

CHILD SAFE ACTION PLAN

2024 - 2025



SUTHERLAND SHIRE





Acknowledgment of Country

Sutherland Shire Council acknowledges the Dharawal people as the Traditional Custodians of the land within Sutherland Shire.

We value and celebrate Dharawal culture and language, and acknowledge Dharawal people's continuing connection to the land, the sea and community.

We pay respect to the Elders and their families, past, present and emerging, and through them, to all Aboriginal and Torres Strait Islander peoples.

Image: Gamay Dancers 2023

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Child Safe commitment statement



Sutherland Shire Council is committed to ensuring children and young people have safe and happy experiences in our community while accessing Council facilities, engaging in programs and when in our care.

We acknowledge our responsibility to protect children from child abuse in our community, and to have a procedurally fair process for dealing with allegations of child abuse to protect employees and others.

Council is dedicated to creating an environment where:

- children's safety and wellbeing is at the centre of thought, values and actions
- we create conditions that reduce the likelihood of harm to children and young people and
- we respond to any concerns, disclosures, allegations or suspicions of harm respectfully and appropriately.

The Child Safe Organisation Policy was adopted by Council on 6 November 2023 (SER 018-23).

Background

In December 1990 Australia was one of 194 countries that committed to the United Nations Convention on the Rights of the Child. This means that organisations and people working with children share responsibility for keeping children safe.

The Child Safe Scheme was introduced 1 February 2022 and requires all child-related organisations in NSW to apply Child Safe Standards to drive cultural change to create, maintain and improve child safe practices.

The Child Safe Standards were developed in response to the findings and recommendations made by the 2017 Royal Commission into Institutional Responses to Child Sexual Abuse. The Standards are to be applied by all child-related organisations in NSW to better prevent and respond to child abuse.

Strategic context

This Action Plan fits within NSW Government and Local Government legislation and priorities.

State Government Plans

Under the Children’s Guardian Act 2019, prescribed NSW Government agencies must develop a child safe strategy for their child-related services and those services they fund or regulate. This is called a Child Safe Action Plan. The Child Safe Action Plan promotes sector wide reform and builds awareness of child safety.

The NSW Government agencies required to develop Child Safe Action Plans are:

- Department of Communities and Justice
- Ministry of Health
- Department of Education
- Office of Sport
- Office of Local Government
- Inspector of Custodial Services
- NSW Education Standards Authority

The Office of the Children’s Guardian (OCG) is a statutory NSW government agency. It oversees organisations that provide services to children. The OCG regulates, monitors and fosters capability within organisations to provide quality services and maintain the safety, welfare and well-being of children. Their powers and functions are defined in the Children’s Guardian Act 2019.

Local Government Plans

The Children’s Guardian Act 2019 (the Act) aims to protect children by seeking to embed the Child Safe Standards as the primary framework guiding child safe practice in organisations throughout NSW.

The Act requires Office of Local Government, as a prescribed agency, to develop and publish a Child Safe Action plan describing how they will work to promote awareness of the Standards and how they will build capability across Local Government to ultimately improve the safety of children in NSW.

