



Child Safe Organisation Plan 2024-2027

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City of Mandurah Child Safe Organisation Framework

Principle 1: Child safety and well-being are embedded in organisational leadership, governance and culture.

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

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

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

Principle 5: People working with children and young people are suitable and supported to reflect child safety and well-being values in practice.

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

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.

Principle 8: Physical and online environments promote safety and well-being while minimising the opportunity for children and young people to be harmed.

Principle 9: Implementation of the National Child Safe Principles is regularly reviewed and improved.

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

Informing documents

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88

98

106

112

Please note:

This document contains information that may be confronting to readers. It contains references to child maltreatment and child sexual abuse.

If you would like to speak to someone about concerns or how you are feeling, please contact one of the following:

Lifeline WA: 13 11 14 - free, confidential crisis support and suicide prevention 24/7

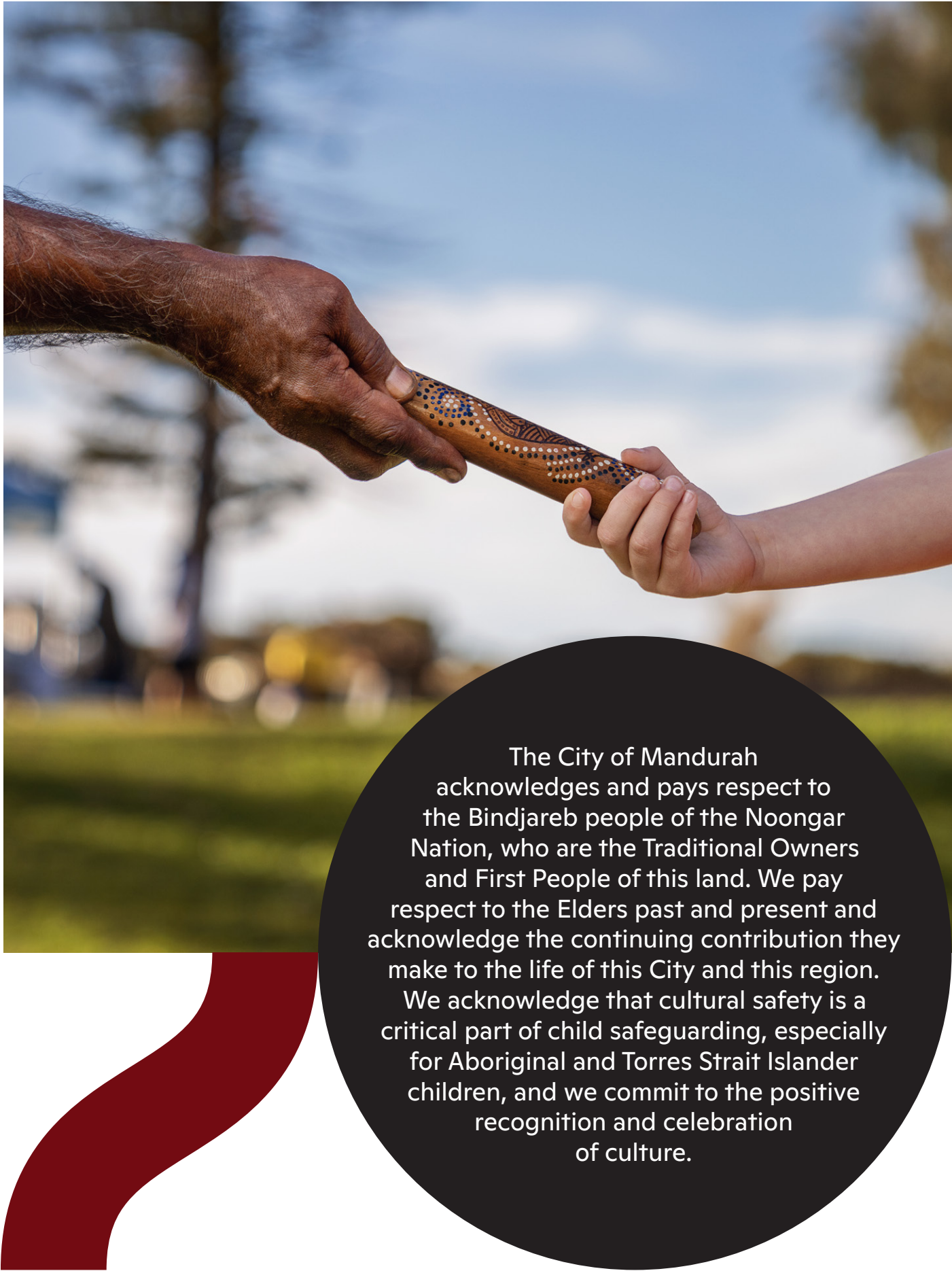
13YARN: 13 92 76 - free, confidential national crisis line to support Indigenous Australians 24/7

Beyond Blue: 1300 22 4636 - free, confidential counselling 24/7

Employee Assistance Program – free, confidential, counselling and support services for City of Mandurah Employees. Refer to Intranet or People and Culture Team for contact details. If you are not a City of Mandurah employee, your workplace may have an equivalent service, or contact one of the organisations above – or contact your GP or other health care professional.



Acknowledgement of Country



A message from the Chief Executive Officer

It is with a profound sense of responsibility that I introduce the City of Mandurah’s inaugural Child Safe Organisation Plan. This plan has been developed in response to findings of the Royal Commission into Institutionalised Child Sexual Abuse, which highlighted a need for organisations, including local governments, to improve practices that keep children safe.

Our City is a vibrant and diverse community, where the well-being and safety of every resident, especially our children, is of paramount importance. By embedding a culture of child safety and implementing purposeful policies that align with the 10 National Principles for Child Safe Organisations, we can contribute to a safer, more secure future for children in Mandurah and beyond. It is imperative that all organisations, including the City of Mandurah, take these principles seriously and deliver on a fundamental obligation to protect children and young people.

Children deserve to grow and thrive in an environment that is not only beautiful and enriching but, above all, safe. The City of Mandurah is committed to ensuring that children are safe and protected from harm when interacting with the people and the services delivered by our organisation.

In developing this plan, we have engaged with Elected Members, employees, various State Government and other agencies, and experts to understand the unique needs and concerns of our City. Their input has been invaluable in shaping our approach to child safety. Broader consultation with children, young people and families as part

of implementing this plan is a critical part of child safety.

This plan outlines the strategies and actions that will govern how we operate as a local government authority to ensure the safety and well-being of children in our community. It is a comprehensive framework based on the 10 National Principles for Child Safe Organisations.

As we embark on this journey of strengthening our commitment to be a Child Safe Organisation, I emphasise that child safety is the responsibility of all employees, volunteers and contractors here at the City of Mandurah. Together, we can continue to create an environment where children can grow, explore, learn and play in a place where they are protected from harm and are safe.

Casey Mihovilovich
CEO, City of Mandurah



Our city



18

suburbs



174km²

land area



52km

of coastline



44,141

dwellings (homes) in
Mandurah



3%

higher unemployment than
Greater Perth (generally).



959

SEIFA Index shows Mandurah
has more socio-economic
disadvantage than Greater Perth



Mandurah's population has
high levels of housing stress and
rental stress (difficulty paying
mortgage or rent) compared to
Greater Perth.



Police data reports incidence of
family and domestic violence
is increasing.



22

Primary
schools



7

Secondary
schools



1

TAFE



1

University



Education attainment is lower in
Mandurah than Greater Perth



Our people



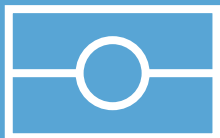
100,413

Mandurah's forecasted population for 2024, expected to grow to:



116,752

people by 2046



2.9%

of the population are First Nations People



18.6%

of residents are aged over 70 yrs (higher than Greater Perth average of 11%).



5,954

people (6% of population) report needing help with daily life due to disability



23.9%

of households are couples with children, which is 8% less than greater Perth.



18,798

children aged under 18 years old called Mandurah home at the time of the 2021 Census.



9,838

people, or 13.2% of the population, are volunteers



5

largest ancestries in Mandurah are English, Australian, Scottish, Irish, and German.



Child Safe organisations

All children have the right to feel safe and to be safe all the time. A Child Safe Organisation takes deliberate steps to protect children from physical, sexual, emotional and psychological abuse and neglect. It puts children's safety and wellbeing first and embeds a commitment to child safety in every aspect of the organisation. A Child Safe Organisation has strong leadership that fosters and demonstrates openness and accountability. This creates a culture in which everyone – staff, volunteers, contractors, members, parents, carers and children – feels confident, enabled and supported to safely disclose child safety or wellbeing concerns.

The Royal Commission into Institutional Responses to Child Sexual Abuse (the Royal Commission) Final Report (2017) emphasised that members of the public, children and young people, parents, carers, families and communities should feel confident that organisations working with children provide safe environments in which children's rights, needs and interests are met.

The Royal Commission identified three key attributes that underpin the "child safe" concept:

1

the best interests of a child are the primary consideration.

2

the value that children have in society is recognised.

3

the rights of children are protected and upheld.



A Child Safe organisation is one that...



Why a Child Safe Organisation plan?

A Child Safe Organisation that values children and understands safety doesn't just happen on its own. It takes a dedicated and intentional commitment to make impactful changes to protecting children which are embedded in the organisation's culture. Child Safety needs to be understood and accepted by everyone.

The intention of this Child Safe Organisation Plan is to ensure the City of Mandurah responds meaningfully to the findings of the Royal Commission into Institutional Responses to Child Sexual Abuse, and takes genuine action to keep children safe and prevent harm.

The City of Mandurah's Child Safe Organisation Plan is a public commitment that

describes how the City will make changes and improvements to keep children and young people safe in alignment with the 10 National Principles. This includes how we will:

- Create safe environments that reduce the likelihood of children being harmed.
- Create conditions that increase the likelihood of identifying harm when it occurs and ensuring it is appropriately reported.
- Respond appropriately to disclosures, allegations and suspicions of harm.

The Plan outlines actions, resourcing, responsibilities and reporting over the next three years (2024 – 2027).



Methodology

How Mandurah's Child Safe Plan was informed and developed.

Research

- Developed Project Plan and accompanying information
- Reviewed the findings of the Royal Commission into Institutionalised Responses to Child Sexual Abuse
- Researched best practice approaches for Child Safe Organisations
- Explored local, state, national and international context
- Collated community profile, demographics and forecasted population change information
- Undertook a Self-Assessment and review of the City's existing practices consistent with the methodology and framework provided by the Commissioner for Children and young people. Existing strengths and gaps identified.
- Mapped the City's Values to a Child Safe Organisation

Consultation and Engagement

- Identified key stakeholders
- Held workshops with staff across the whole organisation
- Discussion with the Youth Advisory Council on Reportable Conduct; learned from Junior Council about their priorities.
- Involvement in professional development sessions, workshops and the Local Government 'Better Practice' Group initiated by WALGA
- Participation in Department of Communities engagements to draft policy and direction

Develop

- Collated, analysed and interpreted information gathered through research and consultation
- Prepared draft Child Safe Organisation Plan.
- Presented draft to the Finance Committee to discuss resource implications
- Internal peer review by key staff
- External peer review by Department of Communities, WALGA and WACOSS and updated accordingly.

Deliver

- Embed actions of the Plan into work plans and reporting frameworks
- Implement the Plan
- Report annually on outcomes

Finalise

- Presented informally to Elected Members and received support
- Presented to Chief Executive Officer for endorsement
- Launched the City of Mandurah Child Safe Organisation Plan

Mapping the City's values to a Child Safe organisation

The City of Mandurah is a values-led organisation. We strive to ensure that our values cascade through all our actions, behaviours and operations. More specifically, our values align with fostering a culture of child safety in the following ways:

INTEGRITY

Do it right. Do it safe.

- We will embed the child safe practices and National Principles into our organisation.
- We will prioritise the best interests of children and young people.
- We will prioritise the creation of effective processes and a child safe culture, where all staff are actively encouraged and supported to speak up if they have suspicions or allegations of harm.

EXCELLENCE

Be accountable. Deliver exceptional customer service.

- We will commit to alignment with the 10 National Principles for Child Safe Organisations.
- We are authentic in our commitment to deliver the outcomes of the Child Safe Organisation Plan.
- We will be accountable and transparent.
- We will not tolerate child abuse.
- We understand that creating a Child Safe Organisation is an ongoing process and will continually learn, implement, monitor and review to ensure a continuous improvement approach.

CONNECTED

One Team. One Community.

