and Misconduct Policy.

**ASSOCIATED LEGISLATION AND POLICIES**

- *Child Safe Organisations Act 2024*
- *Child Protection Act 1999*
- *Information Privacy Act 2009*
- *Public Records Act 2023*



## PROCEDURE

**MOUNT ISA CITY COUNCIL****Child Safe Supervision and Duty of Care Procedure**

RESOLUTION NO: XXX VERSION V1

- *Criminal Code Act 1899*
- *Working with Children (Risk Management and Screening Act 2000)*
- Child Safe Code of Conduct
- Child Safe Supervision and Duty of Care Policy
- Child Safety and Wellbeing Policy
- Child Safety Statement of Commitment
- Child Safety Statement of Commitment to Aboriginal and Torres Strait Islander Cultural Safety

DRAFT



STRATEGIC POLICY  
**MOUNT ISA CITY COUNCIL**  
**Child Safety and Wellbeing Policy**

RESOLUTION NO. XXX VERSION V1

**APPLIES TO STRATEGIC POLICIES ONLY**

This is an official copy of the **Child Safety and Wellbeing Policy**, made in accordance with the provisions of *Local Government Act 2009*, *Local Government Regulation 2012*, *Child Safe Organisations 2024*, *Child Protection Act 1999* and current Council Policies.

Strategic policies are adopted by Mount Isa City Council due to its desire to influence the direction of an issue or assist in the delegated decision making of Mount Isa City Council officers. Strategic policies should follow the jurisdiction provided to Council through its Corporate Plan; the **Child Safety and Wellbeing Policy** is approved by the Mount Isa City Council for the operations and procedures of Council.

.....  
 Tim Rose  
**Chief Executive Officer**

**DOCUMENT VERSION CONTROL**

| Governance/Policies/Strategic Doc ID# XXX |      |                | <b>POLICY TYPE</b>                                                   | Strategic (Council) |
|-------------------------------------------|------|----------------|----------------------------------------------------------------------|---------------------|
| VERSION                                   | DATE | RESOLUTION NO. | DETAILS                                                              |                     |
| V1                                        | XXX  | XXX            | Responsible Officer – Coordinator Governance and Disaster Management |                     |
|                                           |      |                | <b>REVIEW DUE</b>                                                    | 07/2028             |

**DISTRIBUTION AND DISSEMINATION**

|                                   |   |                                  |   |
|-----------------------------------|---|----------------------------------|---|
| Internal email to all employees   | X | Section meetings / Toolbox talks | X |
| Internal email to all Councillors | X | Included in employee inductions  | X |
| Employee noticeboards             |   | Uploaded to Council website      | X |
| Internal training to be provided  |   | External training to be provided |   |
| Registered in magiQ               | X |                                  |   |



STRATEGIC POLICY  
**MOUNT ISA CITY COUNCIL**  
**Child Safety and Wellbeing Policy**

RESOLUTION NO. XXX VERSION V1

**1. PURPOSE**

- 1.1 Council is committed to providing and maintaining environments that support the safety, wellbeing and dignity of children and young people.
- 1.2 Child safety and wellbeing are embedded in Council's leadership, governance, culture and decision-making and are recognised as a shared responsibility across all levels of the organisation.
- 1.3 Council has zero tolerance for child abuse, harm, neglect, exploitation and grooming.
- 1.4 The purpose of this Policy is to:
  - set out Council's child safety and wellbeing commitments, principles, responsibilities and minimum requirements
  - support the prevention of harm to children and young people in Council services, programs, facilities, activities and online environments
  - promote child wellbeing through inclusive, respectful, culturally safe, trauma-informed and child-centred practice that enables children and young people to thrive
  - support Council personnel to identify, escalate and report suspicions, concerns or disclosures of harm, or risk of harm, to a child through internal reporting mechanisms and to the appropriate authorities where required
  - provide clear expectations for Council personnel and relevant third parties
  - support consistent child safe decision-making across different Council settings.
- 1.5 This Policy is an overarching child safety and wellbeing policy. It should be read together with Council's Child Safety and Wellbeing Statement of Commitment, Child Safe Code of Conduct, Child Safety Complaints and Reporting Process, Child Safety Risk Framework, Supervision and Duty of Care Policy and Procedure, Child Safe Lead / Child Safety Officer role description, and related child safe guidance and supporting resources.

**2. COMMENCEMENT**

This policy will commence on and from XXX. It replaces all other policies or arrangements governing Child Safety and Wellbeing Policy (whether written or not).

**3. SCOPE**

- 3.1 This Policy applies to all Council personnel and to child safe responsibilities arising in Council services, programs, facilities, functions, events, online environments and other activities involving, affecting, or used by children and young people
- 3.2 For the purpose of this Policy, Council personnel (also referred to as workers) includes:
  - councillors
  - employees
  - volunteers
  - contractors and consultants
  - labour-hire personnel (including event workers)
  - students on placement



STRATEGIC POLICY  
**MOUNT ISA CITY COUNCIL**  
**Child Safety and Wellbeing Policy**

RESOLUTION NO. XXX VERSION V1

- trainees / apprentices
  - any other person engaged by or on behalf of Council.
- 3.3 Council operates across a range of settings, including directly delivered services, staffed programs, public facilities, shared-use community spaces, open-access environments and online services.
- 3.4 In some settings, Council provides direct supervision or service delivery. In other settings, Council provides access to facilities or public spaces and does not have continuous supervision or full control over who is present.
- 3.5 Council will apply this Policy in a way that is practical, risk-based and proportionate to the level of control, influence and responsibility Council has in each setting. Where Council does not hold primary supervision responsibility, Council will still take reasonable steps to identify, reduce and respond to child safety risks within its control.

This includes settings such as, but is not limited to:

- libraries
  - swimming pools and splash parks
  - civic centres and community facilities
  - childcare services, kindergartens, after school care and daycare, where applicable
  - playgroups
  - school holiday programs
  - community events
  - youth services
  - visitor centres
  - traineeships and school-based work or learning opportunities
  - parks and playgrounds
  - multipurpose and recreation spaces
  - online and digital service environments.
- 3.6 Where more specific requirements apply in a particular service, program, facility or activity, this Policy should be read together with the relevant procedure, risk assessment, local work instruction, contract condition, facility condition of use, or guidance document.

#### 4. POLICY STATEMENT AND COMMITMENT

Council is committed to creating and maintaining environments where children and young people are safe, respected, included and heard. Council has zero tolerance for child abuse, harm, neglect, exploitation and grooming.

Council will:

- act to prevent harm, abuse, neglect, exploitation and grooming
- embed child safety in our culture and practices
- respond to all child safety concerns seriously and respond promptly with a child focus



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- uphold the rights, voices and participation of children and young people - decision making and co-design
- promote culturally safe, inclusive and accessible practices
- support families, carers and communities to understand Council's child safe approach
- ensure Council personnel are suitable, supported and accountable
- identify and manage child safety risks in physical, online and service environments
- regularly review and strengthen child safe practices in a timely manner

This Policy is supported by Council's Child Safety and Wellbeing Statement of Commitment and Statement of Commitment to Aboriginal and Torres Strait Islander Cultural Safety, together with related child safe policies, procedures and guidance documents.

**5. NATIONAL CHILD SAFE PRINCIPLES AND CHILD SAFETY STANDARDS AND HOW WE APPLY THEM**

Council aligns with the National Principles for Child Safe Organisations and meets the Queensland Child Safe Organisations Standards, including all relevant state legislative and reporting obligations

These principles apply across Council services, facilities and activities involving children and young people, including directly delivered services, staffed programs, public facilities, open-access environments, shared community spaces and activities delivered in partnership with others. Together, these principles guide how Council builds, maintains, monitors and improves child safe practice across its operations:

**Principle 1: Child safety and wellbeing is embedded in organisational leadership, governance and culture**

Council recognises that creating and maintaining a child safe organisation requires visible leadership, clear accountability and a culture in which child safety and wellbeing are prioritised in decision-making, planning and practice. This includes ensuring child safety is embedded in governance, operations, risk management and continuous improvement across Council.

Council will:

- embed child safety and wellbeing in leadership, governance, planning and decision-making
- assign clear child safety responsibilities across the organisation
- support a culture where child safety concerns are taken seriously and acted on
- reflect child safety requirements in relevant policies, procedures and organisational systems
- monitor child safety risks, compliance and improvement actions as part of Council's governance and review processes.

This must include:

- including child safety in strategic, governance or risk discussions
- allocating child safety responsibilities to relevant leaders, managers or delegated roles
- embedding child safety in key policies, planning and review processes
- considering child safety as part of organisational risk management and continuous improvement.



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This principle is supported by the Child Safety Risk Framework, the Guidelines for the Rollout of the Child Safe Policy Suite, and related governance, planning and review processes.

**Principle 2: Children and young people are informed about their rights, participate in decisions affecting them and are taken seriously**

Council recognises that children and young people have the right to safety, dignity, respect and participation. Child safe practice is strengthened when children and young people are informed, supported to speak up, and taken seriously when they express views, concerns, preferences or experiences.

Council will:

- provide information to children and young people in ways that are suitable to their age, development and context
- support children and young people to express their views, raise concerns and ask for help or raise a complaint
- listen to children and young people respectfully and take their views and concerns seriously
- consider children's views in decisions that affect them
- review feedback and concerns raised by children and young people to improve child safe practice

This must include:

- Child-friendly posters, brochures or website information
- opportunities for children and young people to provide feedback about services, programs or facilities
- accessible ways for children to raise concerns and complaints directly or through the child friendly complaints process
- involving children and young people in planning or reviewing activities that affect them.

Further detail about child-friendly information, participation and reporting pathways is set out in the Child Safety Complaints and Reporting Process and related child-friendly complaint or reporting information.

**Principle 3: Families and communities are informed and involved in promoting child safety and wellbeing**

Council recognises that families, carers and communities are critical partners in promoting child safety and wellbeing. In many local government settings, child safety is strengthened when families, carers, hirers, user groups and community members understand Council's child safe approach, reporting pathways and shared responsibilities.

Council will:

- communicate its child safe approach to families, carers and communities
- provide clear information about how to raise concerns or report child safety issues
- engage respectfully with families and carers where appropriate and safe to do so
- communicate relevant child safe expectations in settings such as facilities, programs, events and shared community spaces



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- consider feedback from families, carers and community members as part of monitoring and improving child safe practice.

This must include:

- providing child safe information on Council's website or in program materials
- displaying reporting information or key child safe messages in relevant facilities
- including child safe expectations in bookings, event information, licences or facility conditions of use
- providing child-friendly and family-friendly complaint information where relevant.

Relevant requirements and communication mechanisms may also be set out in the Guidelines for the Rollout of the Child Safe Policy Suite, facility hire and use conditions, signage and other public-facing guidance.

**Principle 4: Equity is upheld and diverse needs respected in policy and practice**

Council celebrates diversity and is committed to creating environments where all children and young people are respected, included and supported to feel safe. Council recognises that children and young people experience safety differently and that some may face additional barriers to participation, inclusion, being heard, or accessing support. Council is committed to inclusive, respectful and equitable practice that recognises and responds to the diverse needs, identities and experiences of children and young people, including children from different cultural or linguistic backgrounds, Aboriginal and Torres Strait Islander children, LGBTQIA+ children and young people, children with disability or developmental needs, and children who may be vulnerable due to trauma, family circumstances or other factors.

Council will:

- promote inclusive, respectful and non-discriminatory environments
- recognise and respond to the diverse needs, experiences and vulnerabilities of children and young people in policy, planning and practice
- support culturally safe practice for Aboriginal and Torres Strait Islander children and young people
- support accessibility, reasonable adjustments and inclusive communication where appropriate
- take steps to ensure services, facilities and responses do not unfairly exclude or disadvantage children
- consider barriers that may affect a child or young person's ability to participate, feel safe, raise concerns or access support
- review child safe practice with regard to inclusion, accessibility, cultural safety and equity.

This must include:

- considering accessibility and inclusion in the design or review of services, facilities and information
- using culturally respectful, trauma-informed and inclusive language and communication
- development and implementation of a cultural safety implementation plan
- making reasonable adjustments where appropriate



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- considering whether particular children or groups may face additional barriers to safety, participation, inclusion or speaking up
- seeking to ensure child safe information and responses are appropriate to the child's needs, identity, culture and circumstances.

This principle should be read together with Council's Statement of Commitment to Aboriginal and Torres Strait Islander Cultural Safety and any related inclusion, accessibility or cultural safety guidance adopted by Council.

**Principle 5: People working with children are suitable and supported to reflect child safety and wellbeing values in practice**

Council recognises that child safe organisations require people who are suitable for their roles, understand their responsibilities, and are supported to uphold child safe values in practice. Suitability is not only about screening and recruitment, but also about induction, supervision, conduct, training, accountability and early action where concerns arise.

Council will:

- use processes that child focused for recruitment, screening and engagement of third party entities that address child safety
- ensure required checks, approvals and clearances are obtained where applicable
- check all prospective workers to confirm stability and detect any patterns suggesting avoidance of proper scrutiny.
- make child safety responsibilities clear in relevant roles and expectations
- provide induction, guidance, supervision and support
- respond promptly and appropriately to concerns about conduct, suitability or compliance
- monitor relevant screening, training and role requirements in line with Council systems and responsibilities.

This must include:

- including child safety responsibilities in position descriptions, contracts or volunteer role information
- verify any worker, whose role involves, or may involve, contact with children, their identity and every clearance, identity document and reference prior to engagement.
- requiring Blue Cards or other relevant checks where applicable to the role or service
- providing induction on the Child Safe Code of Conduct and reporting obligations
- supporting managers to address concerns early and appropriately.

Further detail is set out in the Child Safe Code of Conduct and in relevant recruitment, screening, induction, supervision and workforce management documents.

**Principle 6: Processes to respond to complaints and concerns are child-focused**

Council recognises that children and young people must be able to raise concerns safely and that complaints, allegations, disclosures, incidents and concerns must be responded to in a way that prioritises safety, wellbeing and fairness. Child-focused processes are accessible, responsive and respectful, and seek to reduce further harm while supporting appropriate action.



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Council will:

- maintain clear and accessible processes for receiving and responding to child safety concerns
- respond to concerns, complaints, allegations, incidents and disclosures promptly and appropriately
- take immediate action where a child may be at risk
- support child-focused, trauma-informed and culturally responsive responses
- ensure reporting and escalation pathways are understood and followed
- review complaints, incidents and concerns to identify patterns, gaps and opportunities for improvement.

This must include:

- child-friendly reporting information and complaint options
- internal reporting and escalation pathways for Council personnel
- support for children and families during complaint or response processes
- review of complaints and incidents to improve systems, communication and safeguards.

Detailed reporting, complaint handling, escalation and response requirements are set out in the Child Safety Complaints and Reporting Process and other relevant procedures.

**Principle 7: Staff and volunteers are equipped with the knowledge, skills and awareness to keep children and young people safe through ongoing education and training**

Council recognises that child safe practice depends on Council personnel understanding what is expected of them and having the confidence and capability to act. Training, supervision, guidance and ongoing reinforcement help ensure child safety obligations remain vigilant and effective in safeguarding children.

Council will:

- provide child safety induction and ongoing training appropriate to roles and responsibilities
- support Council personnel to recognise and respond to child safety concerns
- reinforce expectations about professional boundaries, respectful behaviour and reporting
- provide role-specific guidance where needed
- support managers and delegated child safety contacts to implement this Policy in practice
- review training and support needs over time to strengthen child safe capability.

This must include:

- induction for workers, volunteers and relevant contractors
- refresher training or briefings on child safe responsibilities
- role-specific guidance for managers, supervisors or delegated child safety contacts
- reinforcing key expectations through supervision, meetings, reminders or local guidance.

Further guidance may be set out in the Guidelines for the Rollout of the Child Safe Policy Suite, induction materials, training resources and relevant role descriptions.



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**Principle 8: Physical and online environments promote safety and wellbeing while minimising the opportunity for children and young people to be harmed**

Council recognises that child safety is shaped by the physical, online and service environments in which children and young people participate, access services, or are present. In a local government context, this includes settings where Council exercises direct control as well as public, shared-use and open-access environments where Council's control may be more limited. In all cases, Council will take reasonable and proportionate steps within its control to support child safety.