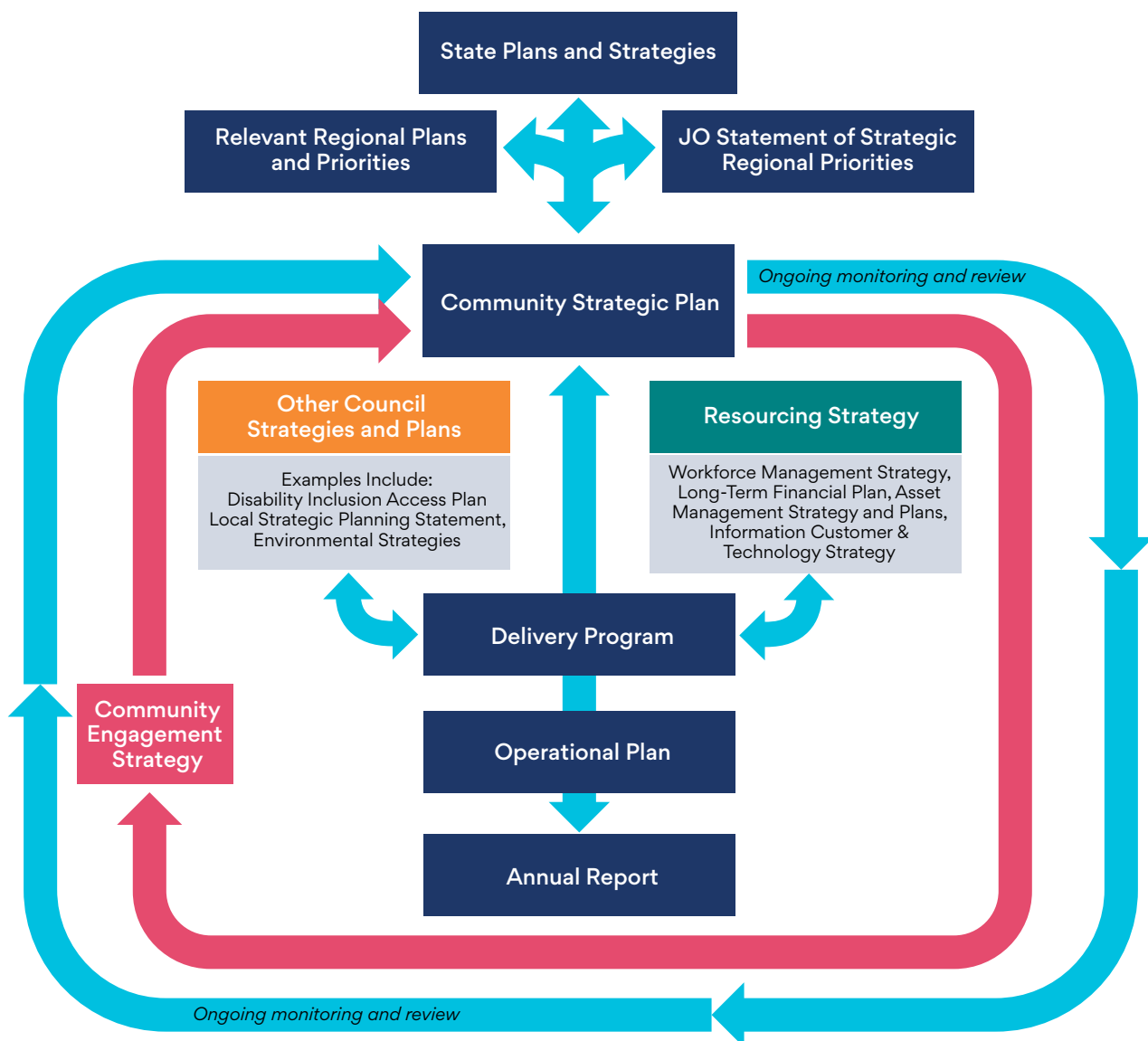
Office of Local Government states “The local government sector plays a key role in the lives of our young people through early childhood, school aged and youth services, leisure and recreation facilities such as swimming pools, libraries, parks and sporting fields as well as through employment of young people”.

(Department of Planning and Environment -Office of Local Government Child Safe Action Plan 2023)

Strategic alignment

Integrated planning & reporting framework

Sutherland Shire Council's Child Safe Action Plan contributes to the delivery of our integrated planning approach.



The action plan contributes to the delivery of our Community Strategic Plan. The Child Safe standards apply to all areas of Council and will support the principles to be embedded into organisational governance, strategy, culture and leadership.

Child Safe Standards

The Standards are principle-based and focused on outcomes, not prescriptive compliance.

This means organisations will have the flexibility to implement them in ways that are meaningful, achievable, and related to their size, resources and workforce.

With the right focus and effort, the Standards will support the development of strong organisational cultures that keep children safe. The Child Safe Scheme and Standards encourage ongoing child safety cultures, practices and improvements.

The 10 Child Safe Standards are:

- 1** Child safety is embedded in organisational leadership, governance, and culture.
- 2** Children participate in decisions affecting them and are taken seriously.
- 3** Families and communities are informed and involved.
- 4** Equity is upheld and diverse needs are taken into account.
- 5** People working with children are suitable and supported.
- 6** Processes to respond to complaints of child abuse are child focused.
- 7** Staff are equipped with the knowledge, skills, and awareness to keep children safe through continual education and training.
- 8** Physical and online environments minimise the opportunity for abuse to occur.
- 9** Implementation of the Child Safe Standards is continuously reviewed and improved.
- 10** Policies and procedures document how the organisation is child safe.

Consultation

External

The draft Child Safe Organisation Policy was placed on public exhibition in August 2023. No submissions were received during the 28 day consultation period.

The Child Safe Organisation Policy was adopted by Council on 6 November 2023 (SER 018-23).

Internal

An organisation wide self-assessment survey was undertaken across each Council unit in January 2024.

Thirty responses were received across Team Leaders, Senior Managers and Executive.

The self-assessment tool utilised for the survey was developed by the Office of the Children's Guardian (OCG) to support organisations in identifying areas of strength and any gaps they may have in systems, processes and practices that make the organisation Child Safe. The results provided are based on the practices described in the 10 Child Safe Standards.