- All City employees, volunteers and contractors share responsibilities in preventing harm to children and keeping children safe. This is not only employees in child-related work, but all employees at the City.
- We will strive to ensure that everyone in the workforce understands their role and obligations in creating a child safe organisation and child safeguarding.
- We will create policies and practices that support our staff in understanding and creating conditions for child safety and preventing harm.
- We will inform children and young people and involve them in decisions that affect them.

COURAGE

Be brave and resilient. Embrace change.

- We acknowledge the findings of the Royal Commission and recognise that all organisations, including the City of Mandurah, need to do things new and differently to increase child safety and decrease harm.
- We will have the courage to learn, change and speak up about child safety even when it is difficult.
- We will foster safe environments that promote courage in others to come forward and tell their story, and we will have the courage to believe them and respond to disclosures appropriately.
- We will ensure children and young people are informed of their rights.
- We will embrace the voices of children and young people in helping to shape our practices.

INNOVATIVE

Lead the way. Have a can-do attitude.

- We will lead cultural change toward child safe practices at the City of Mandurah and support leadership within the local government sector.
- While compliant, we will not rely on legislation alone to drive responsible child safeguarding practices. We will pro-actively strive to meet the National Principles for Child Safe Organisations in a way that uniquely matches the City of Mandurah.
- We will explore existing best practice and be bold in creating new child safeguarding initiatives.
- We will share our learning openly with other local government authorities for the greater good.

Context for Child Safe organisations

There is extensive information available to guide the City's commitment to creating a Child Safe Organisation Plan. Some of the key documents and initiatives that give context to the City of Mandurah Plan are outlined below.



Global context

Universal Declaration of Human Rights

Being free, safe, protected and treated with dignity forms part of a basic human right for everyone.

The United Nation's Universal Declaration of Human Rights (1948) sets out 30 fundamental human rights to be universally protected. Article 25 reads:

"Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age, or other lack of livelihood in circumstances beyond his control."

"Motherhood and childhood are entitled to special care and assistance. All children, whether born in or out of wedlock, shall enjoy the same social protection."

The Convention on Rights of the Child

Convention on the Rights of the Child (1989) builds further on Article 25 above, and includes 54 articles.

The Convention on the Rights of the Child (CRC) is an international treaty adopted by the United Nations General Assembly

in 1989. It is a comprehensive and legally binding agreement that outlines the civil, political, economic, social and cultural rights of children. The CRC sets out the fundamental human rights that should be guaranteed to all children, defined as individuals under the age of 18, regardless of their race, religion or nationality.

Key principles and provisions of the Convention on the Rights of the Child include:

- **Non-Discrimination:** Children have the right to enjoy their rights without discrimination of any kind, including based on race, colour, sex, religion, disability, or national, ethnic or social origin.
- **Best Interests of the Child:** The best interests of the child should be a primary consideration in all actions and decisions that affect them, whether taken by governments or private institutions.
- **Right to Life, Survival and Development:** Children have the inherent right to life and to opportunities for survival and development to their fullest potential.
- **Respect for the Views of the Child:** Children have the right to express their views on matters that affect them, and their views should be given due weight according to their age and maturity.
- **Protection from Harm:** The Convention obligates states to take measures to protect children from all forms of physical or mental violence, abuse, neglect and exploitation.
- **Right to Education:** Every child has the right to access education on the basis of equal opportunity, and primary education should be compulsory and free.
- **Healthcare:** Children have the right to enjoy the highest attainable standard of health and access to healthcare services.
- **Parental Responsibilities:** The Convention recognises the primary role of parents

and provides for support and assistance to parents in carrying out their responsibilities.

- **Child Refugees:** Special protection and assistance should be provided to child refugees and asylum seekers.
- **Child Labor:** The Convention calls for the protection of children from economic exploitation, including child labour.
- **Children with Disabilities:** Children with disabilities have the right to enjoy a full and decent life and should not be excluded from society.

- **Adoption:** Inter-country adoption should be made in the best interests of the child, with safeguards to ensure the child's rights are protected.

The CRC is one of the most widely ratified international human rights treaties, with near-universal acceptance. The CRC protocols establish a strong framework for the protection and promotion of children's rights globally, and they guide the actions of governments, organisations and individuals in ensuring the well-being and dignity of all children.





National context

Royal Commission into Institutional Responses to Child Sexual Abuse

The Royal Commission into Institutional Responses to Child Sexual Abuse was established in 2012, in response to allegations of child sexual abuse in institutional contexts that had been emerging in Australia for many years.

The Royal Commission aimed to:

- identify what institutions should do to better protect children.
- investigate how to improve reporting of, and responding to, reports of institutional child sexual abuse.
- eliminate barriers to responding to the abuse.
- address the impact of past and future abuse.

To fully examine institutional responses to child sexual abuse and determine how to better protect children, the Royal Commission:

- held private sessions – for people to tell their story of abuse in a protected and supportive environment.
- held public hearings – to examine institutional responses to child sexual abuse.
- built a policy and research program – to increase understanding of the nature, cause and impact of child sexual abuse and look at ways to improve children's safety into the future.

On 15 December 2017 the Royal Commission presented a final report to the Governor-General, detailing the culmination of a five-year inquiry into institutional responses to child sexual abuse and related matters. The Royal Commission:

- handled 42,041 calls;

- received 25,964 letters and emails;
- held 8,013 private interview sessions;
- and made 2,575 referrals to authorities (including Police).

The Final Report is made up of a preface and executive summary and 17 volumes. The Royal Commission's Final Report made 409 recommendations, with 310 applicable to the Western Australian State Government and 1 specific to Local Government (6.12).

The recommendations of the Royal Commission emphasised that organisations working with children must be able to provide safe environments where the rights, needs and interests of children are met. The Royal Commission recommended a range of mechanisms to support child safe organisations, including 10 Child Safe Standards, which organisations should adhere to, and the role of an independent oversight body to monitor and enforce the standards to promote child safety across organisations.

National Principles

As of February 2019, the National Principles for Child Safe Organisations have been endorsed by members of the Council of Australian Governments, including the Prime Minister and state and territory First Ministers. The principles aim to provide a nationally consistent approach to creating organisational cultures that foster child safety and wellbeing.

The National Principles reflect 10 child safe standards recommended by the Royal Commission into Institutional Responses to Child Sexual Abuse, and are the vehicle for giving effect to recommendations relating to the standards. The National Principles have a broader scope that goes beyond child sexual abuse to cover other forms of potential harm to children and young people.

The National Principles provide a nationally consistent approach to embedding child-safe cultures at all levels within organisations that engage with children.

The National Principles are underpinned by a child-rights, strengths-based approach

and are designed to allow for flexibility in implementation across all sectors engaging with children and young people, and in organisations of various sizes. They align with existing child safe approaches at the state and territory level. The 10 National Principles are:

1. Child safety and well-being is embedded in organisational leadership, governance and culture.
2. Children and young people are informed about their rights, participate in decisions affecting them and are taken seriously.
3. Families and communities are informed and involved in promoting child safety and wellbeing.
4. Equity is upheld and diverse needs respected in policy and practice.
5. People working with children and young people are suitable and supported to reflect child safety and wellbeing values in practice.
6. Processes to respond to complaints and concerns are child focused.
7. Staff and volunteers are equipped with the knowledge, skills and awareness to keep children and young people safe through ongoing education and training.
8. Physical and online environments promote safety and well-being while minimising the opportunity for children and young people to be harmed.
9. Implementation of the national child safe principles is regularly reviewed and improved.
10. Policies and procedures document how the organisation is safe for children and young people.

The National Office for Child Safety

The National Office for Child Safety undertakes work on the National Principles for Child Safe Organisations. They work with state and territory governments and organisations to encourage implementation of the Principles. The National Principles set out a consistent approach to creating safe environments in Australia.

The National Office develops resources and practical tools that help organisations, children and young people, parents, carers and families learn about the 10 National Principles and how they should be used. Key resources include:

- National Principles for Child Safe Organisation policy documents and posters
- Child safe organisations resources
- Keeping Our Kids Safe resources
- Child Safety Risk Management resources
- Complaint Handling Guide
- Speak up and make a complaint campaign

National Redress Scheme

The National Redress Scheme was developed in response to the Royal Commission into Institutional Responses to Child Sexual Abuse. The Scheme acknowledges that many children were sexually abused in Australian institutions. It recognises the suffering endured because of this abuse and holds institutions accountable for this abuse. People can apply to the National Redress Scheme to access a payment, counselling that is confidential and culturally safe and a direct personal response (such as an apology, from an institution).

The Western Australian Government participates in the National Redress Scheme to recognise and give support to West Australians who have experienced child sexual abuse in institutions. The City of Mandurah joined the National Redress Scheme in 2020.

Cultural Safety

In 2021, the Australian Government (National Office for Child Safety), in collaboration with SNAICC and the Victorian Aboriginal Child Care Agency, released a report titled “Keeping Our Kids Safe: Cultural Safety and the National Principles for Child Safe Organisations”. This research reports “Cultural safety is the positive recognition and celebration of cultures. It is more than just the absence of racism or discrimination and more than ‘cultural awareness’ and ‘cultural sensitivity’. It empowers people and enables them to contribute and feel safe to be themselves.” At a local level, the City will ensure cultural safety underpins the Child Safe Plan.

Australian Child Maltreatment Study

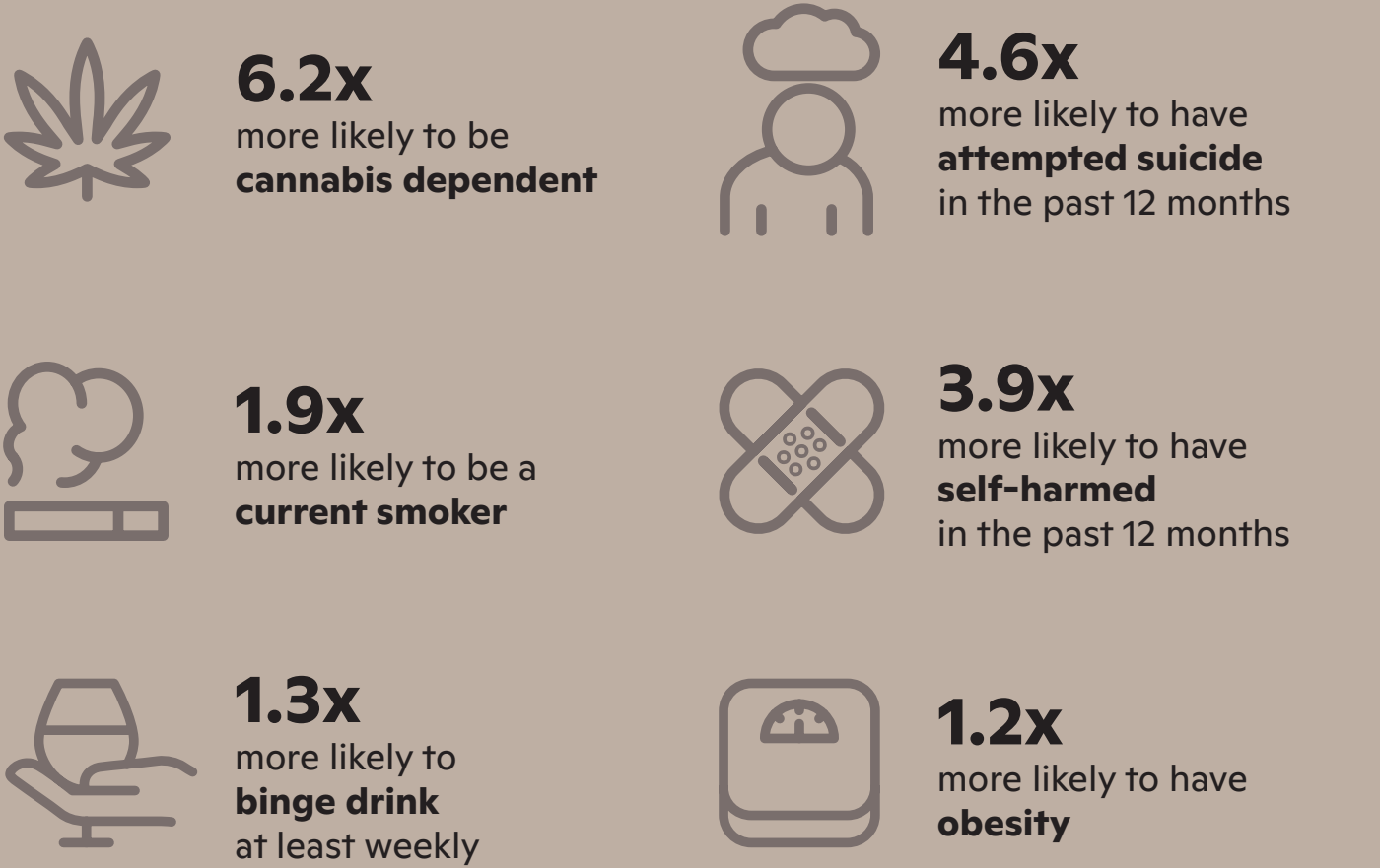
In April 2023, the Australian Child Maltreatment Study (ACMS) was released, highlighting the extent of Australians who have experienced some form of child maltreatment, categorised by five maltreatments: physical abuse; sexual abuse; emotional abuse; neglect and domestic violence. The research surveyed 8,503 randomly selected Australians (aged 16-65+) and assessed all five types of child maltreatment and their associated outcomes, being physical abuse, sexual abuse, emotional abuse, neglect and domestic violence. The ACMS found that 62% of respondents had experienced some form of maltreatment in childhood, and more than 40% reported more than one type of maltreatment.