Council will:

- identify, assess and reduce child safety risks in physical, online and service environments within its control
- apply practical risk controls appropriate to the nature of the setting
- support visibility, safe access, appropriate supervision and safe use of technology
- communicate expected behaviour and supervision responsibilities where relevant
- use signage, conditions of use, local guidance and other controls to support child safety in public and shared settings
- monitor environmental risks, incidents and concerns to inform ongoing improvements.

This must include:

- risk assessments for programs, facilities, activities or events
- signage about expected behaviour and supervision responsibilities
- visibility measures, local supervision practices or safe access arrangements
- child safe expectations for digital communication, online platforms or use of technology
- facility conditions of use or contractor requirements that address child safety.

Further detail about risk identification, environmental controls and supervision expectations is set out in the Child Safety Risk Framework and the Supervision and Duty of Care Policy and Procedure.

**Principle 9: Implementation of the national child safe principles is regularly reviewed and improved**

Council recognises that child safe practice requires ongoing review, learning and improvement. Child safety risks, service settings, community expectations and legal requirements can change over time, and Council is committed to monitoring how its child safe framework is working in practice and taking action where improvement is needed.

Council will:

- monitor child safe practice, risks, incidents, complaints and feedback
- use reviews, audits, consultation and learning to strengthen child safe systems
- respond to legislative change, emerging risks and identified gaps
- support continuous improvement across the child safe framework
- review this Policy and related documents at planned intervals and when required
- track and action relevant findings from reviews, complaints, incidents and other monitoring processes.



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This must include:

- reviewing feedback, complaints, incidents or risk information
- considering audit, assurance or review findings
- updating policies, procedures or guidance where needed
- identifying and addressing gaps in training, communication or implementation.

This principle is supported by the Child Safety Risk Framework, related procedures, implementation guidance and relevant review, audit and continuous improvement processes.

**Principle 10: Policies and procedures document how the organisation is safe for children and young people**

Council recognises that clear, accessible and consistent documentation supports accountability, understanding and implementation. A documented child safe framework helps Council personnel, families, communities and relevant third parties understand Council's expectations, responsibilities, reporting pathways and approach to child safety and wellbeing.

Council will:

- maintain a child safe policy and procedure suite appropriate to its services, functions and facilities
- ensure related documents are clear, accessible and aligned
- communicate key child safe information to Council personnel, families, carers, communities and relevant third parties
- support implementation through guidance, training, local instructions and supporting resources
- review documents regularly to ensure they remain current, practical and effective.

This must include:

- maintaining related policies, procedures, forms, posters, signage and guidance materials
- making key child safe documents publicly available where appropriate
- ensuring local procedures, work instructions, contracts and facility conditions align with the broader child safe framework
- reviewing documents following legislative change, identified risk, incidents or feedback.

This principle is supported by Council's broader child safe policy and procedure suite, related forms, signage, guidance materials and local work instructions.

Further detail about how Council implements these principles in practice is set out in related policies, procedures, the Child Safety Risk Framework, and the Guidelines for the Rollout of the Child Safe Policy Suite.

**6. Children's Rights, Participation and Voice**

Council recognises that children and young people have the right to safety, dignity, respect, participation and to be taken seriously. Council also recognises that children and young people are more likely to feel safe and speak up when they are given information they can understand, are listened to respectfully, and are supported to raise questions, concerns and ideas.

Where appropriate to the service, activity or setting, Council will support children and young people to:



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- receive information in ways they can understand
- know how to raise a concern or ask for help
- express their views about matters affecting them
- participate in decisions affecting them in age-appropriate and developmentally appropriate ways
- have their views considered and responded to respectfully.

Council will seek to provide child-friendly and accessible ways for children and young people to speak up, ask questions, provide feedback and raise concerns.

Further information about child-friendly reporting and response pathways is set out in the Child Safety Complaints and Reporting Process and related child-friendly complaint or reporting information.

**7. Families, Carers and Community**

Council recognises that families, carers and community members are important partners in promoting child safety and wellbeing. Council also recognises that, in many local government settings, children and young people access public facilities, shared spaces and community activities where parents, carers, hirers, user groups or other responsible adults may retain primary supervision responsibilities.

Council will, where relevant to the service, activity or setting:

- provide clear information about Council's child safe approach
- encourage families and carers to raise questions, feedback and concerns
- communicate child safe expectations and reporting pathways
- work respectfully with families and carers when responding to concerns, where appropriate and safe to do so
- communicate relevant supervision, behaviour and safety expectations in public, shared-use or open-access settings.

Council will communicate shared responsibilities clearly where relevant through facility conditions of use, signage, bookings, event information, community information or other guidance.

Relevant expectations and information may also be communicated through the Child Safety Complaints and Reporting Process, child-friendly or family-friendly information, facility hire and use conditions, signage, website content and other public-facing guidance.

**8. Equity, Inclusion and Cultural Safety**

Council is committed to creating environments that are inclusive, respectful and safe for all children and young people.

Council recognises that children and young people have different identities, experiences, strengths, needs and vulnerabilities, and that some may face additional barriers to safety, participation, inclusion, being heard, or accessing support.

Council will take reasonable steps to ensure its child safe approach reflects the diverse needs, experiences and vulnerabilities of children and young people, including:

- Aboriginal and Torres Strait Islander children and young people children from culturally and linguistically diverse backgrounds
- children and young people who identify as LGBTQIA+



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- children and young people with disability or developmental needs
- children and young people who may be vulnerable due to family, social, economic or community circumstances.

Council recognises that a child's identity, culture, language, disability, developmental needs, gender, sexuality, family circumstances and lived experience may shape how safe they feel, how they communicate, and what support or adjustments may be needed.

Council is committed to creating environments that are culturally safe for Aboriginal and Torres Strait Islander children and young people. Council will work to ensure its leadership, policy, practice, communication and service delivery uphold the right of Aboriginal and Torres Strait Islander children to cultural safety, connection and respect. Council will also seek to support culturally safe practice through respectful engagement and, where appropriate, codesign approaches with Aboriginal and Torres Strait Islander peoples, communities and relevant advisory groups or committees.

Council will also support accessibility through inclusive communication, reasonable adjustments and respectful engagement where appropriate.

This section should be read together with Council's Statement of Commitment to Aboriginal and Torres Strait Islander Cultural Safety and any related inclusion, accessibility or cultural safety guidance adopted by Council.

#### 9. People Working with Children

Council will take reasonable steps to ensure that people engaged in child-related roles, or in roles that involve or may involve contact with children, are suitable, supported and accountable.

Council recognises that child safe practice depends not only on screening and recruitment, but also on clear expectations, induction, supervision, conduct, training, support and early action where concerns arise.

Depending on the role and setting, this may include:

- recruitment and selection processes that address child safety responsibilities
- referee checks and other pre-engagement checks
- Blue Card and other required screening or checks, where applicable
- clear position descriptions and role expectations
- induction into child safe obligations, the Child Safe Code of Conduct and reporting requirements
- supervision, training and performance management processes
- action where concerns arise about conduct, suitability or compliance.

**No person will be permitted to undertake child-related duties without required screening, checks or approvals where these are legally required or determined by Council as necessary for the role.**

#### 10. Screening Requirements, Working with Children's Check – Blue Card

All workers/council personnel engaged in child-related duties must comply with the requirements of the Working with Children Check (Blue Card system) under the *Working with Children (Risk Management and Screening) Act 2000* (Qld).



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Under the *Working with Children (Risk Management and Screening) Act 2000* (Qld), “child-related work” is not a single standalone definition but is captured through the concepts of regulated employment and regulated businesses.

A person is undertaking child-related work where they are engaged in a role that is carried out in a regulated employment category or for a regulated business, and their usual duties include, or are likely to include, contact with children as part of those activities (e.g. school holiday program/activity workers, face-painters etc). Regulated employment is specifically prescribed in the Act and includes sectors such as education and care services, child accommodation services, religious organisations, sport and recreation, health services, and other child-focused services.

The requirement to hold a Blue Card applies where the work falls within one of these regulated categories and is not otherwise exempt under the Act. Work that involves incidental or infrequent contact with children, or that occurs outside a regulated category, does not constitute child-related work for the purposes of the legislation.

Council reserves the right to request additional checks i.e. national police check, alongside the working with children’s screening (blue card).

Council reserves the right to request working with children clearance screening for incidental work related to children not covered specifically by the Working with Children Check (Blue Card system) under the Working with Children (Risk Management and Screening) Act 2000 (Qld), where able to be issued.

Council is responsible to ensure all workers/personnel children’s screening checks (blue cards) are current and currency is maintained.

A current and valid Blue Card or Exemption Card must be held prior to the commencement of all child-related work, and councils must verify and record the status of all workers through the Blue Card Services portal.

It is an offence under the Act for a disqualified person to apply for or hold a Blue Card, and for the Council to knowingly engage such individuals in regulated employment.

Council must ensure that all screening, record keeping and risk management practices align with legislative requirements and support a safe environment for children and young people.

Further detail about behavioural expectations is set out in the Child Safe Code of Conduct. Further detail about screening, recruitment, induction, supervision and role-specific requirements may be set out in relevant recruitment, screening, induction, supervision and workforce management documents.

#### **11. Contractors, Hirers, Partners and Third Parties**

Council recognises that children may be present in Council-managed facilities, services and activities delivered by contractors, funded partners, community groups, lessees, hirers, licensees and other third parties.

Council will take reasonable steps to ensure that relevant third parties understand and comply with applicable child safe expectations in connection with their role, service, activity or use of Council facilities.

Where relevant, Council will set child safe expectations through contracts, agreements, procurement processes, bookings, permits, site access conditions, induction requirements, supervision arrangements, codes of conduct and incident notification requirements.

Depending on the nature of the service, activity or facility use, third parties may be required to:

- comply with relevant child safe expectations and conduct requirements



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- hold required screening or licences
- provide evidence of child safe policies, procedures or risk controls
- understand reporting and escalation requirements
- take reasonable steps to support child safety within the scope of their role or use of Council facilities.

Council may take action where child safe requirements are not met, including escalation, corrective action, restriction of access, suspension or termination of an arrangement where appropriate.

Relevant child safe expectations may also be set out in contracts, procurement documents, bookings, permits, licences, facility hire and use conditions, local instructions and contractor or third-party child safe guidance.

## 12. Physical, Online and Service Environments

Council will take reasonable and proportionate steps to identify, assess and reduce child safety risks in the physical, online and service environments within its control.

Council recognises that child safety risks may arise in directly delivered services, staffed programs, public facilities, online environments, shared-use spaces and open-access settings.

Council also recognises that, in some environments, its control over who is present or how spaces are used may be limited. In these settings, Council will still take practical steps within its control to support child safety.

This may include:

- environmental design and visibility measures
- risk assessments and site-specific controls
- supervision arrangements appropriate to the setting
- management of visitors, contractors and facility users, where relevant
- codes of behaviour and conditions of entry or use
- safe use of technology and online communication
- clear reporting and escalation processes
- signage, information and communication about expected behaviour and supervision responsibilities.

Further detail about risk identification, environmental controls and supervision expectations is set out in the Child Safety Risk Framework and the Supervision and Duty of Care Policy and Procedure.

## 13. Complaints, Concerns and Reporting

Council will maintain clear, accessible and child-focused processes for raising, receiving, responding to and escalating child safety concerns, complaints, allegations, disclosures, incidents and breaches.

All Council personnel must act on any child safety concern immediately. All concerns must be taken seriously, including concerns raised directly by a child or young person, by a family member, by another person on behalf of a child, or through observation, disclosure, complaint or allegation.

If a child is in immediate danger, call 000. If criminal conduct is suspected, report to Queensland Police. Internal reporting requirements apply in addition to, not instead of, any legal obligation to report to external authorities.



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Council recognises that some workers may also hold legal mandatory reporting obligations under Queensland law and must comply with those obligations. Council reserves the right through this policy to enforce that all workers report all applicable child safety concerns to the appropriate statutory authorities regardless of their legal mandatory reporting obligations. This reporting standard is line with the Councils child safety statement.

Council will respond to child safety concerns in a way that is, as far as possible:

- child-focused
- timely
- fair
- respectful
- trauma-informed
- culturally responsive
- consistent with privacy, confidentiality and information-sharing requirements.

Detailed reporting, complaint handling, escalation and response requirements are set out in the Child Safety Complaints and Reporting Process and other relevant procedures.

**14. Education, Training and Support**

Council will provide child safety education, training and support appropriate to roles and responsibilities.

This may include induction, refresher training, leadership briefings, role-specific guidance and access to support materials on topics such as:

- mandatory reporting
- child safe responsibilities
- trauma informed practice
- regulatory updates
- recognising and responding to concerns
- professional boundaries
- respectful behaviour
- cultural safety and inclusion
- reporting and escalation pathways
- online safety and communication expectations.

Council will also support managers and relevant child safety contacts to implement this Policy in practice and will review training and support needs over time to strengthen child safe capability.

Further guidance about communication, implementation and workforce rollout may be set out in the Guidelines for the Rollout of the Child Safe Policy Suite, induction materials, training resources and relevant role descriptions.

**15. Roles and Responsibilities**

**Councillors and Chief Executive Officer**



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Councillors and the Chief Executive Officer are responsible for endorsing and supporting the implementation of this Policy, allocating resources, and ensuring child safety is reflected in governance, risk management and decision-making.

**Executive Management Team and managers**

Executive Management Team (EMT) and managers are responsible for implementing this Policy in their areas of responsibility, supporting child safe practice, monitoring compliance, responding appropriately to concerns, and ensuring relevant induction, supervision and risk controls are in place.

**Council officers**

All Council personnel must:

- comply with this Policy and related child safe documents
- uphold the Child Safe Code of Conduct
- act on child safety concerns and report them promptly
- contribute to safe, respectful and inclusive environments
- participate in required induction, training and supervision
- cooperate with lawful directions, investigations and corrective action relating to child safety.

**Child Safe Lead (Delegated Child Safety Contact)**

The Child Safe Lead, Child Safety Officer, or other delegated child safety contact provides advice, coordination and support in relation to child safe practice, reporting, escalation, guidance, monitoring and continuous improvement.

**Contractors, volunteers and third parties**

Contractors, volunteers and third parties must comply with relevant child safe expectations applying to their role, service, activity or access to Council facilities.

**Families, carers and community members**

Families, carers and community members are encouraged to support child safety by understanding Council's child safe approach, following relevant conditions of use, and raising concerns where needed.

More detailed responsibilities for particular roles may be set out in relevant position descriptions, delegation instruments, the Child Safe Lead / Child Safety Officer role description, the Child Safe Code of Conduct, and related procedures or local instructions.

**16. Communication and Accessibility**

Council will take reasonable steps to ensure this Policy and related child safe information are communicated in ways that are accessible and appropriate to different audiences, including Council personnel, children and young people, families, carers, communities and relevant third parties.

This may include:

- making the Policy publicly available
- providing child-friendly and family-friendly information
- publishing or displaying key child safe commitments and reporting information
- providing information in alternative formats, where, reasonably practicable



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- supporting understanding through induction, briefing, signage, website content or local guidance.

Further guidance about communication, publication, accessibility and local rollout may be set out in the Guidelines for the Rollout of the Child Safe Policy Suite, public-facing child safe information, signage and related guidance materials.

**17. Accessibility, Monitoring, Review and Continuous Improvement**

Council will monitor the implementation of this Policy and use feedback, incidents, complaints, risk information, audits, reviews and other relevant information to strengthen child safe practice over time.

Council recognises that effective child safe practice requires ongoing review, learning and improvement. Council will take reasonable steps to identify gaps, respond to emerging risks, and improve the effectiveness of its child safe systems, controls and communication over time.

This Policy will be reviewed at least every two years, or earlier if required due to legislative change, organisational change, service changes, identified risk, incident trends, or review findings.

Monitoring and review activities may also be informed by the Child Safety Risk Framework, related procedures, implementation guidance, incidents, complaints, feedback and other relevant review processes (Refer to 18. Related Documents (Internal) and 19. Related Documents (External)).

Child Safe Standards commenced from 1 October 2025. The Reportable Conduct Scheme commences for all reporting entities on 1 July 2026.

This policy is available on the council's website and internal intranet.

This policy is provided electronically (and available in hard copy as requested) to all families of all children and young people receiving services and/or who are registered with us.

This policy must be adhered to by all council personnel and will be made available electronically (or hard copy), prior to engagement.

**18. VARIATIONS**

Council reserves the right to vary, replace or terminate this policy from time to time.