The self-assessment provides an analysis and denotes an organisation's current position against one of the following categories:

- | | |
|--------------------|--|
| Vulnerable: | the organisation is starting to implement the Child Safe Standards |
| Emerging: | the organisation is growing capabilities to implement the Child Safe Standards |
| Proactive: | the organisation is progressing well with implementing the Child Safe standards |
| Resilient: | the organisation is well established in the implementation of the Child Safe Standards |

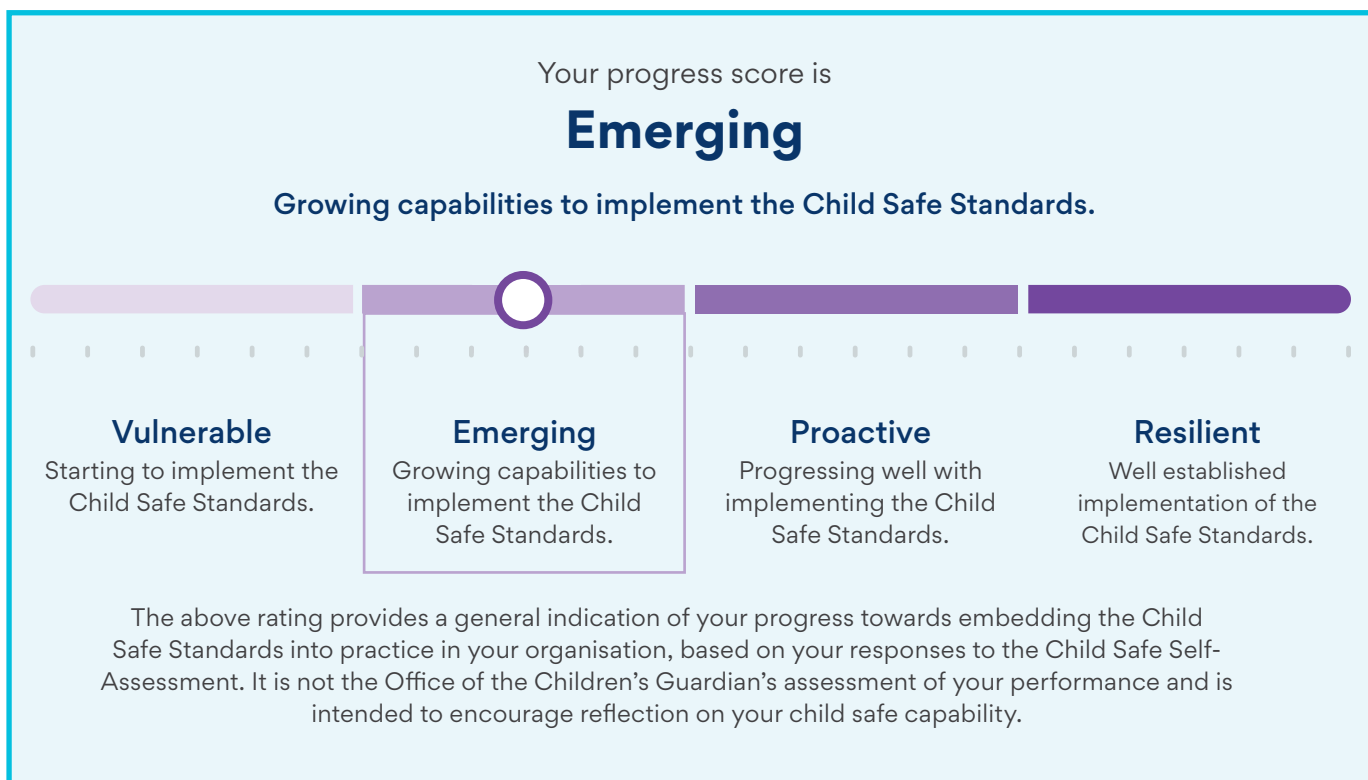
The actions identified in this plan have been developed in consultation with key stakeholders across Sutherland Shire Council.

Our self-assessment results 2024

The results provide an initial understanding of the current awareness and capability of the organisation's processes and practices that reflect and embrace the Child Safe Standards.

The collective results from the survey have indicated Sutherland Shire Council is currently 'Emerging' as a Child Safe Organisation.

'EMERGING' is defined by the Office of Children's Guardian as the organisation demonstrating they have growing capabilities to implement the Child Safe Standards.



Overall performance:

- Your organisation may be growing its capabilities to implement the Child Safe Standards. This means your organisation is implementing some child safe practice but there are gaps that may leave children exposed to harm or abuse.
- There is more work to be done in your organisation to create an environment that is safe for children. Leadership must play an important part in creating a child-safe culture for your organisation. They must lead by example.
- Child safe organisations are learning organisations. This means they continuously improve how they do things. Implementing the Child Safe Standards is about continuous improvement over time, not immediate leaps in progress.

Our Child Safe Action Plan

The aim of the plan is to elevate Sutherland Shire Council's approach to Child Safety through embedding our commitment statement into everyday practices and processes.