Across the Australian population (ages 16-65+) the study found that:



The findings emphasise that the harm associated with experiences of child maltreatment manifest early and appear to persist over the course of one’s life. The ACMS has found that Australians who experience

maltreatment are substantially more likely to have mental health disorders, health risk behaviours and higher health service utilisation.



Child maltreatment dramatically increases the likelihood of three serious health risk behaviours:

- Cannabis dependence
- Self-harm
- Suicide attempt

Sexual abuse and emotional abuse are most strongly associated with these major outcomes.

Experiencing more than one type of child maltreatment is associated with higher rates of health risk behaviours.



State context

The WA government supports child safe organisations, although has not legislated implementation of the National Principles for organisations engaged in child-related work cross the State. The State Government has responded to the Royal Commission recommendations on a sector-by-sector basis with a variety of initiatives. For example, funding of the SportsWest True Sport Child Safeguarding Initiative training and funding the Western Australian Council of Social Services (WACOSS) WA Child Safe Project targeted at community organisations. Examples of other commitments in WA include:

Child Safe Organisations Knowledge Hub

The Department of Communities established a Child Safe Organisations Knowledge Hub in 2023. The online platform brings together information and helpful resources about the 10 National Principles for Child Safe Organisations (National Principles) in one central place for Western Australians, including Local Governments, to access, including:

- Tailored information for Western Australian organisations and service providers, parents, carers, children and young people.
- Links to a range of resources such as self-assessment and online learning tools, guides and checklists for implementing the National Principles.
- Practical examples of how other organisations have implemented the National Principles.
- A mailing list for organisations, community service providers and sector bodies to subscribe to updates.

Department of Communities has also supported local government with the development of a Child Safe Awareness Policy template and industry workshops, such as the Child Safe Forum in October 2023.

Child Protection

The Department of Communities protects and cares for Western Australian children and young people who are in need, and supports families and individuals who are at risk or in crisis. Communities work proactively with families to build safety around children and prevent the need for children to enter the out-of-home-care system. They also support children and young people who are in out-of-home care to thrive by working with community sector organisations and foster carers to provide them with a safe, stable environment.

Communities provide and fund a range of child safety and family support services throughout the state including assessing and investigating child abuse and neglect including mandatory reports of child abuse, Working with Children Checks, fostering and adoption services, counselling and outreach programs, crisis accommodation, homelessness services and emergency services support.

Working with Children Check

The Working with Children (WWC) Check is a compulsory screening strategy for people engaging in child-related work in Western Australia. The Working with Children (WWC) Screening Unit, within the Department of Communities, is responsible for administering the WWC Check in Western Australia (WA) and the Christmas and Cocos (Keeling) Islands in accordance with the Working with Children (Screening) Act 2004. While the WWCC is a critical screening process in terms of suitability of a person to engage in child-related work, it cannot be relied upon solely as a mechanism to prevent child harm and the WWCC needs to sit within the context of broader Child Safe Organisation practices, aligned with the National Principles. The City of Mandurah adheres to WWCC Legislation and has an existing Working With Children Check Policy.

Reportable Conduct Scheme

The Reportable Conduct Scheme provides independent oversight of how organisations that exercise care, supervision or authority over children handle allegations of, and

convictions for, child abuse by their staff. The Reportable Conduct Scheme supports people to speak up about concerning behaviours, helps prevent child abuse and improve processes of organisations for preventing and dealing with complaints and reports of abuse about their staff. The Reportable Conduct Scheme creates legal obligations for the Chief Executive Officer at the City of Mandurah, and City employees are required to ensure allegations of, or convictions for, child abuse are reported.

Mandatory Reporting of Child Sexual Abuse in WA

Mandatory reporting of child sexual abuse in Western Australia is governed by the Children and Community Services Act 2004. It is a legal requirement in Western Australia for doctors, nurses, midwives, teachers (including TAFE lecturers), police officers, psychologists, school counsellors, boarding supervisors, ministers of religion, out-of-home care workers, departmental officers of the Department of Communities and assessors appointed under section 125A of the Children and Community Services Act 2004 to report all reasonable beliefs of child sexual abuse to the Department of Communities. It's anticipated that early childhood workers will become Mandatory Reports in November 2024, and Youth Justice Workers in May 2025. Mandatory reports receive training and learn how to make a report.

Commissioner for Children and Young People (WA)

The Commissioner is the independent person who works closely with children and young people, their families, community and government to make Western Australia a better place for children and young people aged 0 to 17 years. The Commissioner's role and functions were created because the Western Australian Parliament made a commitment to the children and young people of WA that they would live in a state where they were heard, valued, healthy and safe. The WA Parliament passed the Commissioner for Children and Young People Act in 2006. A joint standing committee provides an oversight role for the WA Parliament.

The Commissioner undertakes projects, commissions research, publishes reports and hosts events to highlight specific aspects of children and young people's well-being. Using research and the other evidence available, the Commissioner seeks to positively influence legislation, policy, services and attitudes. The Officer of the Commissioner for Children and Young People includes delivery of projects, information, consultation, well-being and monitoring framework, indicators of wellbeing, events, awards, and support to Child Safe Organisations. The City of Mandurah has hosted the commissioner in the past at City events and continues to have proactive dialogue with them to ensure the interests of the City are known.





Cosmo's Universes, Mandurah Library, by Julian Clavijo and Camilo Delgado



Local Government context

Royal Commission

The Royal Commission cited the fundamental role local governments play in assisting and resourcing communities across Australia, particularly in regional and remote areas where access to resources and services is often more limited than for their urban counterparts. The Royal Commission's Final Report made 409 recommendations, with 310 applicable to the Western Australian State Government and 1 specific to Local Government (6.12):

Recommendation 6.12

- develop child safe messages in local government venues, grounds and facilities
- assist the local community to access online child safe resources
- provide child safety information and support community as needed
- support local community to work collaboratively with key services to ensure child safe approaches are culturally safe, disability aware and appropriate for children from diverse backgrounds.

The Royal Commission highlighted the important roles local governments play in communities that impact on the safety of children including:

- providing services to children, for example libraries, swimming pools and childcare.
- providing spaces for community activities, for example halls, theatres, and sports grounds.
- funding or contracting services.
- facilitating community education or outreach programs.
- regulating planning and development approvals, infrastructure and property services; and
- water and food inspection.

The active role local governments take in community development and community safety, particularly roles that impact on child safety, was recognised as an opportunity to integrate their direct responsibilities to children with their wider role within the community. Local governments are recognised as well placed to support smaller organisations within their communities to implement the National Principles and create child safe environments.

Local Government Professionals WA (LGPWA)

LGPWA is the peak representative body for local government professionals in Western Australia. They have provided support to the sector by raising awareness on child safeguarding, supporting local government officers and advocacy. This has included, for example, making a submission to the Ombudsman in relation to the draft Reportable Conduct Legislation, liaison with the Department of Local Government, Sport and Cultural Industries and professional development to inform and upskill officers on this important issue. The City of Mandurah maintains close communication with LGPWA, including membership and representation on the Community Development, and other networks.

Western Australian Local Government Association (WALGA)

WALGA has supported local governments to address child safeguarding by undertaking research papers, advocacy, consultation and involvement in the Community of Practice. The City of Mandurah is represented within the Community of Practice group and has liaised with WALGA on child safeguarding over several years.

WALGA is an important conduit between local governments and other key stakeholders, and is advocating for the establishment of a Child Safeguarding Independent Oversight Body to oversee and support the implementation of the recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse.



Local context

City of Mandurah

The City of Mandurah has a direct and expansive involvement in creating safe environments for children. The City has oversight of many built facilities such as recreation centres, a youth centre, sports clubrooms, libraries, museums, art spaces and more, all of which cater for children and families either directly by the city, or by tenant organisations. Similarly, there are many outdoor places such as parks, playgrounds, natural bushland areas, beaches or recreational reserves where children and families are encouraged. The City offers many programs for children and young people such as swimming lessons, indoor sports, storytime, events, playgroup, rhymetime, youth activities and a whole host more.

City of Mandurah Strategic Plan 2024 – 2044

The Child Safe Organisation Plan is aligned with the City's overall strategic direction.

Community Vision: Woven by waterways; a city that is thriving and connected to its people and nature, with the City Purpose: Shaping a vibrant city, delivering possibility for everyone.

The City's Strategic Community Plan identifies four Key Focus Areas for Mandurah:

- Economy - Empowering our community to thrive
- Community - A City with a village heart, everyone has a place in our communities
- Environment – Built in nature, not on nature
- Leadership - Advocating and delivering possibility for everyone

The outcomes in the Child Safe Organisation Plan are most closely linked to:

Economy

- 1.4. A thriving city that residents are proud to call home and people want to visit
- 1.6. A highly skilled workforce supported by strong education and training opportunities

Community

- 2.1. Access to support services that enhance opportunities for everyone
- 2.2. Safe and connected communities
- 2.3. Inclusive, welcoming and sustainable places, spaces and neighbourhoods
- 2.4. An enriched, creative and empowered community that values culture, heritage and lifelong learning
- 2.5. A healthy lifestyle and healthy community, with an emphasis on prevention

Leadership

- 4.1. A clear and shared vision for Mandurah's future
- 4.2. Sound decisions based on evidence and meaningful engagement
- 4.3. Effective advocacy focused on the needs of the community and strong relationships with key stakeholders
- 4.5. Responsible, transparent, value for money delivery of well planned, sustainable projects, programs and services
- 4.6. A committed, innovative, effective and values-driven Council and workforce

City of Mandurah Child Safe Organisation Framework

City of Mandurah Strategic Community Plan 2024-2044

Mandurah Child Safe Organisation Plan

National Principles for a Child Safe Organisation

Principle 1

Leadership, Governance and Culture

Principle 6

Child focussed complaints process

Principle 2

Children's participation and Empowerment

Principle 7

Staff education and training

Principle 3

Family and Community involvement

Principle 8

Physical and online Environments

Principle 4

Equity and Diversity

Principle 9

Review and Continuous Improvement

Principle 5

Human Resource Management

Principle 10

Child Safe Policies and Procedures

City of Mandurah values

Child safety and wellbeing are embedded in organisational leadership, governance and culture.

Principle 1

Why is this important?

Strong leadership that understands and prioritises the safety of children is more likely to protect children against abuse and harm. Leaders are vital in creating, maintaining and fostering an organisational culture where the rights of children are acknowledged, understood and prioritised. Organisational leaders are central to embedding good governance, including child safeguarding, through the entire organisation. Case studies have demonstrated that organisational leadership is a key driver of culture and behavioural change where everyone takes responsibility for child safety.

This standard provides guidance on the role of organisational leadership and governance in promoting inclusive and welcoming environments for children and young people, a culture of accountability and the ways in which a child-safe culture is implemented.

The consequence of poor leadership is a higher risk of harm to children where they are more exposed to abuse. This can happen when allegations are not reported, adults are automatically believed over children, leaders protect their personal or organisational reputation over the protection of children, or when unconscious bias favours an adult rather than a thorough investigation process.

A commitment to this National Principle demonstrates that the City of Mandurah prioritises child safety in all we say and do.