**19. BREACH OF POLICY**

Where Council reasonably believes an employee has breached this policy, the matter will be dealt with under the Performance and Misconduct Policy.

**20. COMMUNICATION AND DISTRIBUTION**

Council will make available to the public, the Child Safety and Wellbeing Policy on our website at [www.mountisa.qld.gov.au](http://www.mountisa.qld.gov.au).

Supervisors will ensure the Policy is distributed as per the Distribution and Dissemination table on this policy.

**21. DEFINITIONS**

For the purposes of this policy:

**Child** - means a person under 18 years of age. In Queensland, a child is legally defined as an individual under 18 years of age. However, specific legal ages for activities may vary: E.g. 10 for criminal responsibility, 18 for buying alcohol. The legal age for consent for having sex in Queensland is 16.



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**Child safety and wellbeing** - means the actions, systems, culture and practices that support children to be safe, respected, included and heard, and that prevent and respond to harm.

**Child safe concern** - means any concern, allegation, suspicion, disclosure, complaint, incident, behaviour, practice or environmental issue that may affect the safety or wellbeing of a child or young person.

**Council personnel / workers** - means the persons listed in the scope section of this Policy. Includes all council staff, representatives, members, managers, directors, volunteers, contractors, work experience students, apprentices, trainees, third-party providers, workers for hire (e.g. event staff). This also includes all workers and personnel associated with council services, programs, facilities, land, events, workers, volunteers, contractors, labour-hire personnel, trainees, students, placement workers, facility hirers, tenants, lessees, user groups, event organisers and other third parties (all personnel and council related programs/activities and facilities).

**Harm** includes physical harm, psychological or emotional harm, sexual abuse, neglect, exploitation, grooming, exposure to family violence, inappropriate conduct, and any other conduct or circumstance that places a child at risk.

**Third party** includes contractors, consultants, labour-hire personnel, funded partners, hirers, lessees, licensees, user groups, community organisations and any other public users, external person or entity providing services to children, working with children, or using Council facilities in circumstances where children may be present.

#### ASSOCIATED LEGISLATION AND POLICIES

- *Local Government Act 2009*
- *Local Government Regulations 2012*
- *Human Rights Act 2019*
- *Child Safe Organisations Act 2024*
- *Child Protection Act 1999*
- *Anti-Discrimination Act 1991*
- *Information Privacy Act 2009*
- National Agreement on Closing the Gap
- National Principles for Child Safe Organisations
- Employee Code of Conduct
- Councillor Code of Conduct
- Anti-Bullying, Sexual Harassment and Discrimination Policy
- Information Privacy Policy
- Performance and Misconduct Policy
- Child Safety and Wellbeing Policy
- Child Safe Complaints and Reporting Procedure
- Child Safety Risk Framework



STRATEGIC POLICY  
**MOUNT ISA CITY COUNCIL**  
**Child Safety and Wellbeing Policy**

RESOLUTION NO. XXX VERSION V1

- Supervision and Duty of Care Child Safe Policy
- Child Safe and Wellbeing Statement of Commitment

DRAFT



## MOUNT ISA CITY COUNCIL

### Child Safety and Wellbeing Statement of Commitment

Council publicly affirms its **ZERO** tolerance for abuse, neglect, harm and exploitation of children and young people, and its commitment to creating environments where children and young people feel safe, respected and able to participate.

Our commitment to child safety and wellbeing is communicated publicly, including through our websites, council sites, and other relevant communications.

**COUNCIL** is committed to:

- **Always protect children's safety and wellbeing.** We have zero tolerance for harm to children and young people and actively work to prevent, identify and respond to risks.
- **Embed child-safety in our culture and practices.** Child safety and wellbeing is a shared responsibility across all levels of Council. Leadership, workers, volunteers and others engaged by Council are expected to uphold child safe practices.
- **Empower children.** We respect the rights of children and young people, listen to their views, and involve them in decisions that affect them in ways that are appropriate to their age, maturity and circumstances.
- **Engage families and communities as partners.** We communicate openly about our child safe approach and welcome feedback from children, families and communities to strengthen our practices.
- **Uphold equity and respect diversity.** We are committed to culturally safe and inclusive environments that respect the diverse needs, identities and experiences of all children and young people, including Aboriginal and Torres Strait Islander children, children from culturally and linguistically diverse backgrounds, children with disability, children who have experienced trauma, children of diverse genders and sexualities, and children who may be vulnerable due to their circumstances, experiences or support needs.
- **Ensure workers are suitable and supported.** Council is committed to ensuring that workers, volunteers, contractors and others engaged by Council to work with or around children and young people are appropriately screened, supported and expected to uphold child safety and wellbeing in practice.
- **Respond to concerns with a child-focus.** We support child-friendly ways for concerns, complaints, disclosures and allegations to be raised, and we respond promptly, fairly and with the safety and wellbeing of children and young people as the primary consideration.
- **Building knowledge and capability.** We are committed to ongoing awareness, learning and capability-building so that people engaged by Council understand their responsibilities and are equipped to prevent, identify and respond to child safety and wellbeing concerns.
- **Maintain safe environments (physical and online).** We are committed to creating and maintaining safe physical and online environments for children and young people, and to identifying, reducing and responding to risks across Council facilities, services, programs, activities and events.
- **Regularly review and improve.** We continuously evaluate our child-safe practices – through audits, feedback, and reviews – this allows us to continually improve our processes and practices.
- **Document and communicate our child safe approach.** We are committed to maintaining, implementing and clearly communicating child safe policies, procedures and guidance that are accessible to workers, children, families and communities, and that support the prevention of, identification of, and response to, child safety concerns.

Child Safety and Wellbeing Statement of Commitment\_V1



## Mount Isa City Council

### Child Safety Risk Management Framework

.....  
 Tim Rose  
**Chief Executive Officer**

| DOCUMENT VERSION CONTROL                  |      |                |                                                                             |
|-------------------------------------------|------|----------------|-----------------------------------------------------------------------------|
| Governance/Policies/Statutory Doc ID# XXX |      | POLICY TYPE    | Statutory (Council)                                                         |
| VERSION                                   | DATE | RESOLUTION NO. | DETAILS                                                                     |
| V1                                        | XXX  | XXX            | <b>Responsible Officer</b> – Coordinator Governance and Disaster Management |
|                                           |      |                | <b>REVIEW DUE</b> 06/2028                                                   |

| DISTRIBUTION AND DISSEMINATION    |   |                                  |   |
|-----------------------------------|---|----------------------------------|---|
| Internal email to all employees   |   | Section meetings / Toolbox talks | X |
| Internal email to all councillors |   | Included in employee inductions  |   |
| Employee noticeboards             |   | Uploaded to Council website      | X |
| Internal training to be provided  | X | External training to be provided | X |
| Registered in magiQ               | X |                                  |   |

## CHILD SAFETY RISK MANAGEMENT FRAMEWORK

RESOLUTION NO. 00.00.00 VERSION V1

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## CHILD SAFETY RISK MANAGEMENT FRAMEWORK

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### 1.0 PURPOSE

This Child Safety Risk Management Framework provides a structured and consistent approach for Council to identify, assess, manage, monitor and review risks to the safety and wellbeing of children and young people across its operations, services, facilities, functions, programs, projects and partnerships.

The purpose of this framework is to support informed decision-making, strengthen accountability, promote a proactive child safe risk culture, and assist Council to meet its legal, regulatory, governance and service delivery obligations in relation to child safety.

This framework supports Council to manage a broad range of risks, including strategic, operational, financial, legal, compliance, safety, reputational, environmental, digital and child safety risks.

This framework supports Council to identify and manage child safety risks arising across Council environments, including directly delivered services, staffed programs, public facilities, open-access settings, shared community spaces and activities delivered by or with third parties.

This framework is intended to:

- provide a consistent approach to child safety risk management across Council
- embed child safety risk considerations into planning, decision-making, service delivery and review
- strengthen Council's capacity to prevent, identify, respond to and learn from child safety risks, incidents, concerns and near misses
- support ongoing monitoring, review and continuous improvement in child safe practices, controls and risk awareness.

This framework should be read alongside relevant Council policies, procedures, risk tools and child safe governance documents.

### 2.0 SCOPE

This Child Safety Risk Management Framework applies across all Council operations, services, facilities, functions, programs, projects and partnerships where children and young people may be present, participate, access services, attend facilities, or otherwise be affected by Council operations, decisions or third-party use of Council spaces.

This includes, but not limited to libraries, pools and splash parks, civic centres, childcare services, playgroups, school holiday programs, traineeships, parks and playgrounds, visitor centres, youth activities, community events, learning centres, sports and recreation facilities, and other child-connected Council environments.

It applies to all Council personnel, including:

- elected members and councillors
- chief executive officer and executive management
- managers and supervisors
- employees, whether permanent, temporary, casual or fixed term
- volunteers
- contractors, consultants and labour hire workers
- students, trainees, apprentices and work placement participants
- any other persons engaged by or acting on behalf of Council.

## CHILD SAFETY RISK MANAGEMENT FRAMEWORK

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This framework applies to risk arising in:

- strategic and operational planning
- direct service delivery and community programs
- public facilities and open-access environments
- community events and functions
- projects and change processes
- procurement, contracting and third-party arrangements
- digital and online environments
- partnerships, co-located services and shared-use settings.

Where Council provides direct service delivery, as well as environments where access to facilities or spaces used by children, young people, families and the broader community are unsupervised. In these setting. Council is still responsible for identifying foreseeable risks within its operations, decisions, facilities and service arrangements, and for taking reasonable steps to eliminate or reduce those risks so far as is reasonably practicable.

All Council personnel share responsibility for identifying, reporting and responding to risks within the scope of their role, including risks that may affect the safety and wellbeing of children and young people.

This framework is to be applied alongside relevant legislation, Council policies, procedures, contractual obligations and service-specific requirements.

### 3.0 CONTEXT

**Council operates within a complex** legislative, regulatory, governance and community environment. Its activities span a wide range of functions, services, facilities and public-facing settings, including administrative operations, community programs, public spaces, events, partnerships, contracted services and shared-use environments.

**Council operates across diverse** service, facility and community contexts in which child safety risks may arise. These risks may emerge through service delivery, Council Personnel conduct, contractor and third-party arrangements, physical environments, online engagement, community interactions, facility access arrangements, or broader systemic control gaps.

**Supervision of council facilities is not uniformed:** Some are staffed and directly supervised, while others are open-access, mixed-use or community-managed. In many cases, Council provides access to facilities or spaces used by children, young people, families and the broader community without having full control over all people, behaviour or circumstances in those environments. This framework recognises those operating conditions while requiring Council to identify foreseeable risks within its control or influence and to take reasonable steps to eliminate or reduce those risks so far as is reasonably practicable.

**Safeguarding children and young people** is an important part of Council's overall risk environment and governance responsibilities. Child safety risks may arise in services, facilities, open-access environments, online settings, events, workforce practices, contractor and hirer arrangements, and broader community interactions. These risks may relate to:

- physical
- psychological
- cultural

## CHILD SAFETY RISK MANAGEMENT FRAMEWORK

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- sexual
- emotional or technological harm
- as well as failures in prevention, reporting, response or oversight.

**Council child safety risks may arise across a wide range of service and facility contexts**, including but not limited to

- libraries
- pools and splash parks
- civic centres
- school holiday programs
- traineeships
- sports and recreation settings
- parks and playgrounds
- visitor centres
- youth activities and community events.

**The nature and level of risk may differ** across these settings depending on factors such as:

- age of children
- public access
- supervision arrangements
- contractor or hirer involvement
- physical hazards
- one-to-one contact
- online engagement
- and whether children attend independently.

**This Child Safety Risk Management Framework** has been developed in alignment with ISO 31000:2018 Risk management – Guidelines and is intended to support a consistent, structured and responsive approach to risk management across Council. It also supports Council to meet relevant legal, regulatory, contractual and policy obligations, including those relating to child safety, workplace health and safety, information management, privacy and service-specific compliance requirements.

**The context in which Council operates is dynamic.** Risks, controls and obligations may change due to legislative reform, regulatory expectations, infrastructure limitations, environmental conditions, changing service models, workforce changes, community expectations, technology use, critical incidents, complaints, emerging issues and lessons learned. This framework is intended to support ongoing monitoring, review and continuous improvement in response to that changing context.

### 4.0 RISK MANAGEMENT FRAMEWORK

Council's Child Safety Risk Management Framework provides the structure for identifying, assessing, controlling, escalating, monitoring and reviewing risks to the safety and wellbeing of children and young people across Council operations, services, facilities, programs, events and partnerships.

## CHILD SAFETY RISK MANAGEMENT FRAMEWORK

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The framework supports a consistent and proactive approach to child safety risk management across a range of council settings, including directly delivered services, staffed programs, public facilities, open-access environments, shared community spaces and activities delivered by or with third parties.

This framework is intended to:

- support a consistent approach to child safety risk management across Council
- embed child safety risk considerations into planning, decision-making, service delivery and review
- strengthen Council's ability to prevent, identify and respond to risks of child abuse, harm, neglect, grooming, exploitation and other child safety concerns
- support timely escalation, reporting and action where child safety risks or concerns are identified
- support continuous improvement in child safe practices, controls and risk awareness across Council.

The framework helps ensure that information about child safety risks is appropriately assessed, documented, escalated and used to inform decision-making, accountability and continuous improvement.

This section outlines the core components of Council's Child Safety Risk Management Framework and how those components work together to support a child safe organisation.

### 4.1 Architecture of the Risk Management Framework

Council's Child Safety Risk Management Framework applies across the full range of Council environments, services, facilities, activities and arrangements where children and young people may be present, participate, access services, or otherwise be affected by Council operations, decisions, or third-party use of Council spaces.

The framework recognises that child safety risks do not arise in the same way across all Council contexts. Some services, activities and environments may present higher or more complex child safety risks because of factors such as:

- public access,
- limited or no direct supervision,
- physical hazards,
- one-to-one interactions,
- online engagement,
- external contractor involvement,
- community use of facilities,
- workforce age,
- transport,
- or reduced visibility and oversight.

For this reason, child safety risks must be identified, assessed and managed at the level of individual services, facilities, programs, activities and operational contexts, while also recognising broader or systemic child safety risks that may require Council-wide controls, escalation, governance oversight, or changes to policy, procedure, contracting, supervision, communication, environmental design or reporting pathways.

Without limiting the application of this framework, Council must consider child safety risks arising specifically in or through the following Council environments, services and activities (Refer to Child Safety Risk Register, Child Safe Supervision and Duty of Care Policy and Procedure, Child Safety and Wellbeing Policy and Procedure):

- **libraries**, including library programs, school holiday activities, after-hours activities, public access, independent attendance by children and young people, and the use of contractors or external activity providers

## CHILD SAFETY RISK MANAGEMENT FRAMEWORK

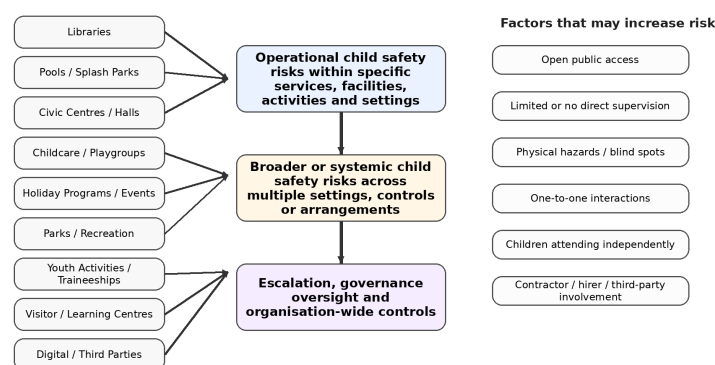
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- **swimming pools and splash parks**, including public access, aquatic programs, swimming lessons, physical safety risks, and contractor-operated or contractor-supported services, public change rooms
- **civic centres**, community halls and other multipurpose or hired spaces, including community hire, open access areas, toilets, public entry points, and use without direct Council supervision
- **traineeships, apprenticeships, work experience, school-based traineeships, internships and employment of workers under 18 years of age**
- **school holiday programs**, youth activities and community events, including activities delivered directly by Council or by contractors, entertainers, funded providers, activity operators or community organisations
- **multipurpose centres**, sports and recreation spaces, skate parks, bike areas, sports sheds and other open-access recreation settings
- **public open spaces** such as parks, playgrounds
- **visitor centres**, museums, drop-in centres and similar community-facing facilities
- **youth services**, drop-in centres, youth officers and any Council personnel whose role involves direct engagement with children or young people
- **digital and online environments** used in connection with Council communication, programs, bookings, service access, activities or engagement with children and young people
- **contractor, subcontractor, hirer, tenant, partner and third-party arrangements** where external persons or organisations deliver services to children, interact with children, or operate within Council facilities used by children and young people.