In recognition of our current 'EMERGING' status, the action plan will support our organisation's continual improvement to transition to 'PROACTIVE' and then continue on to achieve 'RESILIENT' status of child safety.

The delivery of the actions will be guided by an implementation plan which will set out a program of actions, timeframes and responsibilities.

Monitoring and evaluating delivery of the Child Safe Action Plan will be ongoing by using the Self-Assessment survey tool.

Reporting on outcomes and progress will be undertaken annually following the self-assessment process. In addition, actions will be reported through the Integrated Planning and Reporting (IPR) framework.



STANDARD 1

Child Safety is embedded in organisational leadership, governance and culture



Applying the Standard	Actions	Indicators of success
<p>Leaders and staff champion a set of core values that inform the organisation’s approach to child safety.</p> <p>The behaviours and practices leaders reward and challenge demonstrate they prioritise the safety of children.</p> <p>Leaders incorporate child safe risk management into decision-making and actively monitor risks to child safety.</p> <p>Leaders encourage day-to-day practices that prioritise child safety.</p> <p>Leaders set clear expectations around child safety and ensure they are followed by staff.</p> <p>Leaders promote a culture of reporting.</p>	<p>Embed child safety into the existing Councillor induction program.</p> <p>Incorporate Child Safe Standards into the Strategic Management Framework.</p> <p>A review will be undertaken of the Human Resource frameworks, tools, and processes with a view to identify opportunities to incorporate the Child Safe Standards where relevant.</p>	<p>Child safety is embedded in day-to-day practices.</p> <p>Staff follow the Child Safe Code of Conduct and child safe procedures.</p> <p>Decision-making prioritises children.</p> <p>Organisational culture creates an environment where it is difficult for abuse to occur.</p> <p>Staff appropriately respond to and report child abuse.</p> <p>Children feel safer knowing they have input into the organisation.</p>

STANDARD 2

Children participate in decisions affecting them and are taken seriously



Applying the Standard	Actions	Indicators of success
<p>Children’s participation is embedded in organisational practice through feedback opportunities.</p> <p>Opportunities are created for children to be included in organisational decision-making.</p> <p>Children are given information on internal and external support services.</p> <p>Staff are provided with knowledge and skills to support children’s participation.</p> <p>Staff encourage peer support for children.</p> <p>Adults understand what safety means to children.</p> <p>Age-appropriate information that describes how adults should behave is provided to children and consistently reinforced.</p>	<p>Review the existing engagement strategy principles to ensure they encompass children as stakeholders when consulting on decisions, plans, strategies, and initiatives that impact them.</p> <p>Engage with children/child groups as part of the standard playground consultation process for regional playgrounds.</p>	<p>Children know how adults should behave.</p> <p>Children understand they are listened to and respected.</p> <p>Children speak up about their safety and the safety of their friends.</p> <p>Children are aware they can access support services when needed.</p>

STANDARD 3

Families and communities are informed and involved



Applying the Standard	Actions	Indicators of success
<p>Leaders and staff encourage families to take an active role in keeping children safe.</p> <p>Policies and procedures (including a Child Safe Code of Conduct and a Child Safe Risk Management Plan) are clearly communicated to parents and carers.</p> <p>Families and community members are encouraged to provide feedback on how the organisation keeps children safe, and this information is acted upon where necessary.</p>	<p>Work collaboratively with local organisations to raise awareness of the Child Safe Standards and opportunities to educate the community.</p> <p>Embed the Child Safe Standards, including the public Statement of commitment within Council's website and intranet.</p> <p>Collaborate with external agencies in the production of educational material for children around personal and public safety.</p>	<p>Families feel welcome.</p> <p>Families and the community support the organisation to be safer for children.</p> <p>Families and the community are comfortable asking questions on how the organisation prioritises child safety.</p> <p>Community groups and organisations demonstrate an understanding of Child Safe Standards and are confident in applying them.</p>

STANDARD 4

Equity is upheld and diverse needs are taken into account



Applying the Standard	Actions	Indicators of success
<p>Leaders and staff understand barriers that prevent children from disclosing abuse or adults from recognising children's disclosure.</p> <p>Leaders and staff identify and respect the diverse needs, abilities and backgrounds of children, and understand the value of treating them fairly.</p> <p>All staff are given information about the factors that increase a child's vulnerability to harm.</p> <p>Leaders ensure the workforce reflects the diversity of the children it provides services to, where possible.</p> <p>Leaders and staff adapt activities and services to ensure all children feel included.</p>	<p>Corporate Strategies, Plans, Policies, Determinations, Guidelines, and Codes detail the organisation's commitment to children's safety with respect to diversity, inclusion, and equity.</p>	<p>Children with diverse needs speak up about concerns around their safety and the safety of their friends, and adults take them seriously.</p> <p>Children are not disadvantaged by programs and activities.</p> <p>Organisational culture allows children with diverse needs to feel valued.</p> <p>Adults recognise the value of diversity and inclusion.</p> <p>Staff feel confident working with diverse groups.</p> <p>There is increased participation of children with disabilities in the mainstream community.</p>