What we are already doing:

- We are a values-led organisation which creates a solid foundation to adopt child safeguarding in a genuine, meaningful way.
- A commitment to develop a Child Safe Plan is included in the City's Corporate Plan which has transparent reporting and accountability.
- Undertaken the National Principles for Child Safe Organisation WA Self-Assessment Audit developed by the Commissioner for Children and Young People Western Australia.
- Provided a submission to the Ombudsman of Western Australia as part of a consultation on the Draft Bill – Reportable Conduct.
- Representation on the WALGA Better Practice Group for Child Safety.
- Involvement in the Department of Communities consultation to create a Child-Safe Policy template for local governments in WA.
- Provided presentations on Child-Safe matters to Elected Members.
- Taking seriously any child-safe complaint with investigations and reporting accordingly.
- Commitment to Reportable Conduct obligations.
- Youth Development – team procedures indicate levels of training required are being met and practices to mitigate risk to children and young people in our care as outlined in our Youth Development Policy and Procedures Manual.
- Established practices for Public Interest Disclosures, Strategic and Operational Risks, Record Keeping Plan, Freedom of Information and Code of Conduct.
- Developed a Statement of Business Ethics which ensures the City's contractors and suppliers understand their obligations and the City's commitment to child safety.



Objectives:

- 1.1 The City makes a public commitment to child safety and to foster an organisational culture of child safety.
- 1.2 City Leaders champion a child-safe culture, with child safety a shared responsibility at all levels of the organisation.
- 1.3 Risk management plans focus on identifying, preventing and lowering safety risks to children.

| # | Action | Objectives | Funding type | Resourcing |
|----|--|------------|----------------------------------|------------------------------------|
| 1a | The City makes a public statement of commitment to child safety and wellbeing, which is made available in a child-friendly format. | 1.1 | Within existing operating | Within existing resources |
| 1b | The City identifies roles and responsibilities to fulfil the role of “Child Safety Officer” as described in the Royal Commission Recommendation 6.12. | 1.2 | Proposed New operating from Yr 2 | \$62,125 per year salary + oncosts |
| 1c | Information is provided to Elected Members annually about their role in a Child Safe Organisation and child safeguarding. | 1.2 | Within existing operating | Within existing resources |
| 1d | Establish an internal Working Group to take carriage and oversight of the implementation, reporting and review on the Mandurah Child Safe Organisation Plan. | 1.2 | Within existing operating | Within existing resources |
| 1e | Communicate clearly to staff who the nominated representative(s) is to report and share child safety concerns with. | 1.5 | Within existing operating | Within existing resources |
| 1f | Develop a Child Safe and Well-being Council Policy that sets out the City’s expectations and practices in relation to each of the 10 National Principles. | 1.1, 1.2 | Within existing operating | Within existing resources |
| 1g | Ensure the Statement of Commitment to Child Safety and Well-being is displayed and promoted publicly via: public documents, noticeboards, posters, newsletters, website and speeches. | 1.1 | New operating | \$500 |
| 1h | Update the City’s Code of Conduct for employees and volunteers to include child-safe expectations regarding behaviour, attitudes, and actions; and give consideration to a Child Safe Code of Conduct for those in child-related work. | 1.2, 1.4 | Within existing operating | Within existing resources |

- 1.4 Staff understand and comply with Codes of Conduct that set clear behavioural standards when interacting with children.
- 1.5 Staff understand their obligations in reporting, sharing information and keeping records.
- 1.6 Day-to-day practices that prioritise child safety are encouraged and embedded.
- 1.7 Leadership in the community

| Yr1 2024 | Yr2 2025 | Yr3 2026 | Yr4 2027 | Measures of success | Lead responsibility |
|----------|----------|----------|-------------|--|---|
| ✓ | ✓ | ✓ | ✓ | Evidence of public commitment | Chief Executive Office |
| ✓ | ✓ | ✓ | ✓ | 0.5 FTE appointed | Place and Community |
| ✓ | ✓ | ✓ | ✓ | Evidence of information to Elected Members. | Chief Executive Office |
| ✓ | ✓ | ✓ | ✓ | Working group initiated and operating | Place and Community |
| ✓ | ✓ | ✓ | ✓ | Evidence of communicating nominated representatives | Place and Community |
| ✓ | | | ✓ Review | Policy and child safe information is adopted by Council | Place and Community |
| ✓ | ✓ | ✓ | ✓ | Statement of Commitment endorsed Evidence of public display | Place and Community; Strategic Communications |
| | ✓ | | | Code of Conduct reflects child safe | Chief Executive Office |

| # | Action | Objectives | Funding type | Resourcing |
|----|--|-------------------------|----------------------------------|------------------------------------|
| 1i | Update the City's Business Ethics guide to include child-safe expectations regarding behaviour, attitudes and actions of contractors and suppliers. | 1.2 | Within existing operating | Within existing resources |
| 1j | A Child Safe Organisation Hub is created and maintained on the City's Intranet which: <ul style="list-style-type: none">• serves as a combined knowledge base specifically for the City's approach to child safeguarding;• is easily available to all staff.• is updated as required.• links to the Department of Communities online Knowledge Hub. | 1.2, 1.3, 1.4, 1.5, 1.6 | Proposed new operating from Yr 2 | \$62,125 per year salary + oncosts |
| 1k | A child-safe culture is championed and role modelled at all levels of the organisation from the top down, including fostering a culture of reporting. | 1.2, 1.6 | Within existing operating | Within existing resources |
| 1l | The City's Strategic and Operational Risk Register addresses preventing, identifying, and mitigating risks to children and young people. | 1.3 | Within existing operating | Within existing resources |
| 1m | The City's Team Risk Registers at a Business Unit Level focus on preventing, identifying and mitigating risks to children and young people, tailored to the specific services or functions of the business unit. | 1.3 | Within existing operating | Within existing resources |
| 1n | Business Units to review work practices, procedures, and Job Instruction Guides (JIGS) with a lens of the 10 National Principles of Child Safe Organisations and update accordingly. | 1.6 | Within existing operating | Within existing resources |
| 1o | The City has clear Privacy and Responsible Information Sharing (PRIS) practices regarding information specifically relating to children (timeline to align with State Government PRIS rollout). | 1.5 | Within existing operating | Within existing resources |
| 1p | Develop a Communications Strategy and key messages, including exploring suitability of a sub-brand. | 1.1 | Within existing operating | Within existing resources |
| 1q | Elected Members to receive an annual presentation on the progress of the Mandurah Child Safe Organisation Action Plan at an EM-ELT meeting or workshop. | 1.2 | Within existing operating | Within existing resources |
| 1r | Child Safe messaging included annually in CEO Briefings (available in person, online, or from recording). | 1.2, 1.4, 1.5, 1.6 | Within existing operating | Within existing resources |

| Yr1 2024 | Yr2 2025 | Yr3 2026 | Yr4 2027 | Measures of success | Lead responsibility |
|----------|----------|----------|----------|---|---|
| | ✓ | | | Business Ethics Guides reflects Child safe | Governance |
| ✓ | ✓ | ✓ | ✓ | Child Safe Organisation Hub is active on the intranet Staff report they are aware of the Intranet Hub and it is useful | Place and Community; Governance |
| ✓ | ✓ | ✓ | ✓ | Evidence of child safe culture championed, such as inclusion in CEO Briefings | Chief Executive Officer; All employees |
| ✓ | ✓ | ✓ | ✓ | Strategic risks are identified, addressed, and mitigated Decision-making prioritises children. | All relevant Directors, Executive Managers and Managers |
| | ✓ | ✓ | ✓ | Operational risks are identified, addressed, and mitigated Decision-making prioritises children | All relevant Business Unit Leaders |
| | ✓ | ✓ | ✓ | Child safety is embedded in day-to-day practices. Minimum 10 JIGS updated per year | All Business Units |
| | ✓ | ✓ | ✓ | Policy developed for information sharing and data breaches | Information Management |
| | ✓ | | | Communications Strategy endorsed by ELT Sub-brand in use | Strategic Communications |
| ✓ | ✓ | ✓ | ✓ | Annual update to Elected Members provided | Place and Community |
| ✓ | ✓ | ✓ | ✓ | Minimum 3 x Child Safe updates at CEO Briefings annually | Place and Community |

| # | Action | Objectives | Funding type | Resourcing |
|----|--|------------------------------|---------------------------|---------------------------|
| 1s | The City's mandatory induction on record-keeping is updated to include specific information about children's records, as well as privacy and information sharing responsibilities for children and young people. | 1.2, 1.5 | Within existing operating | Within existing resources |
| 1t | Explore suitability of the City obtaining an industry recognised accreditation as an assurance that policies, processes, governance and culture are aligned with the National Principles for Child Safe Organisations. | 1.1, 1.2, 1.3, 1.4, 1.5, 1.6 | Within existing operating | Within existing resources |
| 1u | Undertake an organisational workplace initiative annually to coincide with Children's Week WA, drawing employee attention to, and marking, this observance. | 1.6 | New operating | \$1,000 |
| 1v | Add a child safe message to all staff email signatures during Children's Week. | 1.6 | Within existing operating | Within existing resources |
| 1w | Hold minimum 2 community workshop per year that encourages upskilling and uptake of the 10 National Principles within the community. | 1.7 | Within existing operating | Within existing resources |

| Yr1 2024 | Yr2 2025 | Yr3 2026 | Yr4 2027 | Measures of success | Lead responsibility |
|----------|----------|----------|----------|---|------------------------|
| | ✓ | | | Litmos Training module on record keeping is updated to include Child Safe content | Information Management |
| | | | ✓ | Report on the suitability of an accreditation is provided for decision by CEO | Place and Community |
| ✓ | ✓ | ✓ | ✓ | A workplace initiative is implemented that acknowledges Children's Week | Place and Community |
| ✓ | ✓ | ✓ | ✓ | Email footer is added to all staff emails during Children's Week | Place and Community |
| ✓ | ✓ | ✓ | ✓ | Minimum 1 community organised per year | Place and Community |



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

Principle 2

Why is this important?

Central to a culture of child safety is engaging meaningfully with children and young people to ensure they have a voice in decisions that affect them. It's important they feel heard, listened to and believed. This 'protection through participation' gives children the confidence to speak up if they are being harmed or abused, or feel unsafe.

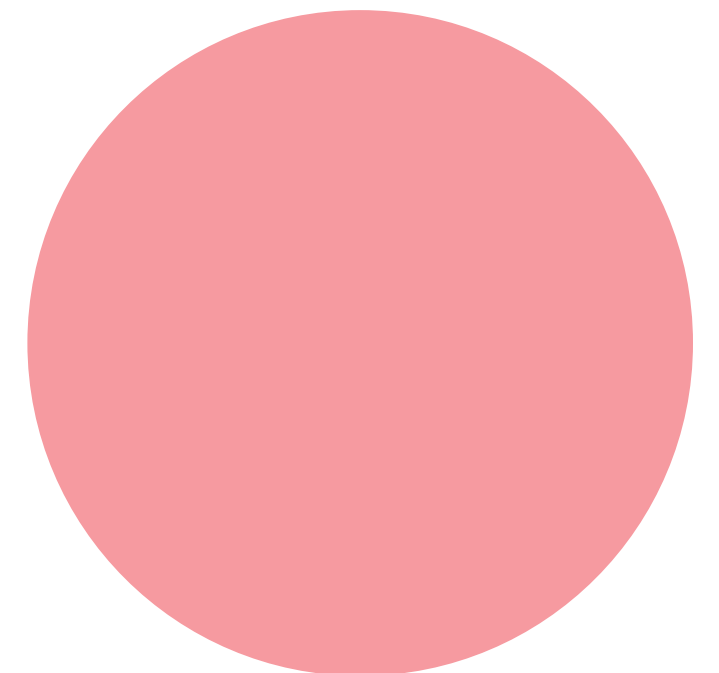
This principle expects organisations to empower children by informing them about their rights and responsibilities in an appropriate way that takes into consideration age, development, maturity, understanding, abilities and how they communicate. By doing this, children actively participate in building an organisational culture that is safe for them.

Furthermore, children and young people are familiar with the organisation's commitment to child safety and wellbeing, including access to relevant information and programs. They recognise safe environments and understand protective strategies.

A commitment to this National Principle demonstrates the City of Mandurah values children and young people, and identifies opportunities for them to participate in decisions that affect them.

What we are already doing:

- Longstanding Youth Advisory Group program, including space in Council Report template to provide a formal view on topics when consulted. For example, topics have included community safety, environment, Reportable Conduct Scheme, safe spaces, arts and culture, archaeological dig, economic priorities, holiday programming, public events and more.
- Longstanding Junior Council program involving two year 6 representatives from every primary school. Topics of importance raised by Junior Council have recently included racism, vaping, safety, bullying, poverty, homelessness, cybersafety, litter, graffiti, mental health, inclusion and alcohol.
- Widescale youth engagement and consultation opportunities have been provided on key City projects, for example, Strategic Community Plan, Access and Inclusion Plan, Arts and Culture Strategy and design of the Western Foreshore Playground.
- Youth Development Team engage young people to help co-design and evaluate programs, through informal conversation and formal surveys.
- Youth Development Team engage young people in rating their level of safety regarding programs and staff.
- The City supports children and young people to make friends through programs at Billy Dower Youth Centre, the MARC, Libraries, Arts/Culture and events.
- The City's youth feedback surveys at Billy Dower Youth Centre measure the success in facilitating friendships and connections.
- City's Youth Dream Big Fund empowers young people to bring their ideas to fruition.
- Support for the Kids Teaching Kids Conference.
- Funding support for organisations like Peel Bright Minds, Clontarf and Camp Hero.