In applying this framework, Council must recognise that some environments are staffed and directly supervised, while others are open-access, mixed-use, community-managed or used by third parties. While Council may not control all people, behaviour or circumstances in those settings, it must still identify foreseeable child safety risks within its operations, facilities, decisions and service arrangements, and take reasonable steps to address them.

### Council Child Safety Risk Architecture

Section 4.1 visual



## 4.2 Implementing Risk Management

## CHILD SAFETY RISK MANAGEMENT FRAMEWORK

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In implementing this framework, Council will apply child safety risk management as an ongoing and practical part of governance, planning, service delivery, facility management, contracting, workforce practice and continuous improvement.

Council will implement this framework by:

- identifying where children and young people may be present, participate, access services, attend facilities, or otherwise be affected by Council operations, services, activities, events or decisions
- identifying child safety risks across Council environments, including directly delivered services, public facilities, open-access settings, shared community spaces and third-party arrangements
- assessing the nature, likelihood, consequence and context of those risks, including risks of physical harm, grooming, abuse, neglect, exploitation, unsafe supervision arrangements, inappropriate behaviour, environmental hazards and failures to act
- applying proportionate controls and risk mitigations that reflect the nature of the service, activity, facility or operational context
- embedding child safety requirements into relevant Council systems, including planning, procurement, contracting, recruitment, induction, supervision, incident reporting, complaints handling and facility use arrangements
- ensuring Council personnel understand their responsibilities for identifying, reporting, escalating and responding to child safety risks
- providing information, instruction, training and guidance appropriate to roles and responsibilities
- consulting, where appropriate, with children and young people, families, communities, Council personnel, contractors, community groups and other relevant stakeholders
- monitoring child safety risks, controls, incidents, complaints, concerns, near misses and emerging issues
- reviewing and improving controls, procedures and practices in response to incidents, feedback, audits, complaints, legislative change, environmental change and lessons learned.

Implementation of this framework must reflect the realities of Council operations. This includes environments that are open to the public, settings where children may attend without parents or carers, facilities used by community groups or external providers, and situations where Council provides access to spaces rather than direct supervision. In these contexts, implementation must focus on clear expectations, practical controls, visible reporting pathways, appropriate signage, safe facility use conditions, contractor and hirer requirements, and timely escalation where concerns arise.

Implementation must also recognise that child safety risk management is not limited to Council-run programs. It extends to third-party providers, contractors, hirers, tenants, funded partners and other external persons or organisations where they deliver activities for children, interact with children, or operate within Council facilities used by children and young people.

### 4.3 Integration into Organisational Processes

Child safety risk management is to be integrated into Council's broader governance, planning, decision-making and operational processes, rather than treated as a standalone or occasional activity.

Child safety risk considerations must be incorporated, where relevant, into:

- strategic and operational planning
- service planning and delivery
- program design, review and evaluation

## CHILD SAFETY RISK MANAGEMENT FRAMEWORK

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- use, hire and management of Council facilities and spaces
- community events and public activities
- procurement, contracting and third-party engagement
- recruitment, screening, induction and supervision of Council personnel
- management of volunteers, trainees, apprentices and work experience participants
- complaints handling, incident reporting and response processes
- change management, project planning and service changes
- digital communication, online engagement and use of technology
- environmental design, signage, access controls and other practical risk mitigation measures.

Integration means that child safety risks are considered in the way Council plans, approves, delivers, monitors and reviews its work. This includes considering child safety risks in settings where Council directly provides services, as well as in settings where Council provides access to facilities or spaces used by children and young people, families, community groups, contractors and third parties.

Child safety risk management must also be integrated into decisions about how Council activities are structured and controlled, including:

- who is permitted to deliver child-related activities in Council spaces
- what child safety requirements apply to contractors, hirers, tenants and partners
- what supervision expectations apply in specific services, programs or facilities
- what signage, communication or public information is needed to clarify responsibilities and expected behaviour
- what environmental, procedural or staffing controls are needed to reduce identified risks
- when matters must be escalated for management action, governance oversight or external reporting.

Council must ensure that child safety considerations are embedded into everyday practice across its services and facilities, including libraries, pools and splash parks, civic and community spaces, childcare and playgroup settings, school holiday programs, youth activities, parks and playgrounds, visitor-facing environments, learning spaces, recreation settings and other child-connected environments.

### 4.4 Resources

Council will allocate and maintain the resources necessary to implement, monitor and improve this Child Safety Risk Management Framework.

Resources must include:

- leadership oversight and governance support
- designated roles or responsibilities for child safety leadership, coordination or advice
- child safety risk assessment and reporting tools
- policies, procedures, guidance materials and implementation resources
- workforce screening, recruitment, induction and training processes
- contractor, hirer and third-party compliance processes
- incident, complaint and concern reporting mechanisms
- communication materials, including signage, posters and public information

## CHILD SAFETY RISK MANAGEMENT FRAMEWORK

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- environmental and facility-based risk controls
- systems for monitoring, review, recordkeeping and continuous improvement.

The type and level of resources required may vary depending on Council's size, service profile, facilities, staffing arrangements and identified child safety risks. Resources must be proportionate to risk and sufficient to support practical implementation across Council's child-connected environments.

In allocating resources, Council must consider:

- the nature and diversity of Council services, programs, facilities and events involving children and young people
- open-access and mixed-use environments where children may be present without direct Council supervision
- contractor, hirer, tenant and third-party arrangements
- the need for clear reporting pathways and accessible information
- workforce capability, including induction, supervision and training
- environmental design, visibility, signage and other place-based controls
- the need for review, assurance and continuous improvement.

Resources should support both prevention and response. This includes supporting Council personnel to identify and manage child safety risks early, respond appropriately to concerns and incidents, and strengthen controls over time.

### 4.5 Risk Culture

A positive child safe risk culture is essential to the effective operation of this framework. Risk culture influences how Council personnel understand child safety, identify and respond to risk, make decisions, raise concerns, and apply controls in practice.

Council is committed to fostering a culture in which child safety is understood as a shared responsibility and where risks to children and young people are identified, discussed, reported and addressed early.

A strong child safe risk culture is reflected in Council environments where:

- child safety is considered part of everyday practice and decision-making
- Council personnel understand their individual and shared responsibilities for child safety
- concerns, incidents, near misses and unsafe situations are reported promptly and taken seriously
- children and young people are treated with dignity and respect
- staff, volunteers, contractors and others feel supported to speak up about risks and concerns
- leaders model child safe behaviour and reinforce expectations through action, communication and accountability
- child safety is considered in the planning, delivery and review of services, activities, facilities and partnerships
- learning from incidents, complaints, feedback and review is used to strengthen practice and reduce future risk.

In a Council context, child safe risk culture must extend across a wide range of settings, including staffed services, public facilities, open-access environments, community events, shared spaces and third-party arrangements. This means promoting clear expectations, visible reporting pathways, appropriate professional

## CHILD SAFETY RISK MANAGEMENT FRAMEWORK

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boundaries, and practical responses to risks that may arise in environments where Council does not directly supervise all activity.

Child safe risk culture is strengthened when Council:

- reinforces behavioural expectations through policies, procedures, training and supervision
- supports early identification and escalation of concerns
- responds consistently to breaches, concerns and failures to act
- promotes culturally safe, inclusive and respectful practice
- recognises that some children and young people may face increased barriers to safety, help-seeking or participation
- ensures child safety is visible in leadership messages, operational practice and continuous improvement activities.

### 5 RISK MANAGEMENT PROCESS

Council will apply a consistent child safety risk management process to identify, assess, manage, monitor and review risks to the safety and wellbeing of children and young people across Council services, facilities, activities, events, programs and third-party arrangements.

The child safety risk management process supports Council to:

- identify where child safety risks may arise
- understand the nature and source of those risks
- assess the likelihood and consequence of harm or unsafe situations
- determine appropriate controls and risk mitigations
- escalate matters where required
- monitor the effectiveness of controls over time
- respond to changing circumstances, incidents, concerns, complaints, near misses and emerging risks.

This process applies across a range of Council contexts, including directly delivered services, public facilities, open-access environments, shared-use spaces, community events, digital settings, workforce arrangements and activities delivered by or with contractors, hirers, tenants, partners and other third parties.

Child safety risk management must be ongoing, proportionate to risk, and responsive to the operational realities of Council environments. It must consider both:

- risks arising in specific settings, services, programs, facilities or activities, and
- broader or systemic child safety risks that may affect multiple parts of Council or require governance attention.

The risk management process is supported by communication, consultation, documentation, escalation, monitoring and review at each stage.

Council will apply a consistent child safety risk management process to identify, assess, manage, monitor and review risks to the safety and wellbeing of children and young people across Council services, facilities, activities, events, programs and third-party arrangements.

The child safety risk management process supports Council to:

- identify where child safety risks may arise

## CHILD SAFETY RISK MANAGEMENT FRAMEWORK

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- understand the nature and source of those risks
- assess the likelihood and consequence of harm or unsafe situations
- determine appropriate controls and risk mitigations
- escalate matters where required
- monitor the effectiveness of controls over time
- respond to changing circumstances, incidents, concerns, complaints, near misses and emerging risks.

This process applies across a range of Council contexts, including directly delivered services, public facilities, open-access environments, shared-use spaces, community events, digital settings, workforce arrangements and activities delivered by or with contractors, hirers, tenants, partners and other third parties.

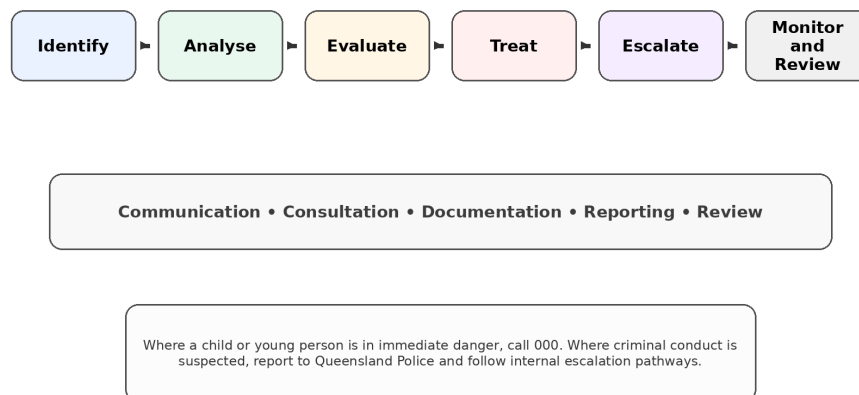
Child safety risk management must be ongoing, proportionate to risk, and responsive to the operational realities of Council environments. It must consider both:

- risks arising in specific settings, services, programs, facilities or activities, and
- broader or systemic child safety risks that may affect multiple parts of Council or require governance attention.

The risk management process is supported by communication, consultation, documentation, escalation, monitoring and review at each stage.

### Child Safety Risk Management Process

Council Child Safety Risk Management Framework



#### 5.1 Risk Identification

Risk identification is the process of recognising where, how and why risks to the safety and wellbeing of children and young people may arise in connection with Council operations, services, facilities, programs, events, activities and third-party arrangements.

Council must identify child safety risks proactively and not only in response to incidents, complaints or disclosures. Risk identification must consider both actual and potential sources of harm, including risks arising

## CHILD SAFETY RISK MANAGEMENT FRAMEWORK

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from people, practices, environments, systems, service models, community use of facilities, and failures in oversight or response.

Child safety risk identification must occur across the full range of Council child-connected environments, including, where relevant:

- libraries, including public access, independent attendance by children and young people, library programs, school holiday activities and the use of external providers
- swimming pools and splash parks, including physical safety risks, public access, unsupervised or partially supervised use, aquatic activities and contractor-operated services
- civic centres, halls and multipurpose community spaces, including hire arrangements, open access areas, toilets, after-hours use and limited or no direct Council supervision
- childcare services, kindergartens, daycare, after school care and other regulated child-related services
- playgroups, including Council-run and community-run activities using Council spaces
- school holiday programs, youth activities and community events, including entertainers, activity providers, stallholders, external contractors and funded partners
- traineeships, apprenticeships, work experience, school-based traineeships, internships and employment of workers under 18 years of age
- learning centres, Country University Centres, distance education support spaces and school-linked facilities or activities
- sports and recreation facilities, skate parks, bike areas, sports sheds and other open-access recreation settings
- parks, playgrounds and public open spaces
- visitor centres, museums, drop-in centres and similar public-facing facilities
- youth services, youth officers and any Council activities involving direct engagement with children and young people
- health, disability and community support services where children and young people may be present, participate, or be affected by service delivery
- digital and online environments connected to Council communication, activities, bookings, service access or engagement with children and young people
- contractor, subcontractor, hirer, tenant, partner and third-party arrangements involving children, young people, or use of Council facilities by child-related services or activities.

Risk identification must recognise that the nature and level of child safety risk may vary across these settings. Some environments may present heightened risk because of:

- open public access
- limited or no direct supervision
- children attending independently
- one-to-one interactions
- physical hazards or restricted visibility
- mixed-age or mixed-use environments
- online communication or technology use

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- contractor, hirer or third-party involvement
- workforce age or inexperience
- cultural, communication or accessibility barriers
- uncertainty about roles, responsibilities or supervision expectations.

When identifying child safety risks, Council must consider risks such as:

- child abuse, assault, neglect, grooming or exploitation
- unsafe physical environments or activities
- inadequate supervision or unclear duty of care arrangements
- inappropriate staff, volunteer, contractor or peer behaviour
- unauthorised access to children or child-related spaces
- failures in screening, induction, training or supervision
- unsafe contractor, hirer or third-party practices
- online risks, including direct messaging, image sharing, privacy breaches or inappropriate digital contact
- failure to respond to concerns, disclosures, complaints, incidents or near misses
- retaliation, intimidation or other barriers to speaking up
- risks to cultural safety, inclusion and participation, including for Aboriginal and Torres Strait Islander children, children with disability, children from culturally and linguistically diverse backgrounds, and other children who may face increased vulnerability or barriers to help-seeking.

Child safety risks must be identified:

- during planning and design of services, programs, activities, events and facilities
- before new activities, partnerships, contractors or hire arrangements commence
- when facilities, staffing, access arrangements or service models change
- when incidents, complaints, concerns, disclosures or near misses occur
- during periodic review of existing services, facilities and operations
- when legislative, regulatory or community expectations change
- when feedback, consultation, audits or monitoring identifies emerging issues or gaps.

All Council personnel are responsible for identifying and raising child safety risks within the scope of their role. Identified risks, concerns, unsafe situations, incidents and near misses must be reported through the appropriate Council reporting pathways and escalated in accordance with this framework and related procedures.

### 5.2 Risk Analysis

Risk analysis involves considering the nature of an identified child safety risk, how and why it may arise, who may be affected, the existing controls in place, and the likelihood and consequence of harm if the risk is not adequately managed.

The purpose of risk analysis is to support informed decision-making about the level of risk, whether current controls are sufficient, and whether further action, escalation or mitigation is required.

Risk analysis must be undertaken in a way that reflects the specific Council context in which the risk arises. This includes considering:

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- the type of service, facility, activity, event or arrangement involved
- the ages, needs and likely vulnerabilities of the children and young people affected
- whether the environment is staffed, supervised, open-access, mixed-use or operated by or with third parties
- the nature of any physical, behavioural, environmental, online, cultural or systemic risks present
- whether there are known patterns, concerns, incidents, complaints or near misses relevant to the risk
- whether the risk may affect one child, a group of children, or multiple Council settings or services
- the effectiveness of existing controls, including policies, procedures, supervision arrangements, environmental design, signage, workforce capability, screening, communication, or contractor requirements.

Risk analysis should not be undertaken by one person alone where consultation or additional expertise is needed. Relevant managers should involve other appropriate personnel or stakeholders where this will improve the quality of the analysis, particularly where the risk relates to:

- open public environments
- physical infrastructure or facility design
- regulated child-related services
- contractors, hirers or partner organisations
- digital or online activity
- cultural safety, inclusion or accessibility
- incidents, complaints, disclosures or patterns of concern.