STANDARD 5

People working with children are suitable and supported



Applying the Standard	Actions	Indicators of success
<p>Leaders expect that recruitment does not rely only on the WWCC, and support ongoing training opportunities for all staff.</p> <p>Hiring managers are trained in child safe recruitment practices.</p> <p>Staff recruitment includes job ads that identify our organisation as valuing child safety.</p> <p>Recruitment processes involve a range of interview questions to establish staff suitability.</p> <p>Background and reference checks are carried out and recorded.</p> <p>Supervision includes regular reviews to check whether staff are following Codes of Conduct and other child safe policies.</p> <p>Staff, families and the community are aware of recruitment and other child safe practices associated with managing people.</p>	<p>Incorporate a component on child safety into the annual pre-season lifeguard training package.</p> <p>A guide will be developed to support the management of work experience students throughout the organisation.</p>	<p>Staff recruitment and supervision practices prioritise child safety.</p> <p>Children are safe around staff.</p> <p>Staff have, or are working towards having, suitable skills and experience to work with children.</p> <p>Staff attitudes and behaviours create, maintain and improve a child safe culture.</p> <p>Staff values align with the organisation’s commitment to child safety.</p>

STANDARD 6

Process to respond to complaints of child abuse are child focused



Applying the Standard	Actions	Indicators of success
<p>Leaders create a culture where complaints are taken seriously and all adults take responsibility for the safety of children.</p> <p>Leaders clearly explain that breaches to their Child Safe Code of Conduct will result in disciplinary action.</p> <p>Staff are given support and information on what and how to report, including to external agencies.</p> <p>Accessible processes are provided to enable children, staff and others to report complaints.</p> <p>Procedures describe likely time frames, review processes and potential outcomes of complaints.</p> <p>Complaints are handled confidentially.</p> <p>Processes are reviewed regularly and after complaints are made.</p> <p>Complaint handling procedures are publicly available.</p> <p>Staff are offered a variety of learning strategies.</p> <p>Documents are confidential where required.</p>	<p>An organisational procedure will be developed that prescribes the management of allegations and reportable conduct.</p>	<p>There is an organisational culture where complaints are taken seriously and acted on.</p> <p>Staff feel supported to raise concerns about child safety.</p> <p>Children feel safe to raise concerns about themselves or their friends.</p>



STANDARD 7

Staff are equipped with the knowledge, skills and awareness to keep children safe through continual education and training

Applying the Standard	Actions	Indicators of success
<p>Leaders provide ongoing education and training opportunities for all staff.</p> <p>Training provides staff with the knowledge, skills and confidence to prevent and identify abuse, and to respond to complaints.</p> <p>Staff who are involved in roles and situations with higher risk, or who work with vulnerable children, are provided with opportunities for more advanced training.</p> <p>Training is regularly reviewed in response to emerging best practices.</p> <p>Conferences and other forums are attended to learn about improvements in child safe practices.</p>	<p>A guide will be developed to outline the roles and responsibilities of business units in Certification management.</p> <p>The Office of Children’s Guardian e-learning module will be incorporated into the Corporate training matrix for all staff.</p>	<p>Staff feel confident to identify, respond to and report child abuse.</p> <p>The organisation has a culture of continual learning.</p> <p>The organisation can demonstrate it stays up to date with emerging best practices.</p>

STANDARD 8

Physical and online environments minimise the opportunity for abuse to occur



Applying the Standard	Actions	Indicators of success
<p>Leaders set expectations about behavioural standards for staff interacting with children in physical and online environments.</p> <p>Risk assessments identify areas where adults have opportunities to interact with children unsupervised, including for one-off events.</p> <p>Physical environments are altered to increase natural lines of sight while respecting a child’s right to privacy.</p> <p>Higher-risk areas such as change rooms, cars, and offsite locations are managed using specific safety measures.</p> <p>Children are provided information about online safety and regularly encouraged to tell staff about negative experiences.</p> <p>Staff and parents are provided with information about risks in the online environment, such as online grooming, cyber bullying and sexting.</p>	<p>Children, parents and staff are provided with information periodically about online safety, such as online grooming, cyber bullying and inappropriate texting.</p> <p>High risk areas are identified in collaboration with local police and measures are implemented to minimise risk to children.</p> <p>Ensure project Safety in Design reviews consider child safety measures such as passive surveillance and implement crime prevention through environment design (CPTED) principles.</p>	<p>Opportunities to harm children are reduced or removed.</p> <p>Children engage in creative and safe activities.</p> <p>Children speak up about risks in the online environment.</p> <p>Children’s privacy is balanced with the need to keep them safe.</p>