Objectives:

- 2.1 Children can express their views and are provided opportunities to participate in decisions that affect their lives.
- 2.2 The importance of friendships is recognised and support from peers is encouraged, helping children feel safe and be less isolated.

| # | Action | Objectives | Funding type | Resourcing |
|----|---|------------|---------------------------|---------------------------|
| 2a | Age-appropriate and easy to understand information is created and easily accessible, to help children: <ul style="list-style-type: none">understand their rights, including their right to safety, information, participation and their right to be listened to.know how adults in the City should behave.access help, trusted adults/friends and support services.understand complaints processes and pathways. | 2.5 | New operating | \$2,000 |
| 2b | The importance of friendships is recognised to help children and young people feel safe and socially connected. When joining a City program, staff facilitate connections and help build relationships (e.g. buddy system). | 2.2 | Within existing operating | Within existing resources |
| 2c | Children and young people are advised how to access programs and information that prevents abuse (as appropriate and practicable to the program, project or setting). | 2.3 | Within existing operating | Within existing resources |
| 2d | Continue to be pro-active to include children and young people in age-appropriate engagements that encourage and respect their views and participation in decision-making that affects them and their community. | 2.1 | Within existing operating | Within existing resources |
| 2e | Children and young people are informed about their roles and responsibilities in helping to ensure the safety and well-being of their peers. | 2.2 | Within existing operating | Within existing resources |

- 2.3 Children can access abuse prevention programs and information.
- 2.4 Staff are attuned to signs of harm and facilitate child-friendly ways for children to communicate and raise their concerns.
- 2.5 Children are aware of their rights and know how adults should behave.

| Yr1 2024 | Yr2 2025 | Yr3 2026 | Yr4 2027 | Measures of success | Lead responsibility |
|----------|----------|----------|----------|---|---|
| | ✓ | | | Information made available, both printed and online | Strategic Communications; Governance |
| | ✓ | ✓ | ✓ | Examples of how friendships are actively fostered is noted | Place and Community |
| | ✓ | ✓ | ✓ | Information available and provided | All relevant Officers |
| ✓ | ✓ | ✓ | | Opportunities for participating are documented and regularly reviewed | All Directors, Exec Managers, Managers and Coordinators |
| | | ✓ | ✓ | Evidence of children being informed | Teams with children's services |

| # | Action | Objectives | Funding type | Resourcing |
|----|---|------------|---------------------------|---------------------------|
| 2f | Develop a Child Safe Agreement for display in community facilities (e.g. libraries, MARC etc) that outlines rights and behaviours we can expect from children and young people, as well as behaviours children and young people can expect from staff to keep them safe. This generates a respectful two-way expectation. | 2.5 | Within existing operating | Within existing resources |
| 2g | Develop a participation framework that articulates how, when and to what extent young people will be involved in decision-making within Youth Development. | 2.1 | Within existing operating | Within existing resources |
| 2h | Articulate more clearly to employees the rights of children to promote awareness and understanding by employees. | 2.5 | Within existing operating | Within existing resources |

| Yr1 2024 | Yr2 2025 | Yr3 2026 | Yr4 2027 | Measures of success | Lead responsibility |
|----------|----------|----------|----------|---|---------------------|
| | ✓ | ✓ | ✓ | Evidence of Agreement being developed and displayed | Place and Community |
| | | ✓ | | Participation Framework adopted with evidenced application to support decision-making | Youth Development |
| | ✓ | | | Staff report increased awareness regarding the rights of children | Place and Community |



**Families and
communities
are informed,
and involved
in, promoting
child safety and
wellbeing.**

Principle 3

Why is this important?

Parents and caregivers have primary responsibility for raising and protecting children, along with other important adults in that child’s life. Consequently, it’s important to involve families and the community in child safety and wellbeing, including contributing to development of relevant policies and practices. This will help inform parents and carers about safeguarding children and young people and encourage their feedback. The intention is for parents and caregivers to feel empowered to speak up about any child safety concerns, and feel confident raising conversations regarding child safety and wellbeing with City officers.

A commitment to this National Principle demonstrates that the City of Mandurah actively engages with families and communities to support children.

What we are already doing:

- The City promotes the Mandurah Matters platform that involves extensive opportunities for families and the wider community to be involved in consultations.
- City services involve parents and families during enrolment and as required for participation in services, like Swim School.



Objectives:

- 3.1 Families participate in decisions affecting their child.
- 3.2 The City engages and openly communicates with families and the community about its child-safe approach and relevant information is made accessible.
- 3.3 Families and communities have a say in the development and review of the City’s policies and practices.

| # | Action | Objectives | Funding type | Resourcing |
|----|---|---------------|---------------------------|---------------------------|
| 3a | The City creates opportunities for families and community to be involved in policies and decisions, including encouraging their children’s participation and feedback. | 3.1, 3.2, 3.3 | Within existing operating | Within existing resources |
| 3b | Families and community members are encouraged to provide feedback on how the City keeps children safe, and this information is acted upon where necessary. | 3.1, 3.2 | Within existing operating | Within existing resources |
| 3c | The City has clear and accessible information for families and communities about the organisation’s practices and policies, including child safety and well-being policy, Code of Conduct, record keeping practices and complaints and investigation processes. | 3.2, 3.4 | Within existing operating | Within existing resources |
| 3d | The City seeks feedback from families and communities on issues of child safety and well-being and incorporates this into their policies and practices. | 3.2, 3.4 | Within existing operating | Within existing resources |
| 3e | The City continues to create opportunities where families, children and young people are encouraged to participate in engagement opportunities for projects and initiatives. | 3.5 | Within existing operating | Within existing resources |

- 3.4 Families, carers and the community are informed about the City’s operations and governance.
- 3.5 Families, children and young people are encouraged to participate in general consultations in a wide range of projects and initiatives throughout the City.

| Yr1 2024 | Yr2 2025 | Yr3 2026 | Yr4 2027 | Measures of success | Lead responsibility |
|----------|----------|----------|----------|--|--|
| | ✓ | ✓ | ✓ | Opportunities documented | Governance; Strategic Communications |
| ✓ | ✓ | ✓ | ✓ | Encouragement of feedback documented | Teams with children’s services |
| | ✓ | ✓ | ✓ | Evidenced availability of City’s practices and policies | Governance; Strategic Communications; Information Management |
| ✓ | ✓ | ✓ | ✓ | Feedback documented, with evidence of incorporation into policy and practice | Place and Community; Governance |
| ✓ | ✓ | ✓ | ✓ | Feedback documented, with evidence of incorporation into policy and practice | Place and Community; Strategic Communications |

**Equity is upheld
and diverse
needs are
respected in
policy and
practice.**

Principle 4

Why is this important?

Children have diverse needs, abilities and backgrounds that require a flexible approach to creating safe environments, including culturally safe environments. Children and young people may have unique needs which can arise due to their personal circumstance, background or personal characteristics. These unique needs can create additional vulnerability, and if they do not feel like their needs are being met, children feel less empowered to speak up. It's important for the City to be a welcoming organisation where all children feel comfortable, included and safe. This reduces the risk of discrimination, exclusion, bullying and abuse.

When an organisation does not respect diversity and promote equality, it can create additional risks for children who may already be vulnerable to harm and abuse. Failures to address racism or prejudice create particular risks for some children. Vulnerable children are already at a higher risk because it's reported they are likely to have fewer positive connections and trusted adults in their lives, and more likely to lack confidence to speak up.

Children may be more vulnerable if they are living with a disability, come from certain religious or cultural backgrounds, are very young, have been exposed to trauma, are feeling vulnerable due to gender identity or sexuality, come from a diverse family background, have a diverse social or economic background or live in a remote area.

A commitment to this National Principle demonstrates that the City of Mandurah is providing opportunities for children to participate to their fullest potential in a culturally safe environment.

What we are already doing:

- Implementing the Access and Inclusion Plan, Reconciliation Action Plan, Youth Strategy and Homelessness Strategy.
- Implementing the City's internal Diversity and Inclusion Working Group.
- Youth Development Team has respect for, and appreciation of, diversity embedded into its philosophy, ethics, and training.
- The Child Safe framework is referenced in Team Manual for Youth Development.
- The City delivers programs for vulnerable young people such as the 'Young Yorga's' Aboriginal women's group, supports LGBTQI+ engagement, after school drop-in sessions, access and inclusion for young people with a disability, early breakfast club, homework club, training, and workshops and supported external projects which may include camps.
- The City maintains close relationships with local service providers who are working with vulnerable children and families, and facilitate networks and collaborations to promote safety.
- In line with the City's Access and Inclusion Strategy, low sensory areas are created at designated City and partner events to enable people with sensory needs to have a safe place away from busy, noisy crowds.

Objectives:

- 4.1 City staff and volunteers understand that children and young people have diverse circumstances and provide support that responds to those who are vulnerable.
- 4.2 Children and young people have access to information, support and complaints processes in ways that are culturally safe, accessible and easy to understand.

| # | Action | Objectives | Funding type | Resourcing |
|----|--|--------------------|---------------------------|---------------------------|
| 4a | Develop materials for children, including information about complaints processes and supports, which are accessible, age-appropriate and available in a range of languages and formats as needed; and noting that written documents alone are not relied on solely. | 4.2 | New operating | \$5,000 |
| 4b | Ensure the City's Child Safe and Well-being Policy describes: <ul style="list-style-type: none">• how children should have their individual needs recognised.• how the City considers its response to children with vulnerabilities.• The importance of family and community involvement and outlines ways this involvement can occur.• how the City will provide children with access to information, support and complaints processes in ways that are culturally safe, accessible and easy to understand.• how the City will support equity and make reasonable changes to support participation by all children and respond to all children's needs.• how the City upholds equity for all children and prevents child abuse and harm resulting from discrimination based on disability, race, ethnicity, religion, sex, intersex status, gender identity or sexual orientation. | 4.1, 4.2, 4.3, 4.4 | Within existing operating | Within existing resources |
| 4c | Staff and volunteers are trained to recognise and respond effectively to children and young people with vulnerabilities and diverse needs. | 4.1 | Within existing operating | Within existing resources |

- 4.3 Particular attention is given to the needs of children and young people with disability, children and young people from culturally and linguistically diverse backgrounds, those who are unable to live at home and lesbian, gay, bisexual, transgender and intersex, children and young people.
- 4.4 A focused effort is dedicated to the needs of Aboriginal children and young people and provides/promotes a culturally safe environment.

| Yr1 2024 | Yr2 2025 | Yr3 2026 | Yr4 2027 | Measures of success | Lead responsibility |
|----------|----------|----------|-------------|--|--------------------------------------|
| | ✓ | | | Materials developed and available | Governance; Strategic Communications |
| ✓ | | | ✓ Review | Policy includes information as described | Place and Community |
| | ✓ | ✓ | ✓ | Information provided to staff | People and Culture |

| # | Action | Objectives | Funding type | Resourcing |
|----|--|------------|--|---|
| 4d | The City role models inclusive attitudes and behaviours by continuing the internal Diversity and Inclusion Working Group. | 4.1 | Within existing operating | Within existing resources |
| 4e | Support equity by making reasonable adjustments or adaptations to activities and services to ensure all children can participate and feel included. | 4.1 | Within existing operating | Within existing resources |
| 4f | Ensure communications and marketing images include diversity (e.g. children of different abilities and cultures) in its regular publications or promotions, with permission obtained, to help children of all backgrounds feel welcome and safe in the City. | 4.3, 4.4 | Within existing operating | Within existing resources |
| 4g | The City engages local children and families to visit City facilities and make suggestions about how the facility can be more culturally safe and welcoming to Aboriginal children, people with disability and other vulnerable groups. | 4.4 | Within existing operating or new operating | To be determined (dependent on the suggestions) |

| Yr1 2024 | Yr2 2025 | Yr3 2026 | Yr4 2027 | Measures of success | Lead responsibility |
|----------|----------|----------|----------|--|---------------------------------|
| ✓ | ✓ | ✓ | ✓ | The group meets and delivers according to its Terms of Reference | People and Culture |
| ✓ | ✓ | ✓ | ✓ | Examples of reasonable adjustments documented | Place and Community |
| ✓ | ✓ | ✓ | ✓ | Diverse representation of children depicted in City communications | Strategic Communications |
| ✓ | ✓ | ✓ | ✓ | Minimum 1 facility reviewed per year with improvements undertaken and positive feedback provided by families | Heritage and Community Capacity |



**People working
with children and
young people
are suitable and
supported to reflect
child safety and
well-being values in
practice.**

Principle 5

Why is this important?