In analysing child safety risks, Council should consider both:

- the likelihood that harm, abuse, grooming, neglect, exploitation or another child safety concern may occur, and
- the potential consequence if that risk event occurs, including the impact on the child or young person, other children, Council's response obligations, and the safety of the wider environment.

Risk analysis must also consider whether existing controls are:

- clearly defined
- actually in place
- understood by relevant Council personnel or third parties
- consistently applied in practice
- suitable for the setting and level of risk
- sufficient to reduce the risk to an acceptable level.

Where analysis identifies uncertainty, weak controls, gaps in responsibility, or settings in which children may be exposed to heightened vulnerability, the risk should be treated cautiously and considered for further control or escalation.

### 5.3 Evaluating Risks

Risk evaluation is the process of determining the level, priority and required response to a child safety risk after considering the risk analysis and the effectiveness of existing controls.

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The purpose of risk evaluation is to support consistent decision-making about:

- which risks require further mitigation
- the urgency and priority of action
- whether escalation is required
- whether existing controls are adequate
- whether the risk should be monitored at an operational level or considered at a broader governance level.

Council will evaluate child safety risks using its approved risk assessment criteria, including consequence, likelihood and the effectiveness of existing controls.

In evaluating child safety risks, Council must consider:

- the seriousness of the potential harm to a child or young person
- whether the risk involves abuse, grooming, neglect, exploitation, unsafe supervision, unsafe environments, inappropriate behaviour, or failure to act
- whether the risk is isolated or may affect multiple children, services, facilities or Council environments
- whether the risk is heightened by open public access, limited supervision, contractor or third-party involvement, unclear responsibilities, environmental design, or barriers to help-seeking
- whether the risk indicates a broader or systemic issue requiring stronger oversight or organisation-wide action.

Risk evaluation must not be based only on whether an incident has already occurred. A risk may require mitigation or escalation where there is a foreseeable risk of harm, a pattern of concerns, a near miss, a control gap, or a setting in which children may be exposed to increased vulnerability.

Where the evaluation identifies that existing controls are inadequate, inconsistently applied, poorly understood, or not suited to the environment, the risk must be prioritised for further mitigation.

Child safety risks that involve actual harm, suspected abuse, grooming, serious control failures, repeated concerns, or risks that may expose children to significant harm must be treated as priority risks and managed in accordance with this framework and related reporting and escalation procedures.

### 5.4 Risk Escalation

Child safety risks must be escalated when the nature, seriousness, complexity or urgency of the risk requires a higher level of action, oversight, decision-making or reporting.

Escalation ensures that child safety risks are responded to promptly and at the appropriate level, including where immediate action is needed to protect a child or young person, where broader management or governance attention is required, or where external reporting obligations may apply.

Child safety risks must be escalated immediately where:

- a child or young person is in immediate danger
- there is an allegation, disclosure, suspicion or indication of abuse, harm, neglect, grooming or exploitation
- criminal conduct is suspected
- a serious incident, complaint, near miss or unsafe situation indicates a significant risk to a child or young person

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- there is a serious failure in supervision, access control, staffing, contractor compliance or other key child safety controls
- the risk is assessed as high or extreme
- the risk may affect multiple children, services, facilities, programs or Council environments
- the risk indicates a broader or systemic issue
- external reporting, regulatory notification or executive oversight may be required.

Where a child is in immediate danger, Council personnel must call 000. Where criminal conduct is suspected, the matter must be reported to Queensland Police.

Internal escalation must occur in accordance with Council's reporting pathways, including escalation to the relevant manager, designated child safety lead or contact, and executive leadership as required.

External reporting must occur where required by law, regulation, contract, funding conditions or service-specific obligations. This may include reporting to child protection, police, regulatory bodies, oversight agencies, or other authorities, depending on the nature of the matter and the Council setting involved.

Escalation must not be delayed because:

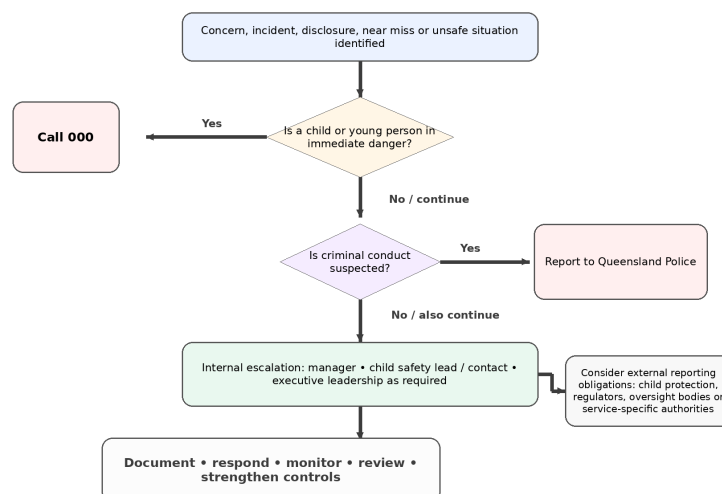
- all facts are not yet known
- the matter appears informal or uncertain
- the risk has not yet been formally recorded in a register
- the risk arises in an open-access or third-party setting
- responsibility is shared with another organisation or provider.

Where a child safety risk arises in connection with a contractor, hirer, tenant, partner, funded provider or other third party, Council personnel must escalate the matter internally and take action in accordance with Council procedures, contractual requirements and any immediate protective actions available to Council.

All escalated matters must be documented and managed in accordance with this framework and related Council policies and procedures.

### Child Safety Risk Escalation Flow

Section 5.4 visual



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### 5.5 Risk Controls and Mitigations

Risk controls and mitigations are the measures Council uses to prevent, reduce, respond to and monitor child safety risks.

A control is any existing measure that reduces the likelihood of a child safety risk occurring or reduces the consequence if it does occur. A mitigation is an additional action or improvement introduced to further reduce the risk where existing controls are not adequate. Once implemented, a mitigation becomes part of Council's control environment.

Risk controls and mitigations must be practical, proportionate to the level of risk, and suited to the specific Council context in which the risk arises.

Controls and mitigations may include:

- policies, procedures and clear behavioural expectations
- recruitment, screening, induction, training and supervision of Council personnel
- child safe requirements for contractors, hirers, tenants, volunteers and third parties
- role clarity, escalation pathways and reporting processes
- environmental design and facility-based controls, including visibility, access control, signage and safe use arrangements
- supervision arrangements and workforce practices
- program rules, participation conditions and activity planning
- incident, complaint and concern response processes
- communication and public information materials
- monitoring, review, auditing and continuous improvement actions.

When determining appropriate controls and mitigations, Council must consider:

- the nature and seriousness of the identified risk
- the setting in which the risk arises
- the ages, needs and likely vulnerabilities of the children and young people affected
- whether the environment is staffed, open-access, mixed-use, hired out, contractor-operated or community-managed
- whether the risk relates to physical safety, grooming, abuse, neglect, online safety, cultural safety, supervision, environmental design, or failure to act
- the effectiveness and reliability of existing controls
- whether the proposed mitigation is realistic, enforceable and able to be monitored in practice.

**Controls and mitigations must not rely only on assumptions that parents, carers, contractors or other third parties will manage the risk.** Where Council has identified a foreseeable child safety risk within its services, facilities, decisions or operational arrangements, **Council must take reasonable steps within its control to prevent or reduce that risk and to support appropriate escalation and response.**

In open-access and shared-use environments, risk mitigations may include:

- clear signage,
- public messaging,

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- safe facility design,
- restricted access to certain areas,
- conditions of hire or use,
- contractor requirements,
- visibility measures,
- staff guidance, and
- reporting pathways for concerns or unsafe situations.

Where risks arise through contractors, hirers, tenants, funded providers, partner organisations or other third parties, controls and mitigations may include:

- contractual child safety requirements
- screening and compliance checks
- induction or information requirements
- role and responsibility clarification
- supervision and access expectations
- incident and concern reporting obligations
- suspension, removal or other action where child safety requirements are not met.

**Risk controls and mitigations must be documented, assigned, implemented, monitored and reviewed.**

### 5.5.1 Preparing and Implementing Risk Mitigation Tasks

Where additional action is required to address a child safety risk, Council must document and implement risk mitigation tasks in a clear, accountable and timely way.

Risk mitigation tasks should describe:

- the child safety risk being addressed
- the control gap, improvement need or issue identified
- the actions required to prevent, reduce or better manage the risk
- who is responsible for implementing the action
- any supporting roles or consultation required
- the timeframe for implementation
- any resources, approvals or budget required
- how completion and effectiveness will be monitored.

Risk mitigation tasks must be practical and suited to the Council environment in which the risk arises. This includes considering whether the action can be implemented effectively in:

- open-access public settings
- facilities with limited staffing
- shared-use or hired spaces
- contractor or third-party operated environments

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- programs or activities involving children attending independently
- settings with physical, cultural, communication or access-related challenges.

Examples of risk mitigation tasks may include:

- introducing or updating signage or public information
- clarifying supervision or escalation expectations
- updating hire conditions, contractor requirements or partnership agreements
- improving visibility, access control or environmental design
- strengthening induction, training or briefing arrangements
- updating reporting pathways or response procedures
- introducing additional screening, monitoring or compliance checks
- reviewing program design, staffing arrangements or activity conditions
- developing additional guidance or tools to support consistent implementation.

Risk mitigation tasks should be prioritised according to the seriousness and urgency of the risk, with immediate action taken where necessary to reduce the risk of harm to a child or young person.

Where a mitigation task relates to a contractor, hirer, tenant, partner or other third party, Council must ensure the required action is clearly communicated, documented and followed up, and that Council takes any further action available to it where requirements are not met.

Once implemented, mitigation actions must be reviewed to confirm whether they are operating as intended and whether further action is required.

### 5.6 Risk Appetite and Tolerance

Council recognises that some level of risk may arise in the delivery of services, operation of facilities, community engagement, public access environments and third-party arrangements.

**Council has zero tolerance for child abuse, grooming, neglect, exploitation, deliberate harmful behaviour, or failures to act on known or suspected child safety concerns.**

For the purposes of this framework, **child safety risks must not be accepted simply because:**

- a setting is open to the public
- supervision is limited or shared
- children attend independently
- a contractor, hirer, tenant, partner or other third party is involved
- the risk has existed for a long time without a reported incident
- the service or facility is informal, community-based or difficult to control in full.

**Where child safety risks are identified, Council must take reasonable steps within its control to eliminate the risk where possible, or to reduce the risk as far as reasonably practicable where it cannot be eliminated.**

Council may accept that some residual child safety risk remains in open-access, mixed-use or public environments after appropriate controls have been implemented. This does not mean the risk is ignored or tolerated without action. It means the risk must be:

- clearly identified and assessed

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- subject to proportionate controls and mitigation
- monitored and reviewed
- escalated where required
- reconsidered if conditions, controls, incidents or concerns change.

**Risks involving actual harm**, suspected abuse, grooming, serious supervision failures, serious control breakdowns, repeated concerns, or foreseeable risk of significant harm to children and young people are outside Council's tolerance and **require immediate action, escalation and response**.

**Risk appetite and tolerance decisions must not override legal obligations, reporting duties, child safe standards, or Council's duty to act on child safety concerns.**

### 5.7 Risk Monitoring and Review

Monitoring and review are essential to ensure that child safety risks, controls and mitigation actions remain effective, relevant and responsive to Council's operating environment.

Council must monitor child safety risks on an ongoing basis and review them regularly to determine whether:

- identified risks remain current
- controls are operating as intended
- mitigation actions have been completed and are effective
- new or changed risks have emerged
- further action, escalation or review is required.

Monitoring and review must consider:

- incidents, complaints, disclosures, concerns and near misses
- changes to services, programs, facilities, events or operational arrangements
- changes to staffing, supervision, contractors, hirers, partners or third-party providers
- changes to physical environments, access arrangements, technology or online engagement
- feedback from children, young people, families, communities, Council personnel and other stakeholders
- audit findings, compliance reviews, observations and lessons learned
- changes to legislation, standards, regulatory expectations or local context.

Child safety risks must also be reviewed:

- at regular intervals determined by Council
- when new programs, activities or partnerships are introduced
- before significant changes to child-connected environments or service models
- after any serious incident, allegation, complaint, near miss or identified control failure
- where patterns of concern or repeated issues are identified
- where monitoring indicates that controls are not operating effectively.

Monitoring and review should not be limited to Council-run programs. It must also include third-party, contractor, hirer, tenant and partner arrangements where child safety obligations apply or where children and young people may be affected by the use of Council facilities, services or spaces.

The outcomes of monitoring and review must be documented and used to:

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- update risk assessments and risk registers
- strengthen controls and mitigation actions
- inform supervision, training, contracting and communication arrangements
- improve signage, facility use conditions, environmental design or public messaging where needed
- support escalation, governance oversight and continuous improvement.

### 5.8 Communication, Consultation and Stakeholder Engagement

Communication, consultation and stakeholder engagement are essential to effective child safety risk management. They help Council identify risks early, understand how risks arise in different settings, clarify responsibilities, strengthen controls, and support consistent responses across Council environments.

Council must ensure that child safety risk information is communicated clearly, appropriately and at the right level to support prevention, reporting, escalation, decision-making and continuous improvement.

Communication and consultation should occur throughout the child safety risk management process, including when:

- identifying and assessing child safety risks
- planning new services, programs, events, partnerships or facility uses
- engaging contractors, hirers, tenants, funded providers or other third parties
- reviewing incidents, complaints, concerns, disclosures or near misses
- developing, implementing or reviewing controls and mitigation actions
- responding to changes in services, staffing, facilities, community use or regulatory expectations.

Council should communicate and consult, as appropriate, with:

- Council personnel
- children and young people
- parents, carers and families
- community members and user groups
- contractors, consultants, hirers, tenants and partner organisations
- child safe leads, managers and executive leadership
- Aboriginal and Torres Strait Islander community representatives, advisory groups or local community members
- disability advocates, support persons or other relevant stakeholders
- regulators, statutory agencies or other external bodies where required.

Communication and consultation processes must be appropriate to the setting, the nature of the risk, and the people involved. This includes recognising that some children, young people and community members may face barriers to participation, understanding, safety or help-seeking due to age, disability, language, culture, trauma, literacy, remoteness or previous experiences with services or authorities.

In a Council context, effective communication and consultation may include:

- providing clear child safety information to Council personnel, contractors and third parties
- using signage, posters, public messaging and facility information to communicate supervision expectations, reporting pathways and behaviour standards

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- consulting with relevant personnel and stakeholders when assessing risks in specific facilities, services or activities
- seeking feedback on safety issues, barriers, access and visibility in public or shared-use environments
- ensuring that children and young people are informed, where appropriate, about how to raise concerns and who they can speak to
- communicating child safety expectations in contracts, hire agreements, program conditions and partnership arrangements.

Communication and consultation must support, not delay, action. Where a child safety concern, allegation, disclosure, incident or immediate risk is identified, Council personnel must take prompt action in accordance with this framework and related reporting procedures.

The outcomes of communication, consultation and stakeholder engagement should be used to improve risk identification, strengthen controls, support culturally safe and inclusive practice, and inform ongoing monitoring and review.

### 6.0 RISK REPORTING

Risk reporting is an essential part of Council's Child Safety Risk Management Framework. It supports accountability, oversight, timely action and continuous improvement by ensuring that child safety risks, control gaps, mitigation actions, incidents, concerns, complaints and emerging issues are recorded, communicated and escalated appropriately.

Council must ensure that child safety risk information is documented and reported in a way that is accurate, timely, proportionate and suited to the seriousness of the matter.

Risk reporting must support:

- early identification of child safety risks and control gaps
- timely escalation of serious or urgent matters
- monitoring of risk mitigation and outstanding actions
- oversight of recurring issues, patterns and systemic concerns
- governance and leadership visibility of significant child safety risks
- evidence of compliance, review and continuous improvement.

Child safety risk reporting may include reporting on:

- identified risks and risk assessments
- control effectiveness and mitigation actions
- incidents, complaints, disclosures, concerns and near misses
- contractor, hirer, tenant or third-party compliance issues
- environmental or facility-related safety issues
- training, screening or induction compliance
- recurring themes, patterns or emerging risks
- actions taken to address identified issues and strengthen controls.