STANDARD 9

Implementation of the Child Safe Standard is continuously reviewed and improved



Applying the Standard	Actions	Indicators of success
<p>Leaders maintain a culture of continuous improvement to ensure policies and procedures are implemented and routinely reviewed even though staffing may change.</p> <p>Leaders know the value of continuous monitoring, open conversations and exploring new ways to keep children safe.</p> <p>Child safe policies and practices are regularly reviewed.</p> <p>Staff refer to the Standards when creating, reviewing or evaluating child safe policies and procedures.</p> <p>Leaders and staff review critical incidents to identify the root cause of the problem, identify risks to the safety of children and make improvements.</p> <p>Children are supported to provide feedback and this information is acted on.</p>	<p>Leisure Services to undertake a gap analysis to identify opportunities to uplift and promote child safety in the Council’s Leisure Centres systems, processes, and procedures.</p> <p>Identify opportunities to incorporate child safety elements into the procedures and tools for events (internally managed and third party facilitated), such as event applications, agreements, event management plans, risk assessments, and permits.</p> <p>The procedures guiding children’s programs in the library will be reviewed to capture a lens of child safety.</p> <p>Undertake an annual self-assessment with key stakeholders within the organisation using the Office of Children’s Guardian survey.</p> <p>Identify continuous improvement initiatives and update annually in collaboration with business units to further uplift the maturity of the organisation with respect to child safety.</p> <p>The next review of the recognition framework will include a lens of child safety to elevate recognition against the standards in the organisation.</p>	<p>Leaders and staff are open to change.</p> <p>Leaders and staff reflect on critical incidents.</p> <p>The organisational culture creates an environment of ongoing learning and improvement.</p>

STANDARD 10

Policies and procedures document how the organisation is child safe



Applying the Standard	Actions	Indicators of success
<p>Child safe policies are specific to the organisation and its environment, and they address local risks to the safety of children.</p> <p>Child safe policies, Codes of Conduct, procedures and complaint handling procedures are publicly accessible.</p> <p>Child safe policies and procedures are available in child-friendly and accessible formats that pay attention to children’s diverse characteristics, cultural background and abilities.</p> <p>Staff follow child safe policies and procedures.</p> <p>Documents are saved in accordance with NSW record-keeping requirements.</p>	<p>Review opportunities to embed the Child Safe Standards into the community leasing policy.</p> <p>Review Child Safe Organisation Policy (as per schedule).</p> <p>Within the review of the Code of Conduct, assess the Child Safe Standards and opportunities to embed into the corporate documents.</p> <p>The Risk Appetite Statement to be updated to reflect the Child Safe Standards.</p> <p>The Risk Management Policy review will consider the legislative requirements of being a child safe organisation.</p> <p>The Children’s Guardian Act will be managed in accordance with Council’s endorsed legislative compliance framework.</p> <p>The Safety Management System documentation will be reviewed to consider where Child Safe Standards should be reflected in processes and tools for risk identification for business, project or operational risk assessments.</p> <p><i>Continued next page...</i></p>	<p>Staff and the community understand the organisation’s approach to child safety.</p> <p>Staff and the community know the organisation takes child safety seriously.</p> <p>Staff, parents and carers know where to find the organisation’s child safe policies and procedures.</p> <p>Staff, parents, carers and the community can use child safe policies and procedures to hold the organisation to account.</p>

STANDARD 10

Policies and procedures document how the organisation is child safe

Actions (continued)

When developing the Contract Management framework, supporting tools will be developed to support business unit's implementation, compliance and monitoring. (CSG 15 F4 WHS Consultation and Cooperation Agreement will be updated to incorporate child safety).

Ensure child safety is considered as part of the regular review of Council's communication and customer policies (social media, customer complaints, unreasonable customer, media and public comments).

Update the Strategic Documents Guidelines to provide guidance on incorporating Child Safe Standards into strategy development.

Child safety to be incorporated into the 'Plan' stage of procurement prior to going to market. It will be added to procurement risk assessment as a consideration.

Business Units to work with People & Culture to identify Child related positions and incorporate the relevant procedures and practices into business activities, including updating positions descriptions, training requirements, work experience management, and certification renewals.

The Position Description template to be updated with relevant wording to be used for all Child related positions.