It's vital that strong child safe practices are entrenched within every aspect of the workforce to protect children from harm. Child-focused human resource management discourages and screens out people who are unsuitable to work with children and ensure that only the most suitable applicants who have a commitment to child safety are employed. The City needs to embed a culture of child safety through advertisement of role, interview process, screening, induction, training, performance reviews, disciplinary processes, investigations and continued conversation to ensure that expectations around child safeguarding are ongoing. The City highlights its commitment to child safety from the very start of the process of recruitment to deter potential perpetrators and display that our organisation does not tolerant abuse.

We recognise that some positions at the City of Mandurah are more directly involved in child-related work than others, so it's important that human resource management practices are scalable depending on the specific position. That said, the City has expectations of all staff to foster a culture of child safety and champion child safeguarding.

A commitment to this National Principle demonstrates that the City of Mandurah aims to attract, recruit, supervise and support staff to keep children safe.

What we are already doing:

- Well established Working With Children Check Policy and practices.
- The City has a general Complaints Management Framework.
- All recruitments have a multi-person panel and shortlisting process is transparent.
- Recruitment panels are required to provide all documentation to ensure process is followed and all checks are completed including WWCC when required.
- There is an established process for reference checks.
- The City promotes itself as a diverse workplace and fosters this through actions like 'unconscious bias' training.
- Proof of identity is required as part of recruitment.
- Qualifications are sighted and verified as original.
- Recruitment panels are required to provide all documentation to ensure process is followed.
- All positions descriptions are analysed prior to advertisement to determine whether the role requires a WWCC and/or Police Check.
- Checks are completed including WWCC upon appointment and checked when required.
- City has a WWCC Administrative Policy (HR)
- City has an Employee Assistance Program (EAP)
- Youth Development Team are trained to talk to young people about their right to feel safe.
- Investment for all staff to undertake professional development and training opportunities.



Objectives:

- 5.1 Staff and volunteer recruitment and supervision practices prioritise child safety.
- 5.2 Children are safe around staff and volunteers.
- 5.3 Staff and volunteers have suitable skills and experience to work with children.

| # | Action | Objectives | Funding type | Resourcing |
|-----|--|------------|---------------------------|---------------------------|
| 5a | Emphasise the City's commitment to child safety and well-being during recruitment of employees and volunteers, including: <ul style="list-style-type: none">• Position descriptions/selection criteria.• Advertising.• Interview questions.• Reference checks.• Pre-employment screening and background checks (e.g. Working With Children Check and/or Police Check). | 5.1, 5.2 | Within existing Operating | Within existing resources |
| 5b | Explore the need for the training of supervisors who are recruiting people into child-related work, to ensure they understand how child safeguarding should be infused throughout the entire process, from recruitment to signing of probation period through to ongoing performance reviews. | 5.1, 5.2 | Within existing operating | Within existing resources |
| 5c | Emphasise the City's commitment to child safety and wellbeing during induction and onboarding, including outlining: <ul style="list-style-type: none">• An employee cannot commence child-relation work until a valid WWCC is produced (receipt is insufficient) and alternative duties may be found until such time the WWCC process is finalised.• An employee cannot commence child-related work until they have undertaken necessary City training on Child Safety.• A volunteer cannot commence child-related work until they understand and accept the City's expectations and commitments to children and young people. | 5.1, 5.2 | Within existing operating | Within existing resources |
| ... | | | | |

- 5.4 Staff and volunteer attitudes and behaviours create and maintain a child-safe culture.
- 5.5 Staff and volunteer values align with the City's commitment to child safety.
- 5.6 Staff and volunteers are attuned to signs of harm and facilitate child-friendly ways for children to communicate and raise their concerns.

| Yr1 2024 | Yr2 2025 | Yr3 2026 | Yr4 2027 | Measures of success | Lead responsibility |
|----------|----------|----------|----------|--|---------------------|
| ✓ | ✓ | ✓ | ✓ | Records of recruitment documentation retained Spot check audits implemented to check compliance | People and Culture |
| | ✓ | ✓ | ✓ | Training explored and developed if required | People and Culture |
| | ✓ | ✓ | ✓ | Records of induction documentation retained WWCC compliance and audits undertaken Spot check implemented to check compliance | People and Culture |

| # | Action | Objectives | Funding type | Resourcing |
|----|---|---------------|---------------------------|---------------------------|
| 5c | ... <ul style="list-style-type: none">Record-keeping obligations.Information sharing obligations.Reporting obligations.Relevant policy and procedures, such as Child Safe Policy. | 5.1, 5.2 | Within existing operating | Within existing resources |
| 5d | Ongoing staff support, supervision and performance management processes involve child safety elements, including Annual Performance Review for people in child-related work. | 5.1, 5.2 | Within existing operating | Within existing resources |
| 5e | Regarding Working With Children Checks, the City will: <ul style="list-style-type: none">Review Operational Policy CoM-HRM 04 minimum biennially.Undertake organisational compliance check biennially to verify adherence to the Policy.Positions that require WWCC are identified on a combined, centralised register.Ensure quarterly systematic checking of WWCC registrations of all staff required to have a WWCC to ensure they are valid. Investigate utilising the tools and log available through the WWCCSU for this function. | 5.1, 5.2, 5.3 | Within existing operating | Within existing resources |
| 5f | Explore the suitability of introducing the requirement for City employees and volunteers to obtain a new Police check minimum every 5 years. | 5.1, 5.2, 5.3 | New operating | \$2,500 |
| 5g | Performance development plans for staff outlining any child safe commitments relevant for the position and individual. | 5.4, 5.5 | Within existing operating | Within existing resources |
| 5h | Deliver training to staff and volunteers so they are attuned to signs of harm. | 5.6 | Within existing operating | Within existing resources |

| Yr1 2024 | Yr2 2025 | Yr3 2026 | Yr4 2027 | Measures of success | Lead responsibility |
|----------|----------|----------|----------|--|---|
| | ✓ | ✓ | ✓ | Records of induction documentation retained. WWCC compliance and audits undertaken Spot check implemented to check compliance | People and Culture |
| ✓ | ✓ | ✓ | ✓ | Annual performance reviews reflect supervision and expectation of child safety elements | People and Culture, and All supervisors |
| ✓ | ✓ | ✓ | ✓ | Policy reviewed biennially Spot checks implemented to check compliance Evidence of an operational register Evidence of quarterly WWCC | People and Culture |
| | | | ✓ | Spot check for Police checks | People and Culture |
| | ✓ | ✓ | ✓ | Performance Plans reflect child safe commitments | People and Culture |
| | ✓ | | ✓ | Training delivered | People and Culture |

| # | Action | Objectives | Funding type | Resourcing |
|----|--|---------------|---------------------------|---------------------------|
| 5i | At the next review of the Working With Children Check legislation (anticipated 2027), advocate for the definition of ‘child related work’ to be expanded, allowing more discretion of its definition of “child-related work” (above and beyond the existing definition). | 5.1, 5.2 | Within existing operating | Within existing resources |
| 5j | Comply with Reportable Conduct Legislation. | 5.4, 5.5, 5.6 | Within existing operating | Within existing resources |

| Yr1 2024 | Yr2 2025 | Yr3 2026 | Yr4 2027 | Measures of success | Lead responsibility |
|----------|----------|----------|----------|---|------------------------|
| | | | ✓ | Evidence of advocacy to expand WWCCs eligibility. | Place and Community |
| ✓ | ✓ | ✓ | ✓ | Annual review of practices against legislation | Chief Executive Office |



**Processes to
respond to
complaints and
concerns are
child-focused.**

Principle 6

Why is this important?

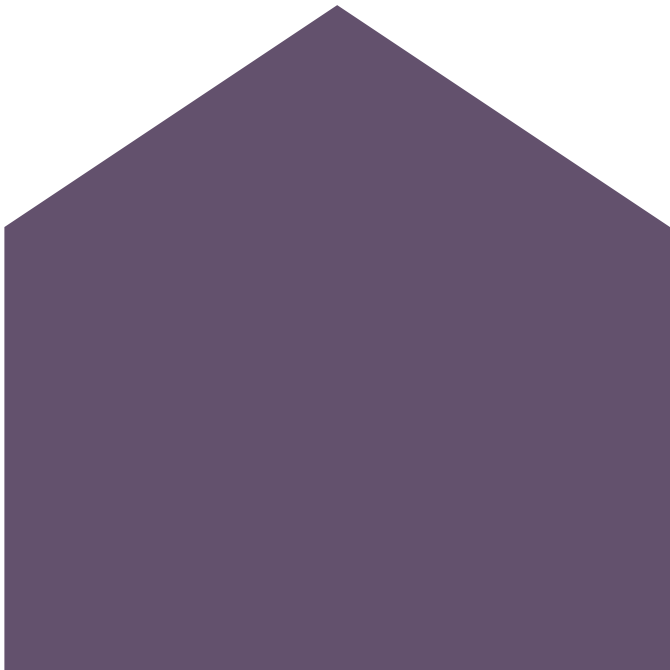
A child safe culture encourages the reporting of child abuse and ensures the effective handling of all complaints and investigations. Sometimes children and young people experience barriers or feel discouraged to speak up about being harmed or unsafe because they fear they may not be believed, feel uncomfortable talking to an adult, feel intimidated or don't know a trusted adult.

It's important to establish a child-focused complaint process for children that is easy to access, easy to understand and encourages them to speak up if they have concerns about harm or any other complaint. Children, families and City staff need to know who to tell if they want to make a complaint of child abuse, and the organisation needs a clear pathway to respond to complaints in a timely, effective way.

A commitment to this National Principle demonstrates that the City of Mandurah prioritises children when responding to complaints of abuse.

What we are already doing:

- General Complaints Policy and Process established by the City
- The City responds quickly and ethically to report suspicions of child abuse
- Reports of child abuse are taken seriously
- Reports of suspicion or allegations of abuse are reported to authorities
- City has a disciplinary and investigation process to address breaches in the City's Code of Conduct



Objectives:

- 6.1 The City has an accessible, child-focused complaint handling policy which clearly outlines the roles and responsibilities of leadership, staff and volunteers, approaches to dealing with different types of complaints, breaches of relevant policies or the Code of Conduct and obligations to act and report.
- 6.2 Effective complaint handling processes are understood by children and young people, families, staff and volunteers, and are culturally safe.

| # | Action | Objectives | Funding type | Resourcing |
|----|--|-------------------------|---------------------------|------------------------------------|
| 6a | Leaders create a culture where complaints are taken seriously and all adults take responsibility for the safety of children. | 6.1, 6.3 | Within existing operating | Within existing resources |
| 6b | Promotional material supports children and young people to know who to talk to if they are feeling unsafe, how to make a complaint about an adult and understand what will happen in terms of process if they make a complaint. | 6.2 | New operating | \$3,000 |
| 6c | <div>In consultation with young people, develop and implement a communications plan that outlines how children and young people can make complaints through the City's Complaints Policy, focusing on the safety and well-being of children and young people. This plan must be easy to understand, culturally safe, accessible, child-focused and:<ul style="list-style-type: none">include information on how adults and children can make a complaint and how the City will respond to and investigate complaints in a prompt and thorough way and right for review of complaints by external organisations.indicate the different type of complaints, allegations, suspicions, or concerns and who they should be reported to (e.g. CEO, Police, Ombudsman, Communities etc).be accessible to the full diversity of children, staff, volunteers, families and communities.legislation obligations to be met....</div> | 6.1, 6.2, 6.3, 6.4, 6.5 | New operating | \$3,000 for consultancy expertise. |

- 6.3 Complaints are taken seriously and responded to promptly and thoroughly.
- 6.4 The City has policies and procedures in place that address reporting of complaints and concerns to relevant authorities, whether or not the law requires reporting, and cooperates with law enforcement.
- 6.5 Reporting, privacy and employment legislation obligations are met.