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The level and frequency of reporting should reflect the nature and seriousness of the risk, the setting in which it arises, and the level of oversight required. Serious child safety risks, high-risk matters, repeated concerns and systemic issues must be reported at the appropriate management, executive or governance level.

Risk reporting under this framework must also align with related Council reporting obligations, including incident management, complaints handling, reportable conduct, contractor management, workplace health and safety, and any service-specific or statutory reporting requirements.

### 6.1 Internal Communication and Reporting Mechanisms

Council must have clear internal communication and reporting mechanisms to support the timely identification, recording, escalation and management of child safety risks, concerns, incidents, complaints, disclosures and near misses.

Internal reporting mechanisms must enable Council personnel to:

- recognise and report child safety risks and concerns
- escalate urgent or serious matters promptly
- document identified risks, incidents, concerns and actions taken
- report failures in controls, supervision, contractor compliance or other child safety arrangements
- raise recurring issues, patterns or systemic concerns
- seek guidance or support where they are unsure how to respond.

Internal communication and reporting mechanisms should be clear, accessible and understood by Council personnel across different roles and settings, including employees, volunteers, trainees, work placement participants, contractors and others engaged by or acting on behalf of Council.

These mechanisms should support reporting through appropriate internal pathways, including to:

- a direct manager or supervisor
- a designated child safety lead, contact person or relevant officer
- executive management, where required
- other relevant internal roles responsible for incident management, complaints, risk, governance and compliance, human resources or service oversight.

Council must ensure that internal reporting mechanisms are workable across a range of Council contexts, including:

- staffed services and programs
- open-access public facilities
- remote or isolated work settings
- community events and after-hours activities
- contractor-operated or shared-use environments
- settings involving children attending independently or without direct parental supervision.

Internal communication mechanisms may include policies, procedures, reporting forms, incident systems, escalation pathways, supervision arrangements, briefings, inductions, training, signage for personnel, and other practical tools that support consistent reporting and response.

Internal reporting mechanisms must support early action and must not create barriers to speaking up. Council personnel must be encouraged and expected to raise concerns, even where:

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- they are uncertain whether a matter is serious
- the concern relates to a near miss or unsafe situation rather than a confirmed incident
- the risk arises in a public or third-party setting
- the concern involves another worker, contractor, volunteer, hirer or community member.

Council must also ensure that internal reporting is linked to appropriate action, including risk assessment, escalation, response, review and follow-up.

### 6.2 Establishing External Communication and Reporting Mechanisms

Council must establish and maintain appropriate external communication and reporting mechanisms to support compliance with legal, regulatory, contractual and service-specific child safety obligations.

External communication and reporting mechanisms help ensure that child safety risks, concerns, incidents and allegations are communicated to the appropriate external authority, regulator, service partner, funding body or community stakeholder where required.

Depending on the nature of the matter and the Council setting involved, external reporting may include communication or reporting to:

- Queensland Police
- child protection authorities
- regulators or oversight bodies
- funding bodies or contracting entities
- partner organisations or lead agencies
- service-specific regulators, statutory bodies or complaint bodies
- parents, carers or other responsible persons, where appropriate and lawful.

Council must ensure that external reporting pathways are:

- clearly identified
- consistent with relevant legislation and service-specific requirements
- linked to internal escalation processes
- understood by relevant Council personnel
- supported by appropriate documentation, templates or guidance where needed.

External communication and reporting mechanisms must take into account that different Council services, facilities and activities may be subject to different external obligations. This includes, for example, obligations that may arise in relation to childcare services, regulated programs, police matters, reportable conduct matters, disability-related services, contracted services or other child-connected activities.

Where the child safety risk or concern arises in connection with a contractor, hirer, tenant, partner, funded provider or other third party, Council must ensure that:

- internal escalation occurs promptly
- any external reporting obligations are considered and actioned
- communication with the external party is managed appropriately
- Council's contractual, governance and protective actions are considered.

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External communication must also be handled carefully to protect privacy, support child safety, avoid compromising investigations, and ensure information is only shared as permitted or required.

Council should maintain or have access to current guidance identifying the key external reporting pathways relevant to its services, facilities and activities.

### 6.3 Key Performance Indicators

Council should monitor the effectiveness of this Child Safety Risk Management Framework through appropriate indicators, review mechanisms and other sources of assurance.

Key performance indicators and other monitoring measures should help Council assess whether:

- child safety risks are being identified and assessed
- controls and mitigation actions are being implemented and reviewed
- child safety reporting and escalation pathways are being used appropriately
- Council personnel understand and meet their child safety responsibilities
- contractor, hirer and third-party child safety requirements are being applied
- recurring issues, control gaps and emerging risks are being identified and addressed
- the framework is contributing to safer Council environments for children and young people.

Indicators may include, for example:

- completion of child safety risk assessments for relevant services, facilities, programs, events and activities
- progress and completion rates for risk mitigation actions
- frequency and timeliness of risk reviews
- completion of child safety induction, training and refresher requirements
- compliance with screening requirements for relevant roles
- completion of contractor, hirer or third-party child safety compliance checks where required
- reporting trends relating to incidents, concerns, complaints, disclosures and near misses
- identification and follow-up of recurring issues or systemic risks
- review of child safety controls in open-access, shared-use or higher-risk environments
- evidence of review and improvement following incidents, complaints, audits or feedback
- evidence that child safety information, signage and reporting pathways are available where needed
- evidence of culturally safe and inclusive risk controls being considered and implemented.

Council must also monitor child safety compliance indicators such as:

- evidence that Council policies, procedures and implementation measures align with the National Principles for Child Safe Organisations
- completion and review of actions required to meet applicable child safe legislative, regulatory and service-specific obligations
- compliance with Working with Children Check requirements for relevant roles
- completion of required child safety induction, onboarding and refresher training for relevant Council personnel

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- evidence that mandatory reporting, incident escalation, reportable conduct and external reporting requirements are reflected in Council procedures and applied where required
- completion of contractor, hirer and third-party child safety compliance requirements where applicable
- documented review of child-related risks at planned intervals and following incidents, complaints, near misses or significant changes
- timely reporting, escalation and closure of child safety concerns, incidents and near misses
- evidence that regulatory notification and service-specific reporting obligations are met where applicable
- evidence that cultural safety commitments, including actions relevant to Aboriginal and Torres Strait Islander children and young people, are reflected in risk controls, implementation and review.

Indicators should be used to support improvement, not just compliance reporting. Council should consider both quantitative and qualitative information, including trends, audit findings, stakeholder feedback, lessons learned and the lived experience of Council environments.

Where indicators identify gaps, delays, recurring issues, poor compliance, or ineffective controls, Council must take appropriate follow-up action.

### 7.0 ROLES AND RESPONSIBILITIES

Effective child safety risk management requires clear roles, responsibilities and accountability across Council.

All Council personnel have a role in identifying, preventing, reporting, escalating and responding to child safety risks within the scope of their role. Responsibilities will vary depending on position, authority and operational context, but child safety risk management is not the responsibility of one role or team alone.

Council must ensure that:

- governance bodies and senior leaders provide oversight, direction and accountability for child safety risk management
- managers and supervisors implement the framework in practice and respond to identified risks
- designated child safety, risk, compliance or relevant advisory roles provide coordination, guidance and support
- Council personnel understand and carry out their responsibilities
- contractor, hirer, tenant, partner and third-party responsibilities are clearly communicated and enforced where relevant.

The roles and responsibilities set out below are intended to support clear accountability across Council's child-connected services, facilities, programs, events, public environments and third-party arrangements.

#### 7.1 Council and elected representatives

Council is accountable for oversight of this Child Safety Risk Management Framework and for ensuring that child safety risks are appropriately governed, prioritised and addressed across Council operations, services, facilities, programs, events and third-party arrangements.

Council's responsibilities include:

- approving and supporting the implementation of this framework
- ensuring child safety risks are appropriately considered in governance, planning and decision-making
- providing oversight of significant child safety risks, systemic issues and emerging concerns

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- ensuring appropriate systems, controls and reporting mechanisms are in place to support effective child safety risk management
- supporting a child safe culture across Council
- ensuring adequate resourcing for implementation, monitoring, review and continuous improvement
- overseeing compliance with relevant child safe legal, regulatory and policy obligations
- receiving and considering reporting on significant child safety risks, incidents, trends, control gaps and improvement actions
- ensuring that child safety risks are not treated as an isolated operational issue, but as an important part of Council's overall governance responsibilities.

Where governance functions are delegated, Council must ensure that delegated bodies, committees, executives or officers understand and discharge their responsibilities in line with this framework.

### 7.2 Executive Management Team

The Executive Management Team is responsible for leading and supporting the implementation of this Child Safety Risk Management Framework across Council.

The Executive Management Team's responsibilities include:

- ensuring this framework is implemented, communicated and maintained across relevant Council operations, services, facilities and activities
- promoting child safety as a leadership and governance priority
- ensuring child safety risks are considered in operational and strategic decision-making
- overseeing the identification, assessment, mitigation and escalation of significant child safety risks
- ensuring appropriate systems, procedures, controls and reporting arrangements are in place
- allocating or recommending appropriate resources to support implementation, monitoring and improvement
- monitoring significant child safety risks, trends, incidents, recurring issues and systemic concerns
- ensuring that relevant managers, child safety leads and other responsible personnel are supported to carry out their responsibilities
- escalating significant matters to Council, governance bodies or external authorities where required
- supporting review and continuous improvement of child safety risk management across Council.

The Executive Management Team must also ensure that child safety risk management is applied across different Council environments, including public facilities, open-access settings, community programs, child-related services, events and third-party arrangements.

### 7.3 Risk Plan Owners

Risk Plan Owners are responsible for overseeing identified child safety risks within the services, facilities, programs, activities, functions or operational areas assigned to them.

Risk Plan Owners' responsibilities include:

- ensuring child safety risks within their area are identified, assessed, documented and reviewed
- ensuring appropriate controls and mitigation actions are developed, implemented and monitored
- escalating child safety risks where required under this framework

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- monitoring the effectiveness of controls and mitigation actions within their area of responsibility
- ensuring child safety risk information is kept current and reflects changes in operations, environments, staffing, contractors, community use or other relevant conditions
- responding to identified control gaps, recurring issues, complaints, incidents, near misses or emerging concerns
- ensuring child safety considerations are incorporated into relevant planning, activities, service delivery, contractor arrangements and facility use decisions
- seeking advice, support or escalation where the risk is complex, serious, systemic or outside their authority to manage.

Risk Plan Owners must take a proactive approach to child safety risk management and must not wait for a serious incident before acting on known or foreseeable risks.

### 7.4 Audit and Risk Management Committee

Council has an Audit and Risk Management Committee, this committee is responsible for supporting oversight, review and continuous improvement of child safety risk management.

Its responsibilities may include:

- reviewing significant child safety risks, trends, control gaps and emerging issues
- monitoring the effectiveness of this framework and related child safety controls
- considering reports on incidents, complaints, near misses, audits, reviews and compliance issues relevant to child safety risk
- providing advice or recommendations to Council, the Executive Leadership Team or other relevant decision-makers
- supporting oversight of improvement actions arising from identified risks, reviews, audits or serious incidents
- considering whether broader or systemic child safety issues require stronger governance attention or organisation-wide response
- monitoring the effectiveness of reporting, escalation and assurance mechanisms relevant to child safety risk management.

### 7.5 Coordinator Governance

Council has Coordinator Governance who's role is responsible for supporting the administration, coordination and continuous improvement of child safety risk management processes.

Responsibilities may include:

- supporting implementation and review of this framework
- providing advice on child safety risk management processes, documentation and reporting
- coordinating risk registers, risk reviews or other child safety risk management records where applicable
- supporting the development, monitoring and follow-up of mitigation actions
- assisting with reporting on child safety risks, trends, control gaps and compliance issues
- facilitating or supporting risk assessment, review or improvement activities
- assisting Council personnel and managers to understand and apply child safety risk management requirements

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- supporting alignment between this framework and related child safety, complaints, incident, contractor and compliance processes
- identifying areas where additional guidance, tools, training or review may be needed.

### 7.6 Council Personnel

All Council personnel are responsible for contributing to a child safe organisation and for applying this framework within the scope of their role.

Council personnel responsibilities include:

- identifying and raising child safety risks, concerns, unsafe situations, incidents and near misses
- complying with relevant child safety policies, procedures, directions and reporting requirements
- taking reasonable steps to support the safety and wellbeing of children and young people in connection with Council work, services, facilities and activities
- following child safety reporting, escalation and response pathways
- implementing and following relevant controls, supervision arrangements and risk mitigation
- participating in child safety induction, training, supervision and review processes as required
- maintaining appropriate professional boundaries and behaviour
- cooperating with risk reviews, investigations, audits or improvement activities where required
- acting promptly where a child safety concern, allegation, disclosure or immediate risk is identified.

Council personnel must not ignore, minimise or delay action on child safety risks or concerns, including where the matter appears uncertain, involves another person or organisation, or arises in a public, shared-use or third-party environment.

Where Council personnel engage with children and young people directly, or work in child-connected environments, they must understand the child safety risks relevant to their role and the controls, expectations and reporting pathways that apply.

## 8.0 EVALUATION OF THE RISK MANAGEMENT FRAMEWORK

Council will review and evaluate this Child Safety Risk Management Framework on a regular basis to ensure it remains effective, relevant and fit for purpose.

Evaluation of the framework should consider whether:

- the framework is being implemented in practice across relevant Council services, facilities, programs, events and activities
- child safety risks are being identified, assessed, escalated, treated, monitored and reviewed appropriately
- reporting pathways, controls and mitigation actions are functioning effectively
- the framework remains aligned with current legislation, standards, regulatory expectations and Council operations
- the framework is supporting safer environments for children and young people across staffed, open-access, mixed-use and third-party settings
- there are recurring issues, control gaps, implementation barriers or systemic concerns requiring improvement.

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Evaluation should be informed by:

- risk reviews and risk reporting
- incidents, complaints, disclosures, concerns and near misses
- audit findings, compliance reviews and other assurance activities
- feedback from Council personnel, children and young people, families, communities and other stakeholders where appropriate
- contractor, hirer, tenant and third-party compliance issues
- changes in services, facilities, staffing, community use, technology or operating conditions
- changes in legislation, regulation, standards or local context.

Council should review this framework:

- at planned intervals
- following any significant child safety incident, systemic issue or serious control failure
- where there are substantial changes to Council operations, services, facilities or child-connected activities
- where review findings indicate that updates or improvements are required.

Where evaluation identifies gaps or improvement opportunities, Council must take appropriate action to strengthen the framework, related controls, implementation tools, guidance materials and supporting procedures.