Implementation Plan

IMPLEMENTATION ACTIONS	Delivery stream	Collaboration
STANDARD 1		
Embed child safety into the existing Councillor induction program.	Corporate Governance	Children's Services
Incorporate Child Safe Standards into the Strategic Management Framework.	Corporate Planning and Performance	Children's Services
A review will be undertaken of the Human Resource frameworks, tools, and processes with a view to identify opportunities to incorporate the Child Safe Standards where relevant.	People & Culture	Children's Services
STANDARD 2		
Review the existing engagement strategy principles to ensure they encompass children as stakeholders when consulting on decisions, plans, strategies, and initiatives that impact them.	Communication, Engagement & Customer Experience	Children's Services
Engage with children/child groups as part of the standard playground consultation process for regional playgrounds.	Asset Strategy and Delivery	Children's Services
STANDARD 3		
Work collaboratively with local organisations to raise awareness of the Child Safe Standards and opportunities to educate the community.	Community Connections	Children's Services
Embed the Child Safe Standards, including the public Statement of commitment within Council's website and intranet.	Children's Services	Communication, Engagement & Customer Experience
Collaborate with external agencies in the production of educational material for children around personal and public safety.	Public Safety and Lifeguards	External agencies
STANDARD 4		
Corporate Strategies, Plans, Policies, Determinations, Guidelines, and Codes detail the organisation's commitment to children's safety with respect to diversity, inclusion, and equity.	All units	Children's Services
STANDARD 5		
Incorporate a component on child safety into the annual pre-season lifeguard training package.	Public Safety and Lifeguards	Children's Services
A guide will be developed to support the management of work experience students throughout the organisation.	People & Culture	Children's Services

STANDARD 6		
An organisational procedure will be developed that prescribes the management of allegations and reportable conduct.	People & Culture	Children's Services
STANDARD 7		
A guide will be developed to outline the roles and responsibilities of business units in Certification management.	People & Culture	Children's Services
The Office of Children's Guardian e-learning module will be incorporated into the Corporate training matrix for all staff.	People & Culture	Children's Services
STANDARD 8		
Children, parents and staff are provided with information periodically about online safety, such as online grooming, cyber bullying and inappropriate texting.	Arts and Libraries	Children's Services
High risk areas are identified in collaboration with local police and measures are implemented to minimise risk to children.	Public Safety and Lifeguards	External agencies
Ensure project Safety in Design reviews consider child safety measures such as passive surveillance and implement crime prevention through environment design (CPTED) principles.	Asset Strategy and Delivery	Children's Services
STANDARD 9		
Leisure Services to undertake a gap analysis to identify opportunities to uplift and promote child safety in the Council's Leisure Centres systems, processes, and procedures.	Sport and Leisure	Children's Services
Identify opportunities to incorporate child safety elements into the procedures and tools for events (internally managed and third party facilitated), such as event applications, agreements, event management plans, risk assessments, and permits.	Community Connections	Children's Services
The procedures guiding children's programs in the library will be reviewed to capture a lens of child safety.	Arts and Libraries	Children's Services
Undertake an annual self-assessment with key stakeholders within the organisation using the Office of Children's Guardian survey.	Children's Services	All units
Identify continuous improvement initiatives and update annually in collaboration with business units to further uplift the maturity of the organisation with respect to child safety.	Children's Services	All units
The next review of the recognition framework will include a lens of child safety to elevate recognition against the standards in the organisation.	People & Culture	Children's Services

STANDARD 10		
Review opportunities to embed the Child Safe Standards into the community leasing policy.	Property & Commercial	Children's Services
Review Child Safe Organisation Policy (as per schedule).	Children's Services	Corporate Governance & Communication, Engagement & Customer Experience
Within the review of the Code of Conduct, assess the Child Safe Standards and opportunities to embed into the corporate documents.	Corporate Governance	Children's Services
The Risk Appetite Statement to be updated to reflect the Child Safe Standards.	Corporate Governance	Children's Services
The Risk Management Policy review will consider the legislative requirements of being a child safe organisation.	Corporate Governance	Children's Services
The Children's Guardian Act will be managed in accordance with Council's endorsed legislative compliance framework.	Corporate Governance	Children's Services
The Safety Management System documentation will be reviewed to consider where Child Safe Standards should be reflected in processes and tools for risk identification for business, project or operational risk assessments.	Corporate Governance	Children's Services
When developing the Contract Management framework, supporting tools will be developed to support business unit's implementation, compliance and monitoring. (CSG 15 F4 WHS Consultation and Cooperation Agreement will be updated to incorporate child safety).	Corporate Governance	Children's Services
Ensure child safety is considered as part of the regular review of Council's communication and customer policies (social media, customer complaints, unreasonable customer, media and public comments).	Communication, Engagement & Customer Experience	Children's Services
Update the Strategic Documents Guidelines to provide guidance on incorporating Child Safe Standards into strategy development.	Corporate Planning and Performance	Children's Services
Child safety to be incorporated into the 'Plan' stage of procurement prior to going to market. It will be added to procurement risk assessment as a consideration.	Corporate Governance	Children's Services
Business Units to work with People & Culture to identify Child related positions and incorporate the relevant procedures and practices into business activities, including updating positions descriptions, training requirements, work experience management, and certification renewals.	People & Culture	Children's Services
The Position Description template to be updated with relevant wording to be used for all Child related positions.	People & Culture	Children's Services