| Yr1 2024 | Yr2 2025 | Yr3 2026 | Yr4 2027 | Measures of success | Lead responsibility |
|----------|----------|----------|----------|---|--|
| ✓ | ✓ | ✓ | ✓ | Evidenced by examples and review of how complaints were handled | Executive Leadership Team, Managers and Coordinators |
| | ✓ | ✓ | ✓ | Promotional material developed | Strategic Communications |
| | ✓ | ✓ | ✓ | Complaints Policy developed and endorsed | Governance; Strategic Communications |

| # | Action | Objectives | Funding type | Resourcing |
|----|---|-------------------------|---------------------------|------------------------------------|
| 6c | ... <ul style="list-style-type: none">cover alleged abuse and harm of children by adults and by other children.cover breaches of the City's Code of Conduct.set out what support and assistance will be provided for those making a complaint.outline how risks to children will be managed when a complaint is raised and an investigation is underway.cover record keeping obligations.demonstrate fairness to all parties to an investigation with support person if appropriate.support privacy and employment.outline procedures for keeping family and community members informed, in accordance with legislation. | 6.1, 6.2, 6.3, 6.4, 6.5 | New operating | \$3,000 for consultancy expertise. |
| 6d | Communicate culturally safe complaint handling processes to children and young people, families, staff and volunteers (and refer Comms Strategy). Provide training to staff on the management of complaints. | 6.1, 6.2 | Within existing operating | Within existing resources |
| 6e | Complaints are taken seriously and responded to promptly and thoroughly in accordance with Policy and Procedure, including compliance with the Reportable Conduct Scheme. | 6.2, 6.3, 6.4 | Within existing operating | Within existing resources |
| 6f | Ensure staff and volunteers are aware of the complaints policy, roles, responsibilities and privacy obligations for complaints and disclosures with information provided at induction and in an ongoing capacity. | 6.2 | Within existing operating | Within existing resources |
| 6g | Every child safe complaint is reviewed against City policy to highlight any need for improvement. | 6.4, 6.5 | Within existing operating | Within existing resources |
| 6h | Modify the City's service delivery standards to ensure that any complaints regarding child safe matters are responded to immediately (or as soon as practicable). | 6.3 | Within existing operating | Within existing resources |

| Yr1 2024 | Yr2 2025 | Yr3 2026 | Yr4 2027 | Measures of success | Lead responsibility |
|----------|----------|----------|----------|--|---|
| | ✓ | ✓ | ✓ | Complaints Policy developed and endorsed | Governance; Strategic Communications |
| | ✓ | ✓ | ✓ | Culturally safe communication evidenced | Governance; Strategic Communications; Teams with children's services. |
| ✓ | ✓ | ✓ | ✓ | Evidence via spot checks | Governance |
| | ✓ | ✓ | ✓ | Evidence of inclusion at induction | Governance; People and Culture |
| ✓ | ✓ | ✓ | ✓ | Reviews undertaken | Governance |
| | | ✓ | | Evidence that the Delivery Standards have been updated | Customer Services |

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

Principle 7

Why is this important?

Keeping children safe is everyone's responsibility. When an organisation has a culture of ongoing education and training, staff are more likely to have the confidence, capacity and competency to keep children safe. A child-safe organisation creates a culture of ongoing learning through training, workshops, presentations, discussion, research and industry involvement to promote evidence-based best practice approaches. Establishing professional development for the workforce assists people to understand what abuse looks like, how the environment can enable or deter abuse and what behaviours indicate abuse may be occurring.

We recognise that training of staff needs to be relevant to the position. Different people need different training depending on whether they are in child-related work or general work, frontline, managers, executive or an Elected Member on the Council.

A commitment to this National Principle demonstrates that the City of Mandurah invests in building staff skills, abilities and confidence to create safe conditions for children and young people.

What we are already doing:

- There is an existing online platform for staff training and professional development.
- The City has a process for annual performance reviews where employee training needs can be individualised.
- The City sets aside suitable budget to fund required training.
- Youth Development team has had training in assessing risk of harm to young people as part of their roles and when to refer.
- Youth Development team have training in managing disclosures and responding to young people at risk of harm as part of their role.
- Youth Development team have training in creating safe spaces for diverse young people as part of their role.
- City has representatives involved in industry best practice groups and professional development.
- Some staff are trained in identifying children who may be experiencing abuse (e.g. creche staff).
- Creche has a suite of procedures, such as a process to ensure the appropriate person collects the child from the creche and two people are on shift at all times.
- Staff supported to attend professional development opportunities about Child Safe Organisations.



Objectives:

- 7.1 Staff and volunteers receive training and information to effectively implement the7City's Child Safety and Wellbeing Policy, and carry out their roles, responsibilities and obligations for child safety.
- 7.2 Staff and volunteers receive training and information to recognise indicators of child harm including harm caused by other children and young people.
- 7.3 Staff and volunteers receive training and information to respond effectively to issues of child safety and wellbeing and support colleagues who disclose harm.

| # | Action | Objectives | Funding type | Resourcing |
|----|--|--------------------|---|------------|
| 7a | Training developed and implemented for staff and volunteers includes regular opportunities to educate and train employees on: <ul style="list-style-type: none">the Child Safety and Wellbeing Policy.preventing, identifying, responding to and reporting abuse.identifying indicators of child abuse and harm.how to support a person making a disclosure about harm to a child.how to respond to issues of child safety including internal and external reporting requirements, notifying families and carers and managing risks to children.how to support cultural safety. | 7.1, 7.2, 7.3, 7.4 | New operating (engage external expert to develop training packages) | \$20,000 |
| 7b | As part of an integrated communications strategy, develop (or adapt existing) guidance materials (e.g. information sheets or JIGS) for staff and volunteers to provide guidance about: <ul style="list-style-type: none">identifying indicators of child abuse and harm, including where caused by other children.the different ways children and young people express concern, distress or disclose harm.how to respond to issues of child safety including internal and external reporting requirements, notifying families and carers, and managing risks to childrenhow to support a person disclosing harm to a child.how to create culturally-safe environments in the City. | 7.1, 7.2, 7.3, 7.4 | New operating (engage external expert to develop training packages) | \$20,000 |

- 7.4 Staff and volunteers receive training and information on how to build culturally safe environments for children and young people.
- 7.5 Employees are supported to attend professional development to learn about improvements in child safe practices.

| Yr1 2024 | Yr2 2025 | Yr3 2026 | Yr4 2027 | Measures of success | Lead responsibility |
|----------|----------|----------|----------|-----------------------------------|---------------------|
| | ✓ | ✓ | ✓ | Training implementation evidenced | People and Culture |
| | ✓ | ✓ | ✓ | Guidance materials developed | People and Culture |

| # | Action | Objectives | Funding type | Resourcing |
|----|---|------------|---------------------------|---------------------------|
| 7c | Ensure a training register records completion of training by staff and volunteers. | 7.1 | Within existing operating | Within existing resources |
| 7d | Ensure that training is identified during induction and annually through annual performance review, or as required, by adding child safe to the Annual Performance Review template for all staff. | 7.1 | Within existing operating | Within existing resources |
| 7e | All training modules on the City's digital staff learning program Litmos are reviewed and updated to include applicable child safeguarding content, such as Customer Service Training, Cyber Security Training, Code of Conduct Training etc. | 7.1 | New operating | \$4,000 |
| 7f | A clear accountability framework (or specific Child Safe Code of conduct) is developed to ensure all employees understand their own roles and responsibilities for child safety. | 7.3, 7.4 | New operating | \$2,000 |
| 7g | Professional development opportunities to learn about child safe practices are identified and staff supported to attend (eg conferences and training). | 7.5 | Within existing operating | Within existing resources |

| Yr1 2024 | Yr2 2025 | Yr3 2026 | Yr4 2027 | Measures of success | Lead responsibility |
|----------|----------|----------|----------|--|--|
| ✓ | ✓ | ✓ | ✓ | Training Register developed | People and Culture |
| ✓ | ✓ | ✓ | ✓ | Annual Performance Review Template amended to include Child Safe | People and Culture |
| | ✓ | ✓ | ✓ | Litmos training amended and in use across the organisation | People and Culture |
| | ✓ | ✓ | ✓ | Framework complete and on the Intranet | People and Culture |
| ✓ | ✓ | ✓ | ✓ | Professional development evidenced | Place and Community; People and Culture; All teams |



**Physical and online
environments
promote safety
and well-being
while minimising
the opportunity
for children and
young people to
be harmed.**

Principle 8

Why is this important?

It is of paramount importance to purposefully create environments where children's safety is prioritised. This includes placing an emphasis on generating conditions that reduce the likelihood of harm or abuse to occur, and promote the likelihood of well-being. It addresses the need for places and spaces to be designed for physical safety, especially considering increasing reports of harmful sexual abuse, and for practices and actions to foster continued safety in this place (such as not enabling adults to isolate a child without scrutiny). Safe environments extend to online safety, ensuring digital environments are established to minimise harm such as cyber-bullying or grooming.

A commitment to this National Principle demonstrates that the City of Mandurah aims to identify and minimise the risk to children in places and spaces, both physical and online.

What we are already doing:

- City has a Community Safety Strategy that includes a commitment to design spaces using the principles of Crime Prevention Through Environmental Design (CPTED).
- The City has some posters and information on cyber safety in facilities such as BDYC and libraries.
- Event signage is placed in the public realm for broader photo/video shoots.
- Professional boundaries training undertaken by Youth Development.
- Mandurah Libraries have controls on the public computers, such as the need to access via library card (deterrent for looking at inappropriate sites as library member is logged in), child locks, website controls.
- City offers cyber awareness training to the public through libraries.



Objectives:

- 8.1 Staff and volunteers identify and mitigate risks in the online and physical environments without compromising a child’s right to privacy, access to information, social connections and learning opportunities.
- 8.2 The online environment is used in accordance with the City’s Code of Conduct and Child Safety and Wellbeing Policy and practices.
- 8.3 Risk management plans consider risks posed by the online and physical environments.

| # | Action | Objectives | Funding type | Resourcing |
|----|--|------------|---------------------------|---------------------------|
| 8a | Child Safe messages are placed in City venues, grounds and facilities to promote awareness of child safety. Meet recommendation 6.12 of the Royal Commission into Institutional Responses to Child Sexual Abuse. Utilise DLGSC resources where practicable. | 8.1 | New operating | \$4,000 |
| 8b | A risk assessment identifies risks of child abuse and harm in both physical and online environments connected with the City, and how these will be managed. | 8.1, 8.3 | Within existing operating | Within existing resources |
| 8c | Risk management plans list the actions the City will take to prevent or reduce each identified risk of child abuse and harm. Ensure complaints made (including those through the Reportable Conduct Scheme) are fed back through internal risk mechanisms to ensure appropriate risk mitigations are implemented to prevent further harm from occurring. | 8.3 | Within existing operating | Within existing resources |
| 8d | The Child Safety and Well-being Policy identifies how the City will keep children safe in physical and online environments, with specific reference to higher-risk activities. | 8.2, 8.3 | Within existing operating | Within existing resources |
| 8e | Undertake Child Safe Place facility reviews to investigate the extent to which the facility is child friendly, with recommendations provided for improvement if necessary. | 8.1, 8.3 | New operating | \$3,000 with consultant |

- 8.4 4 The City has procurement policies in place when contracting third parties to ensure the safety of children and young people.
- 8.5 Children, young people, parents, and carers are informed about online safety.
- 8.6 The City promotes safe physical environments and services occurring from facilities under our custodianship.