## 9.0 GLOSSARY

| Term                          | Definition                                                                                                                                                                                                              |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Abuse</b>                  | Any act or omission that causes harm to a child or young person, including physical, sexual, emotional or psychological abuse, neglect, grooming, exploitation or exposure to family and domestic violence.             |
| <b>Child</b>                  | A child is a person under 18 years of age.                                                                                                                                                                              |
| <b>Child Harm</b>             | Any physical, sexual, emotional, psychological or cultural harm, abuse, neglect, exploitation or other mis mitigation of a child or young person, including exposure to unsafe environments or inappropriate behaviour. |
| <b>Child Safe Culture</b>     | The shared values, attitudes, behaviours and practices within Council that support the safety, participation and wellbeing of children and young people and encourage early identification and response to risk.        |
| <b>Child Safe Environment</b> | An environment in which children and young people are respected, included and protected from harm, and where people, systems, practices and physical settings support their safety and wellbeing.                       |

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| Term                           | Definition                                                                                                                                                                                                                                                                                                  |
|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Child Safety Concern</b>    | Any observation, allegation, disclosure, suspicion, complaint, incident, near miss, behaviour, situation or pattern that indicates a risk to the safety or wellbeing of a child or young person.                                                                                                            |
| <b>Child Safety Risk</b>       | Any actual, potential or foreseeable circumstance, behaviour, practice, environmental factor, control gap or systemic issue that may cause or contribute to harm to a child or young person, or reduce Council's ability to prevent, identify, respond to or report child safety concerns.                  |
| <b>Control</b>                 | A measure, action, process, system, practice or safeguard that reduces the likelihood of a risk occurring or reduces the consequence if it does occur.                                                                                                                                                      |
| <b>Council Personnel</b>       | Council personnel includes employees, contractors, volunteers, students, trainees, apprentices, work placement participants and any other person engaged by or acting on behalf of Council.                                                                                                                 |
| <b>Cultural Safety</b>         | An environment, relationship or practice in which the identity, experience and rights of Aboriginal and Torres Strait Islander children and young people, and other children from diverse backgrounds, are recognised, respected and supported, and where they are not diminished, excluded or made unsafe. |
| <b>Disclosure</b>              | Information provided by a child, young person or another person indicating that harm, abuse, neglect, grooming or another child safety concern may have occurred or may be occurring.                                                                                                                       |
| <b>Duty of Care</b>            | The obligation to take reasonable steps to prevent foreseeable harm and to respond appropriately where risks to safety and wellbeing are identified.                                                                                                                                                        |
| <b>Escalation</b>              | The process of raising a child safety risk, concern, incident or issue to a higher level of authority, oversight or response because of its seriousness, urgency, complexity, potential impact or reporting requirements.                                                                                   |
| <b>Grooming</b>                | Behaviour intended to establish trust, emotional connection or access to a child or young person, their family, carers or other gatekeepers for the purpose of abuse, exploitation or inappropriate involvement.                                                                                            |
| <b>Likelihood</b>              | The chance or probability of a child safety risk occurring.                                                                                                                                                                                                                                                 |
| <b>Near Miss</b>               | An event, situation or circumstance that could have resulted in harm to a child or young person but did not do so on that occasion.                                                                                                                                                                         |
| <b>Neglect</b>                 | A failure to provide for a child or young person's basic physical, emotional, psychological, cultural, educational or safety needs where this exposes them to harm or risk of harm.                                                                                                                         |
| <b>Open-Access Environment</b> | A Council environment that is open to the public or able to be accessed without direct Council supervision or controlled entry at all times.                                                                                                                                                                |

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| <b>Term</b>                         | <b>Definition</b>                                                                                                                                                                                                                                                                                                                                                                              |
|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Reportable Conduct</b>           | Conduct of a kind that must be notified, managed or responded to under applicable reportable conduct laws, procedures or regulatory requirements.                                                                                                                                                                                                                                              |
| <b>Residual Risk</b>                | The level of risk that remains after existing controls have been considered.                                                                                                                                                                                                                                                                                                                   |
| <b>Risk</b>                         | The effect of uncertainty on objectives. In this framework, risk includes any uncertainty, event, situation or circumstance that may affect the safety and wellbeing of children and young people or Council's ability to provide child safe environments.                                                                                                                                     |
| <b>Risk Analysis</b>                | The process of understanding the nature of a risk, how it may arise, who may be affected, and the effectiveness of existing controls.                                                                                                                                                                                                                                                          |
| <b>Risk Assessment</b>              | The overall process of identifying, analysing and evaluating a risk.                                                                                                                                                                                                                                                                                                                           |
| <b>Risk Evaluation</b>              | The process of determining the significance, priority and required response to a risk after considering the risk analysis and existing controls.                                                                                                                                                                                                                                               |
| <b>Risk Owner / Risk Plan Owner</b> | The person responsible for ensuring that a child safety risk within their area is identified, assessed, managed, monitored and reviewed, and that required actions are implemented or escalated.                                                                                                                                                                                               |
| <b>Risk Mitigation</b>              | An action taken to remove, reduce, control or better manage a risk. Once implemented, a risk mitigation may become part of the ongoing control environment.                                                                                                                                                                                                                                    |
| <b>Third Party</b>                  | Any external person, organisation or entity that delivers services, activities or programs for children, interacts with children, or uses Council facilities or spaces in circumstances where child safety obligations may arise. This may include contractors, subcontractors, hirers, tenants, partner organisations, funded providers, consultants, activity providers or community groups. |
| <b>Young Person</b>                 | A person under 18 years of age. Council may use the terms child and young person together in recognition that risks and safeguarding approaches may vary depending on age, development and context.                                                                                                                                                                                            |

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### APPENDIX 1 – RISK TOOLS

The following tools support the consistent identification, assessment and evaluation of child safety risks under this framework.

These tools are intended to assist Council personnel to assess the likelihood and consequence of child safety risks in a structured and consistent way, having regard to the specific Council environment, activity, service, facility or arrangement in which the risk arises.

These tools should be used alongside professional judgement, consultation, escalation requirements and any related Council procedures. They do not replace the obligation to take immediate action where a child or young person is at risk of harm, where criminal conduct is suspected, or where external reporting obligations apply.

In applying these tools, Council must consider the context of the risk, including:

- the age, vulnerability and likely needs of the child or young person
- the nature of the setting, including whether it is staffed, open-access, mixed-use or third-party operated
- the seriousness of the potential harm
- the effectiveness of existing controls
- whether the risk reflects an isolated issue or a broader/systemic concern.

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### APPENDIX 1.1 – CONSEQUENCE / IMPACT SCALE

| Level             | Descriptor               | Child Safety Impact                                                                                                                                                                                                                                                                                                                              | Examples                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-------------------|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Extreme</b>    | Severe / critical impact | Actual or highly likely severe harm to a child or young person, including serious physical or psychological harm, sexual abuse, grooming, exploitation, or a serious failure to protect. May involve multiple children, a systemic failure, or a situation requiring immediate emergency response, executive escalation and external reporting.  | Serious sexual abuse allegation involving a worker, contractor or volunteer; a child suffers serious injury in a Council setting where major safety controls failed; multiple children exposed to significant harm in a Council-run or Council-facilitated activity; serious grooming behaviour identified across more than one service, facility or program; a major systemic failure in a high-risk setting such as childcare, a school holiday program or a pool environment.                                                        |
| <b>High</b>       | Major impact             | Significant risk of serious harm to a child or young person, or a serious child safety incident, allegation, disclosure, grooming concern, major supervision failure, or major control breakdown. May affect more than one child, involve a high-risk environment, or indicate a broader issue requiring urgent management and escalation.       | Child left unsupervised in a high-risk setting such as a pool, splash park, excursion or community event; serious allegation of inappropriate behaviour by Council personnel or a third-party provider; repeated unsafe access by unauthorised adults to child-related spaces; major failure by a contractor delivering child-related activities to comply with child safety requirements; serious blind-spot or visibility issue in a library, civic facility or recreation setting creating heightened grooming or harm risk.         |
| <b>Moderate</b>   | Moderate impact          | A child safety risk or incident that could result in harm to a child or young person if not addressed, including unsafe supervision arrangements, unsafe environments, inappropriate behaviour, limited visibility, contractor non-compliance, or repeated low-level concerns. Usually requires prompt management action and review of controls. | Repeated concerns about children attending a library or recreation facility without clear local supervision guidance; gaps in supervision or sign-in/out processes for a holiday program or playgroup; contractor or hirer using Council facilities without clear child safety expectations being communicated; inappropriate boundary behaviour or concerning conduct that does not yet appear to meet a higher threshold; poor visibility, access control or monitoring in toilets, change rooms, halls or open community facilities. |
| <b>Low</b>        | Minor impact             | A low-level child safety risk, concern, near miss or control gap that has limited immediate impact but still requires action to prevent escalation. May include unclear responsibilities, minor environmental issues, isolated boundary concerns, or gaps in signage, communication or supervision expectations.                                 | Missing or unclear signage about supervision expectations in parks, playgrounds, libraries or splash parks; minor gaps in local guidance for contractors, hirers or community users of facilities; isolated near miss involving child access to a restricted area; unclear staff or volunteer understanding of reporting pathways; minor documentation or communication gap that could contribute to risk if not addressed.                                                                                                             |
| <b>Negligible</b> | Minimal impact           | A very low-level issue with little or no immediate impact on child safety, but which should still be noted and corrected if relevant. May include minor process or documentation gaps that do not of themselves expose a child to harm but could contribute to risk if left unaddressed.                                                         | Minor formatting or administrative issue in a risk record; outdated reference in local guidance that does not affect immediate safety; small documentation gap in contractor or activity records; low-level issue identified and corrected before it creates any practical child safety exposure.                                                                                                                                                                                                                                       |

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## APPENDIX 1.2 – LIKELIHOOD SCALE

| Likelihood            | Descriptor                                  | Definition                                                                                                                                                                                         | Examples                                                                                                                                                                                                                                                                                                               |
|-----------------------|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Almost Certain</b> | Expected to occur in most circumstances     | The child safety risk is very likely to occur, is already occurring, or there is a strong pattern of repeated concerns, incidents, unsafe conditions or control failures.                          | Repeated unsupervised child attendance in a known high-risk setting without clear controls; ongoing contractor non-compliance despite previous concerns; repeated unsafe access to child-related spaces; persistent lack of supervision clarity in a setting regularly used by children.                               |
| <b>Likely</b>         | Will probably occur at some point           | The child safety risk is more likely than not to occur if current conditions continue. There may already be warning signs, known weaknesses, previous near misses or recurring low-level concerns. | Known blind spots in a library, pool or recreation facility with no additional controls; repeated community use of a hall by child-related groups without clear child safety requirements; ongoing use of external providers without clear induction or child safety expectations.                                     |
| <b>Possible</b>       | Could occur at some point                   | The child safety risk could occur in the current circumstances, particularly if controls are inconsistent, informal, unclear or not always followed.                                               | A school holiday activity using casual staff or contractors with variable supervision arrangements; an open-access setting where children attend independently and responsibilities are not clearly communicated; public access to areas near child-focused activities creating foreseeable but not yet repeated risk. |
| <b>Unlikely</b>       | Not expected, but still possible            | The child safety risk is not expected to occur in normal circumstances, but it remains possible if conditions change or controls fail.                                                             | A generally well-managed program or facility where there is still some exposure to public access, third-party use or occasional staffing gaps; a contractor-operated activity with clear requirements in place but limited monitoring.                                                                                 |
| <b>Rare</b>           | May occur only in exceptional circumstances | The child safety risk would only be expected to occur in unusual or exceptional circumstances because strong controls are in place and the setting is low exposure.                                | A tightly controlled child-related activity with strong supervision, clear access restrictions, screened personnel and well-understood procedures; a low-exposure environment where children are only occasionally present and risks are already well managed.                                                         |

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### APPENDIX 1.3 – RISK ASSESSMENT MATRIX

#### Example 1

#### Risk Assessment Matrix

Appendix 1.3 visual

|            |                | IMPACT     |        |          |         |         |
|------------|----------------|------------|--------|----------|---------|---------|
|            |                | Negligible | Low    | Moderate | High    | Extreme |
| LIKELIHOOD | Almost Certain | Medium     | High   | High     | Extreme | Extreme |
|            | Likely         | Medium     | Medium | High     | High    | Extreme |
|            | Possible       | Low        | Medium | Medium   | High    | High    |
|            | Unlikely       | Low        | Low    | Medium   | Medium  | High    |
|            | Rare           | Low        | Low    | Low      | Medium  | Medium  |

Legend: Low Medium High Extreme

Use this matrix with the Impact Scale and Likelihood Scale to determine the overall level of child safety risk after considering the effectiveness of existing controls.

#### Example 2

| Impact \ Likelihood | Rare   | Unlikely | Possible | Likely  | Almost Certain |
|---------------------|--------|----------|----------|---------|----------------|
| Minor               | Low    | Low      | Low      | Medium  | Medium         |
| Moderate            | Low    | Low      | Medium   | Medium  | High           |
| Major               | Low    | Medium   | High     | High    | Extreme        |
| Severe              | Medium | High     | High     | Extreme | Extreme        |

Council will use a matrix to determine the overall level of child safety risk after considering the impact of the risk and the likelihood of the risk occurring, taking into account the effectiveness of existing controls.

The matrix is intended to support consistent decision-making about:

- the priority of the risk
- whether additional controls or mitigation actions are required
- whether escalation is required
- the level of monitoring and review needed.

A higher rating does not remove the need for judgement or immediate action. Where a child or young person is at immediate risk of harm, or where abuse, grooming, serious control failure or criminal conduct is suspected, Council personnel must act immediately in accordance with this framework and related reporting procedure

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**APPENDIX 1.4 – APPLYING THE RISK TOOLS**

The risk tools in this appendix are intended to support a consistent and practical approach to assessing child safety risks across council services, facilities, activities, events and third-party arrangements.

These tools should be used when:

- Identifying and assessing child safety risks in council environments
- Planning new services, programs, events, partnerships or facility uses
- Reviewing existing services, facilities or activities
- Considering incidents, complaints, disclosures, concerns or near misses
- Assessing risks arising from contractors, hirers, tenants, partners or other third parties
- Reviewing changes to staffing, supervision, environmental design, access arrangements or service delivery.

When using the risk tools, council should:

- Clearly describe the risk being assessed
- Identify who may be affected and in what setting
- Consider the ages, needs and likely vulnerabilities of the children and young people involved
- Consider the nature of the environment, including whether it is staffed, open-access, mixed-use or third-party operated
- Identify the controls already in place
- Assess the likely impact if the risk event occurs
- Assess the likelihood of the risk occurring in the current circumstances
- Use the matrix to determine the overall level of risk
- Decide whether further mitigation, escalation, monitoring or review is required.

The risk tools are intended to support decision-making, not replace professional judgement. Council personnel must always act promptly where:

- A child or young person is in immediate danger
- Abuse, grooming, neglect or exploitation is suspected
- Criminal conduct is suspected
- A serious incident, disclosure, complaint or control failure has occurred
- External reporting or urgent escalation may be required.

Where there is uncertainty about how to assess a risk, council personnel should seek advice from the relevant manager, designated child safety lead, risk plan owner, or other appropriate role.

Risk assessments should be documented, reviewed and updated when:

- Circumstances change
- New information becomes available

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- Controls are introduced, changed or found to be ineffective
- Incidents, complaints, disclosures, concerns or near misses occur
- New services, activities, contractors or partnerships commence
- Review identifies a recurring issue, systemic concern or need for improvement.

These tools should be applied in a way that reflects the practical realities of council environments, including open public spaces, community facilities, child-related services, youth activities, public events and third-party use of council spaces.