Glossary of terms

Term	Meaning
Abuse	a term used to refer to different types of maltreatment. In this document it refers to types of maltreatment that children and young people experience, including physical abuse, neglect, sexual abuse, psychological harm including exposure to domestic violence and danger to self or others
Child	all children under the age of 16.
Children	all children and young people under the age of 18.
Child Safe Action Plans	means strategic plans that clearly detail how some NSW government agencies are influencing change across their relevant sector
Child Safe Scheme	means the framework of 10 Child Safe Standards identified by the Royal Commission into Institutional Responses to Child Sexual Abuse (2017)
Children with vulnerabilities	children who may be exposed to greater risk because of their experience, ability, location or background. They may include Aboriginal and Torres Strait Islander children; children from culturally and linguistically diverse (CALD) backgrounds; children with disability; the very young; those who have experienced prior trauma; those who have gender differences, or who are lesbian, gay, bisexual, transgender, intersex or questioning; and those who live in remote locations. Not every child in these categories should be considered vulnerable. Like all children, they have the capacity for strength and resilience
Complaint	<p>any suggestion of abuse or harm that is disclosed, witnessed or demonstrated by a child. Typically, three categories of behaviour are the subject of a complaint:</p> <ul style="list-style-type: none"> concerning conduct: behaviours or patterns of behaviour that are a risk to the safety of children. This also refers to ambiguous behaviours that are potentially inappropriate for children to be exposed to but may not necessarily be indicators of abuse occurring. The sharing of inappropriate jokes may be an example of this misconduct: behaviour that constitutes a breach of the organisation's Child Safe Code of Conduct criminal conduct: conduct that, if proven, would constitute a criminal offence
Council	means Sutherland Shire Council
Determination	Sutherland Shire Council's internal facing, administrative policy that is a statement of mandatory principles
Employee	means a person employed at Council
Equity and equality	<p>Equity encourages people to live to their full potential.</p> <p>Equality is treating everyone the same.</p> <p>If someone is disadvantaged, they may not achieve the same outcome as a non-disadvantaged person if they are treated 'equally' because they may need more support</p>

Grooming	occurs when an adult person engages in conduct that exposes a child to indecent material or provides a child with an intoxicating substance or with any financial or other material benefit with the intention of making it easier to procure the child for unlawful sexual activity. It means gaining or increasing access to a child, parents or co-workers in order to facilitate abuse. The process involves building trust, obtaining compliance and maintaining secrecy to protect the abuser from being caught. Grooming is commonly an incremental process and can involve stages of increasing intensity. It may consist of many separate actions that, in isolation, are not necessarily criminal or abusive. Grooming behaviour may not be obvious to the victim or to a bystander and can co-exist with behaviour that occurs in normal relationships between adults and children. Children do not need to be alone to be groomed. They are usually sexually abused by someone they know. Online communication and pornography can be used as tools for grooming.
Guideline	an internal facing document written to support policy or determination
Leader	means anyone in a position of authority in a child-related organisation, including board members, managers and supervisors. One of the findings of the Royal Commission, however, was that all adults have a responsibility for child safety, so leadership is a shared responsibility in this context
Mandatory Reporter	means a person who delivers services, wholly or partly, to children as part of their paid professional work as per the Children and Young Persons (Care and Protection) Act 1998(NSW)
MRG	Mandatory Reporter Guide means the online decision-making tool to assist Mandatory Reporters determine what and when to report the suspected Risk of Significant Harm of a child or young person
NSW OCG	means NSW Office of the Childrens Guardian – the statutory NSW government agency that oversees organisations providing services to children
NSW OLG	means NSW Office of Local Government
Organisational culture	refers to the organisation’s values as demonstrated on a day-to-day basis by its leaders and staff, and as experienced by the children they care for.
Policy	an external facing, mandatory statement of principles guiding Council’s operations and decision making
Reportable Conduct Scheme	means the scheme where relevant entities investigate and report on types of conduct made against certain workers / employees
Root cause analysis	is where the circumstances of an incident are reviewed to identify factors that may have contributed to its occurrence. It is a process of identifying the root causes of problems or events and finding approaches for responding to them. Underpinning root cause analysis is the idea that effective management requires more than merely ‘putting out fires’ for problems that develop, but rather finding a way to prevent them reoccurring.
SSC	means Sutherland Shire Council
Staff	all employees, volunteers and contractors
Young Person	means every human being between the ages of 16 and 18 years
WWCC	means Working with Children Check



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SUTHERLANDSHIRE