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**APPENDIX 2 – COUNCIL CHILD SAFETY RISK CONTEXTS AND EXAMPLES**

| Council setting / activity                                    | Examples of child safety risks                                                                                                                                                                                                                                                                                        | Possible controls / considerations                                                                                                                                                                                                                                                                                                              |
|---------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Libraries</b>                                              | Children attending independently without clear supervision expectations; exposure to members of the public; grooming opportunities in low-visibility areas; contractors or external providers running activities without clear child safety requirements; library spaces being treated informally as supervised care. | Clear local guidance on unattended children and supervision expectations; signage for parents/carers and community; staff guidance on responding to unattended children and concerns; visibility of reporting pathways; contractor and activity provider requirements; review of blind spots, toilets, after-hours use and access arrangements. |
| <b>Swimming pools and splash parks</b>                        | Physical safety risks; inadequate supervision; unclear age expectations for independent attendance; children attending with older siblings rather than adults; open public access; contractor-run swimming lessons or pool operations; grooming opportunities in change rooms or less visible areas.                  | Clear supervision and entry expectations; signage; contractor compliance requirements; safe access and visibility controls; change room monitoring arrangements where appropriate; escalation pathways for unattended or unsafe situations; review of age-based local rules and public messaging.                                               |
| <b>Civic centres, halls and multipurpose community spaces</b> | Open access areas; public toilets or breezeways; community hire with no direct council supervision; third-party use by child-related groups; contractors and casual activity providers; poor visibility or restricted areas; uncertainty about who is responsible for child safety.                                   | Conditions of hire; child safety expectations for users and hirers; contractor and external provider requirements; signage and behaviour expectations; safe access controls; guidance for staff where facilities are open, hired or community used; escalation pathways when concerns arise.                                                    |
| <b>School holiday programs</b>                                | Mixed staffing and contractor use; one-to-one interactions; off-site activities; sign-in/out failures; age-mixed activities; children moving between activities; inadequate screening or induction of casual providers; high child volume increasing supervision risk.                                                | Risk assessments for each program; sign-in/out procedures; supervision plans; contractor and external provider requirements; activity-specific safety controls; clear escalation and incident response; staffing and visibility arrangements; child-safe conduct expectations.                                                                  |
| <b>Community events</b>                                       | Large crowds; children separated from carers; entertainers, stallholders and activity providers interacting with children; open public access; temporary infrastructure; unclear supervision                                                                                                                          | Event risk assessment; lost child procedures; contractor and stallholder expectations; signage and public messaging; visibility of                                                                                                                                                                                                              |

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| Council setting / activity                                                               | Examples of child safety risks                                                                                                                                                                                                                             | Possible controls / considerations                                                                                                                                                                                                                                     |
|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                          | boundaries; grooming opportunities in busy or poorly visible settings.                                                                                                                                                                                     | staff/contact points; behavioural expectations; escalation pathways; defined responsibilities for child-related activities.                                                                                                                                            |
| <b>Traineeships, apprenticeships, work experience and employment of workers under 18</b> | Grooming or exploitation of young workers; unsafe power dynamics; poor supervision; unclear professional boundaries; underage workers in isolated or adult-dominated settings; inadequate induction or support.                                            | Child-safe recruitment and induction; supervision arrangements; clear professional boundaries; reporting pathways for young workers; manager oversight; role-appropriate screening and risk review; attention to placement setting and vulnerability of young workers. |
| <b>Country university centres, learning centres and education-linked facilities</b>      | Unsupervised attendance by children or young people; shared facilities; public access; unclear boundaries between educational use and general community use; limited staffing; after-hours access.                                                         | Local guidance on supervision expectations; signage; access and visibility review; clarification of council role versus school/education provider role; contractor and partner expectations; reporting pathways and response guidance.                                 |
| <b>Sports and recreation facilities, skate parks, bike areas and sports sheds</b>        | Open-access use; children left unsupervised; mixed-age environments; poor visibility; community assumptions that staff will supervise; contractor-run activities; injury risks and grooming opportunities in low-oversight settings.                       | Clear public messaging that supervision remains with parent/carer where applicable; signage; environmental review for blind spots and access issues; controls for contractor-led activities; reporting pathways; facility-specific risk reviews.                       |
| <b>Parks, playgrounds and public open spaces</b>                                         | Open public access; no direct supervision; children interacting with unknown adults; isolated or poorly visible areas; physical hazards; unclear expectations about council versus parent responsibility.                                                  | Supervision signage; behaviour expectation signage; environmental design and maintenance; visibility review; public reporting mechanisms; escalation and response guidance for council personnel when concerns are observed.                                           |
| <b>Visitor centres, museums and drop-in centres</b>                                      | Public-facing settings with mixed-age attendance; informal interactions with children; contractors or volunteers engaging with children; reduced clarity about child-related responsibilities where facilities are primarily tourism or community focused. | Staff and volunteer guidance; visibility of reporting pathways; behavioural expectations; role clarity where children attend or participate; contractor and volunteer requirements; risk review for child-facing activities or informal youth use.                     |

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| Council setting / activity                                             | Examples of child safety risks                                                                                                                                                                                                                                                                    | Possible controls / considerations                                                                                                                                                                                                                                         |
|------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Youth services, youth officers and youth activities</b>             | Direct engagement with young people; boundary issues; one-to-one contact; transport or outreach risks; digital communication risks; after-hours activities; reliance on casual staff, grants or contractors.                                                                                      | Clear conduct expectations; supervision and escalation pathways; guidance on digital communication and professional boundaries; activity risk assessment; contractor requirements; recordkeeping; support and oversight for youth-facing roles.                            |
| <b>Health, disability and community support settings</b>               | Children present in mixed-age settings; third-party provider involvement; complex vulnerabilities; transport or outreach risks; privacy and information sharing issues; informal supervision expectations.                                                                                        | Role clarity; provider and partner requirements; screening and training where relevant; privacy and information handling controls; escalation pathways; culturally safe and accessible responses; review of mixed-age and outreach settings.                               |
| <b>Digital and online environments</b>                                 | Direct messaging, image sharing, privacy breaches, inappropriate online contact, unclear moderation, children accessing council programs or communications digitally, use of personal devices or accounts.                                                                                        | Digital communication rules; approved platforms; privacy safeguards; moderation and escalation arrangements; staff guidance; contractor and provider requirements; child-friendly reporting options where relevant.                                                        |
| <b>Contractor, hirer, tenant, partner and third-party arrangements</b> | External persons delivering activities to children without clear child safety expectations; inconsistent screening or induction; unclear reporting responsibilities; reliance on third parties without oversight; child-related activities occurring in council spaces without adequate controls. | Child safety requirements in contracts, hire agreements and partnership documents; compliance checks; induction or briefing requirements; clear escalation and reporting obligations; role clarification; monitoring and follow-up; action where requirements are not met. |

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### APPENDIX 3 – RELATED TOOLS, RESOURCES AND SUPPORTING DOCUMENTS

The following tools, resources and supporting documents may assist council to implement this child safety risk management framework in a practical and consistent way. Councils may already have some of these documents or tools in place, or may choose to develop, adapt or localise them to reflect their services, facilities, activities and operating context. This framework should be read and applied alongside relevant child safe governance documents, operational procedures and implementation resources.

| Resource / document                                                             | Purpose                                                                                                                                                                     |
|---------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Child safety risk assessment template</b>                                    | To support consistent assessment of child safety risks across services, facilities, programs, events, hires and third-party activities.                                     |
| <b>Child safety risk register template</b>                                      | To record identified child safety risks, existing controls, mitigation actions, responsible officers and review dates.                                                      |
| <b>External reporting pathways / contact register</b>                           | To provide current service-specific external reporting pathways, key contacts, and guidance on when external reporting or notification may be required.                     |
| <b>Contractor / hirer / third-party child safety requirements resource</b>      | To communicate child safety expectations and compliance requirements for contractors, hirers, tenants, partner organisations and other third parties.                       |
| <b>Conditions of hire / facility use child safety clauses</b>                   | To support safer use of council halls, civic centres, multipurpose spaces and other facilities used by community groups or external providers.                              |
| <b>Library supervision / unattended children guidance</b>                       | To clarify local supervision expectations, unattended children guidance, staff response, signage and activity provider requirements in library settings.                    |
| <b>Open-access environment guidance</b>                                         | To support child safety risk management in parks, playgrounds, splash parks, recreation spaces, public facilities and other mixed-use or unsupervised settings.             |
| <b>Signage and poster suite</b>                                                 | To communicate supervision expectations, expected behaviour standards, reporting pathways and other child safety messages in council facilities and public-facing settings. |
| <b>Escalation and reporting flowchart</b>                                       | To provide a practical visual guide to internal escalation, emergency response, police reporting and other external reporting pathways where required.                      |
| <b>Child safety induction / briefing for contractors and external providers</b> | To support consistent communication of child safety responsibilities to external providers, entertainers, activity operators and other non-council personnel.               |

## CHILD SAFETY RISK MANAGEMENT FRAMEWORK

RESOLUTION NO. 00.00.00 VERSION V1

| Resource / document                                                 | Purpose                                                                                                                                                                                                                                                                    |
|---------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Role-specific child safety guidance or quick reference tools</b> | To support workers in roles such as youth services, libraries, pools, customer-facing services and other child-connected settings.                                                                                                                                         |
| <b>Lost child / separated child response guidance</b>               | To support practical response in public facilities, community events, pools, libraries and other settings where children may become separated from parents or carers.                                                                                                      |
| <b>Local implementation / customisation guidance</b>                | To support each council to adapt the shared framework to its local services, governance arrangements, facilities, staffing and community context.                                                                                                                          |
| <b>Related child safe governance documents</b>                      | To ensure this framework is read together with relevant policies and procedures, such as the child safety policy, child safety code of conduct, child safety complaints and reporting procedure, reportable conduct procedure, and supervision and duty of care documents. |

Council should determine which supporting tools and resources are required based on its services, facilities, risk profile, workforce structure and operating environment, and should review these periodically as part of ongoing child safety risk management and continuous improvement.



## MOUNT ISA CITY COUNCIL

### Child Safety Statement of Commitment to Aboriginal and Torres Strait Islander Cultural Safety

This Statement sets out Mount Isa City Council's (Council) commitment to cultural safety, respect and meaningful engagement with Aboriginal and Torres Strait Islander peoples and communities. It is intended to support culturally safe practice across Council services, facilities, workplaces and community settings, and should be read alongside Council's child safe framework and other relevant policies and procedures.

This Statement applies across the varied operating environments of council, including council-managed services, child and family-facing programs, community facilities, public spaces and activities delivered directly, in partnership, or through contractors and third-party providers. It includes settings where children, young people and families may access Council services or facilities, while recognising that in some open-access environments Council may not control all public behaviour or directly supervise all children.

#### Acknowledgement of Aboriginal and Torres Strait Islander Peoples

This Statement of Commitment is guided by the *Human Rights Act 2019*, the National Agreement on Closing the Gap, and relevant Queensland Government frameworks supporting Aboriginal and Torres Strait Islander and Torres Strait Islander self-determination, cultural rights and community-led outcomes.

- Council proudly acknowledges Queensland's Aboriginal and Torres Strait Islander communities and their rich culture and pay respect to their Elders past and present. We acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Owners and custodians of Country. We recognise their continuing and enduring connection to land, waters and community on which we live, work and play.
- We recognise and value the ongoing contribution of Aboriginal and Torres Strait Islander people and communities and how this enriches our society more broadly. We embrace self-determination and reconciliation, working towards equality of outcomes and ensuring an equitable voice.
- Aboriginal and Torres Strait Islander communities and peoples are culturally diverse, with enduring and distinct heritages and histories. We acknowledge the ongoing impacts of colonisation on Aboriginal and Torres Strait Islander peoples and recognise that, while these impacts have caused profound harm, they have not diminished Aboriginal and Torres Strait Islander peoples' enduring connection to Country, culture, language or community.
- Aboriginal and Torres Strait Islander nations continue to strengthen and grow through the resurgence and transmission of language, lore and cultural knowledge. These histories, and the resilience, leadership and resistance they reflect, must be understood and acknowledged to fully recognise the ongoing fight for survival, justice and Country.
- We recognise that Aboriginal and Torres Strait Islander organisations, communities and peoples play a critical role in exercising cultural authority, strengthening governance and driving community-led outcomes grounded in local knowledge and self-determination.
- We recognise cultural safety as a continuum that is developed through ongoing engagement, shared decision-making and co-design. This continuum begins with cultural awareness, progresses through cultural sensitivity and cultural competence, and is realised when Aboriginal and Torres Strait Islander peoples themselves determine that interactions, services and environments are culturally safe.
- Council affirms the right of Aboriginal and Torres Strait Islander peoples to self-determination and recognises this as an ongoing process of choice, participation and empowerment. Council is committed to engaging with Aboriginal and Torres Strait Islander peoples through respectful, inclusive and culturally informed approaches that support shared decision-making and co-design, particularly in matters that affect communities, culture, services and outcomes.

Child Safety Statement of Commitment to Aboriginal and Torres Strait Islander Cultural Safety\_V1



## MOUNT ISA CITY COUNCIL

- Council is committed to providing responsive and respectful services that recognise cultural diversity, the rich and distinct histories of Aboriginal and Torres Strait Islander peoples, and the impacts of transgenerational trauma on social and emotional wellbeing.
- We commit to working in genuine partnership with Aboriginal and Torres Strait Islander peoples and communities through shared decision-making and co-design processes. This includes taking time to listen, understand lived experiences and local contexts, and supporting our workforce to engage meaningfully with community to strengthen culturally informed, effective and responsive service delivery and child safe practices.

### Responsibilities

This policy statement commits all employees to deliver this commitment statement and to place Aboriginal and Torres Strait Islander peoples at the forefront of our decision making. Creating supportive environments where stakeholders feel empowered to act, allows our Council to move collectively in the same direction.

### Our Journey together so far

Council recognises that cultural safety is not achieved through words alone, but through ongoing listening, learning, relationship building and action. Our journey so far has included engagement with local Aboriginal and Torres Strait Islander peoples and organisations, participation in reconciliation and cultural capability work, and steps to strengthen culturally respectful services, facilities and workplaces.

Council is committed to the development and implementation of a Reconciliation Action Plan (RAP) as a meaningful step toward strengthening relationships with Aboriginal and Torres Strait Islander peoples. This commitment reflects a dedication to acknowledging past injustices, promoting respect for culture and heritage, and advancing opportunities for inclusion and equity within the community. Through the RAP, Council aims to embed reconciliation principles across its policies, programs, and services, guided by genuine engagement, collaboration, and continuous learning. By working in partnership with Aboriginal and Torres Strait Islander stakeholders, Council seeks to create lasting, positive change and contribute to a more inclusive and respectful future for all.

### THIS STATEMENT COMMITS COUNCIL TO:

- **understand transgenerational trauma** and its impact on social and emotional wellbeing
- **build our understanding and appreciation** of Aboriginal and Torres Strait cultures, governance and rights as the foundation for respectful relationships and services create culturally safe spaces in our communities and within our workplaces
- support culturally safe and respectful engagement with Aboriginal and Torres Strait Islander children, young people and families across Council services, programs, facilities and community settings
- **value and celebrate** the diversity that exists within Aboriginal and Torres Strait Islander and Torres Strait Islander peoples' cultures, histories and communities
- **actively listen and engage** with stakeholders through shared decision-making and co-design processes and demonstrate a willingness to utilise Aboriginal and Torres Strait Islander peoples lived experience and knowledge to inform all our work
- recognise local cultural authority, community knowledge and lived experience in shaping culturally safe practice
- **develop strong relationships** with communities to foster locally led solutions through culturally safe co-design and partnerships that reflect the knowledge, priorities and needs of each community
- **work together to develop and implement** policies, programs and opportunities for Aboriginal and Torres Strait Islander people to be represented and to thrive in their communities



## MOUNT ISA CITY COUNCIL

- **value, include and support Aboriginal and Torres Strait Islander employees in our workplaces**
- strive to create an environment where Aboriginal and Torres Strait Islander employees thrive in fulfilling careers and a **culturally safe workplace**.
- recognise that everyone has a role in ensuring cultural safety

Council recognises that this Statement must be supported by action, accountability and ongoing review if it is to be meaningful in practice.

### OUR PRINCIPLES

**Self-determination:** Council recognises the right of Aboriginal and Torres Strait Islander peoples to self-determination and is committed to respectful engagement, participation and shared decision-making in matters that affect communities, culture, services and outcomes.

**Equity:** Council is committed to fair, inclusive and culturally informed practice. This includes identifying and reducing barriers that may affect access, participation, safety and wellbeing for Aboriginal and Torres Strait Islander peoples.

**Transparency:** Council is committed to honest, respectful and open communication, and to decision-making processes that support trust, accountability and meaningful engagement with Aboriginal and Torres Strait Islander peoples and communities.

**Accountability:** Council accepts responsibility for embedding this commitment into its governance, services, workplaces and community interactions, and for reviewing and improving its practice over time.

**Reciprocity:** Council values relationships built on mutual respect, listening, shared learning and partnership, and recognises the importance of working with Aboriginal and Torres Strait Islander peoples and communities in ways that are respectful and locally informed.

**Cultural contextuality:** Council recognises that culturally safe practice must reflect local context, cultural authority, community knowledge and lived experience. Council is committed to strengthening cultural capability and supporting culturally safe environments, services and relationships.

These principles guide how Council approaches cultural safety, engagement, decision-making and continuous improvement in practice.

### DEFINITIONS

**Co-design:** Co-design means working together with Aboriginal and Torres Strait Islander peoples, communities and organisations in ways that support genuine participation in the design, delivery, review or improvement of policies, services, programs or environments that affect them.

**Cultural safety:** Cultural safety is an environment, relationship or way of working that is experienced as safe by Aboriginal and Torres Strait Islander peoples. It is developed through ongoing respect, reflection, shared learning, meaningful engagement and culturally informed practice. Cultural safety is determined by Aboriginal and Torres Strait Islander peoples themselves.

**Self-determination:** Self-determination is the right of Aboriginal and Torres Strait Islander peoples to make decisions about matters that affect their lives, communities, cultures and futures, and to participate in decision-making in ways that reflect their priorities, knowledge and authority.

**Transgenerational trauma:** Transgenerational trauma refers to the ongoing impacts of trauma that can be passed from one generation to the next through the effects of colonisation, dispossession, forced removal, racism and other harmful policies and practices. These impacts may affect social and emotional wellbeing, trust, connection and access to services.

**Cultural capability:** Cultural capability means the knowledge, skills, behaviours and attitudes needed to work respectfully and effectively with Aboriginal and Torres Strait Islander peoples. It includes ongoing learning, reflection and the ability to apply cultural understanding in practice.

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