| Yr1 2024 | Yr2 2025 | Yr3 2026 | Yr4 2027 | Measures of success | Lead responsibility |
|----------|----------|----------|-------------|--|------------------------|
| ✓ | ✓ | ✓ | ✓ | Records of recruitment documentation retained Spot check audits implemented to check compliance | People and Culture |
| ✓ | ✓ | ✓ | ✓ | Training explored and developed if required | People and Culture |
| ✓ | ✓ | ✓ | ✓ | Risk Management Plans updated | Individual risk owners |
| ✓ | | | ✓ Review | Policy reflects safe physical and online environments | Place and Community |
| ✓ | ✓ | ✓ | ✓ | Minimum 1 review per year | Place and Community |

| # | Action | Objectives | Funding type | Resourcing |
|----|---|------------|---------------------------|---------------------------|
| 8f | Review procurement processes and policies to explore: <ul style="list-style-type: none">requiring suppliers of child-related work to demonstrate compliance and commitment to child safety (such as requiring compliance with the City's Code of Conduct and Child Safety and Wellbeing Policy, evidence of WWCCs)prioritising suppliers of non-child-related products/work who demonstrate compliance and commitment to child safety. | 8.4 | Within existing operating | Within existing resources |
| 8g | Develop and/or adapt existing policy and practice to ensure suitable expectations and actions of employees delivering services (such as two staff on at all times, staff not to be alone with children etc.). | 8.6 | Within existing operating | Within existing resources |
| 8h | Develop and/or adapt practices and training for employees that undertake work in homes or businesses (such as residential pool inspections or commercial kitchen inspections) to undertake training that supports being attuned to signs of abuse or harm in non-public environments. | 8.6 | Within existing operating | Within existing resources |
| 8i | Promote information about online safety through posters, brochures and other applicable avenues (Communications strategy). | 8.5 | New operating | \$2,000 |
| 8j | The City's hire conditions of indoor and outdoor facilities require third parties who are hiring a facility for a child related activity (e.g. junior sport or youth group), evidence child safe policies that ensure the safety of children and young people as a condition of hire. | 8.6 | Within existing operating | Within existing resources |
| 8k | Update the Grants and Funding Policy, conditions and guidelines to ensure that when the City distributes financial or other commitments of value to a third party that has child-related responsibilities, the third party can evidence child safe policy and practices. | 8.6 | Within existing operating | Within existing resources |
| 8l | Ensure the Child Safe Policy reflects children's rights to privacy. | 8.1 | Within existing operating | Within existing resources |

| Yr1 2024 | Yr2 2025 | Yr3 2026 | Yr4 2027 | Measures of success | Lead responsibility |
|----------|----------|----------|-------------|--|--|
| | ✓ | ✓ | ✓ | Review reported Changes toward improved procurement practices evident | Governance; Finance |
| ✓ | ✓ | ✓ | ✓ | Policies and procedures reviewed and updated to reflect National Principles | Place and Community |
| | ✓ | | | Training developed and implemented | Business Services |
| ✓ | ✓ | ✓ | ✓ | Promotional information evidenced | Strategic Communications; Information Technology; Libraries; Youth Development |
| | ✓ | | | Hire conditions changed with improved conditions | Recreation Services |
| | ✓ | | | Grants conditions updated | Place and Community |
| ✓ | | | ✓ Review | Policy reflects inclusion of rights to privacy | Place and Community |

| # | Action | Objectives | Funding type | Resourcing |
|----|---|------------|---------------------------|---------------------------|
| 8m | Pilot the utilisation of the Child Friendly Urban Design for Better Communities and Cities document from Planning Institute of Australia when designing or reviewing public spaces. | 8.1 | Within existing operating | Within existing resources |
| 8n | Develop a public artwork with the theme of child safe (public commitment to child safety). | 8.6 | Public Art Reserve | Within existing reserve |
| 8o | Install a camera in the RYDE vehicle given the nature of this service where a young person is alone with an adult. | 8.1 | New operating | \$2,000 |
| 8p | Develop an approach for child safeguarding to be embedded in City events (like Crabfest) and considered as part of the Events Strategy. | 8.3, 8.6 | Within existing operating | Within existing resources |
| 8q | Update the City's WHS Hazard Inspection Checklist to include key Child Safe elements for assessment, such as display of venue signage, policy, childsafe messages, cybersafety messages etc. | 8.1, 8.6 | Within existing operating | Within existing resources |
| 8r | Develop an observation checklist specifically for observing child safe practices in child-related services (such as children's storytime, swim school or gymnastics) – or adapt existing resources developed by an independent peak oversight body. | 8.1, 8.6 | Within existing operating | Within existing resources |
| 8s | Staff in city facilities are easily identifiable. | 8.1 | Within existing operating | Within existing resources |
| 8t | Ensure that public libraries, youth centre and other public access computers have adequate controls to block inappropriate content. | 8.1 | Within existing operating | Within existing resources |

| Yr1 2024 | Yr2 2025 | Yr3 2026 | Yr4 2027 | Measures of success | Lead responsibility |
|----------|----------|----------|----------|---|-----------------------------------|
| | | ✓ | | Pilot delivered and reported in terms of suitability and usefulness | Strategic Planning |
| | ✓ | | | Artwork launched | Arts and Culture |
| ✓ | | | | Camera installed and operational | Youth Development |
| | ✓ | ✓ | ✓ | Child Safeguarding approach articulated for events | Strategy and Economic Development |
| ✓ | ✓ | ✓ | ✓ | WHS Hazard Inspection checklist | Safety |
| | ✓ | ✓ | ✓ | Checklist developed. 2 observations undertaken per year of child-related work | Safety |
| ✓ | ✓ | ✓ | ✓ | Mystery shopper can easily identify staff | Place and Community |
| ✓ | ✓ | ✓ | ✓ | Evidence of controls | Youth Development; Libraries |

**Implementation
of the National
Child Safe
Principles
is regularly
reviewed and
improved.**

Principle 9

Why is this important?

Child safety cannot be a 'set and forget'. A Child Safe Organisation embeds a culture of ongoing learning, continuous improvement and an enduring commitment to maintain environments that protect children. It requires leadership that fosters a systematic approach of research, development, implementation, monitoring, audit and review. It requires the organisation to keep on top of emerging trends, knowledge and best practice; and to demonstrate a reflection of this through updating policy, procedure and practices accordingly. It also requires a maturity to be open to feedback, seek out input from independent specialists and accept to areas identified for improvement plus learn from complaints or audit findings.

A commitment to this National Principle demonstrates that the City of Mandurah applies continuous improvement to its child safe practices and has suitable mechanisms for reporting progress.

What we are already doing:

- Existing public reporting controls including annual report, corporate report, Ordinary Council Meetings, Audit and Risk meetings and weekly Executive Leadership Team meetings.
- Audit and Risk Committee have a role in reviewing internal audits conducted by the City and self-assessments of Office of the Auditor General (OAG) which may relate to child safe practises, for example in 2022 the A&R Committee received a report on the City's controls relating to Working with Children Checks.
- City has processes in place to report on and analyse safety incidents.



Objectives:

- 9.1 The City regularly reviews, evaluates, and improves its child safe practices.
- 9.2 The City analyses complaints, concerns, and safety incidents to identify causes and systemic failures to inform continuous improvement.

| # | Action | Objectives | Funding type | Resourcing |
|----|---|---------------|---------------------------|---------------------------|
| 9a | Children’s records and matters are captured, maintained, managed and disposed of in accordance with the Record Keeping Plan and legislation, regarding of complaints, concerns, allegations and actions taken to respond. | 9.1, 9.2, 9.3 | Within existing operating | Within existing resources |
| 9b | Complaints, concerns, safety incidents or significant breaches of policy are investigated and analysed to understand what caused the problem and whether there are any flaws in the City’s policies, procedures and practices that contributed to the problem. Where flaws or failings are identified, improvements are made to prevent the problem from happening again. | 9.1, 9.2 | Within existing operating | Within existing resources |
| 9c | Ensure the City regularly reviews, evaluates and improves child-safe policy practices, considering: <ul style="list-style-type: none">analysis of complaints, concerns, safety incidents and significant breaches of policy.feedback sought from staff, volunteers, children, families and communities.whether the City has fully implemented each of the Child Safe Standards. | 9.1, 9.2, 9.3 | Within existing operating | Within existing resources |
| 9d | Report annually to Elected Members via the Audit and Risk Committee outlining progress against the City of Mandurah Child Safe Organisation Plan. | 9.3 | Within existing operating | Within existing resources |
| 9e | Report progress against the Child Safe City of Mandurah Plan in the City’s Annual Report. | 9.3 | Within existing operating | Within existing resources |

- 9.3 The City has suitable oversight and reports findings of relevant reviews to relevant stakeholders.

| Yr1 2024 | Yr2 2025 | Yr3 2026 | Yr4 2027 | Measures of success | Lead responsibility |
|----------|----------|----------|----------|---|-------------------------|
| ✓ | ✓ | ✓ | ✓ | Random spot checks to assess records compliance | Information Management |
| ✓ | ✓ | ✓ | ✓ | Investigations recorded | People and Culture |
| ✓ | ✓ | ✓ | ✓ | Evidence or reviews, evaluations and improvements to Policy and Practice | Relevant Business Units |
| ✓ | ✓ | ✓ | ✓ | Agendas and Minutes publicly available on the City’s website evidencing reporting | Place and Community |
| ✓ | ✓ | ✓ | ✓ | Reporting evidenced in the annual report | Place and Community |

| # | Action | Objectives | Funding type | Resourcing |
|----|--|------------|---------------------------|---------------------------|
| 9f | The City engages an external consultant to audit the City's commitments and practices against legislation and best practice, including offering recommendations for improvement. | 9.1 | New operating | \$10,000 |
| 9g | Update the City's mandatory training for recordkeeping to include the retention, maintenance and disposal of records relating to children. | 9.2 | Within existing operating | Within existing resources |

| Yr1 2024 | Yr2 2025 | Yr3 2026 | Yr4 2027 | Measures of success | Lead responsibility |
|----------|----------|----------|----------|---|------------------------|
| | | | ✓ | Audit report undertaken by an external consultant | Governance |
| ✓ | ✓ | ✓ | ✓ | Evidence of training updated and delivered | Information Management |



**Policies and
procedures
document how
the organisation
is safe for
children and
young people.**

Principle 10

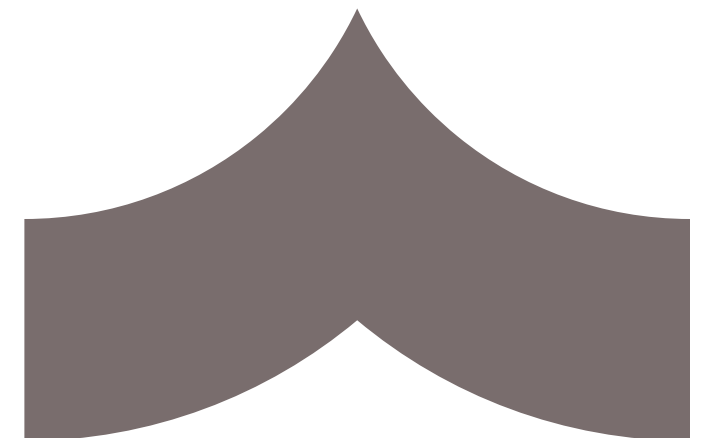
Why is this important?

Good policy and procedures are ones embedded to set clear and professional expectations about how employees should act and behave in the delivery of their work. The Royal Commission found that organisations who failed to keep children safe were more likely to have policies and procedures that were absent, not applied, not relevant or not understood. When implemented effectively, child-safe policies and procedures provide guidance and clarity to staff, volunteers, parents and children about how to prevent and respond to child safety issues.

A commitment to this National Principle demonstrates that the City of Mandurah has policies and procedures that are well-described, championed by leaders and understood by employees.

What we are already doing:

- The endorsed documentation on Working with Children Checks, Children on Work Premises, Recruitment, OSH, City-Wide Surveillance, Volunteer Management, Domestic & Family Violence, National Police Clearance, Youth Strategy, Access and Inclusion, RAP and Code of Conduct.
- Council policies are publicly available to all members of the community.
- Child Safe Policies are written in plain English, easy to understand and accessible.
- Processes in place to ensure staff and volunteers are across relevant policies and procedures however need more clarity around these requirements to ensure they are aware of their obligations.
- Some parts of the business, e.g. Youth Development or creche, have their own professional/industry practices that are not Citywide.



Objectives:

- 10.1 Policies and procedures address all Child Safe Principles.
- 10.2 Policies and procedures are articulated clearly, documented and easy to understand.
- 10.3 Best practice and stakeholder engagement inform the development of policies and procedures.

| # | Action | Objectives | Funding type | Resourcing |
|-----|---|------------------|---------------------------|---------------------------|
| 10a | The City's Child Safety and Well-being Policy is developed to ensure it is comprehensive and addresses all 10 National Principles for a Child Safe Organisation. | 10.1 | Within existing operating | Within existing resources |
| 10b | Review Families and Children Policy POL-CMS 04. | 10.1 | Within existing operating | Within existing resources |
| 10c | The City's Child Safety and Well-being Policy and procedures are documented in a language and format that is easily understood and accessible to staff, volunteers, families and children and young people. | 10.2 | Within existing operating | Within existing resources |
| 10d | Compliance checks of the City's policies and procedures provide evidence of how the organisation is child-safe through its governance, leadership and culture. | 10.4 | Within existing operating | Within existing resources |
| 10e | Consultation on child safety matters within the workforce is undertaken. | 10.3 | Within existing operating | Within existing resources |
| 10f | Add child safety to the City's New Policy Checklist and Review of City Policy Checklist to ensure the National Principles of Child Safe Organisations are systematically included in the creation and updating of Council Policies. | 10.2, 10.2, 10.3 | Within existing operating | Within existing resources |

- 10.4 Leaders champion and model compliance with policies and procedures.
- 10.5 Staff and volunteers understand and implement policies and procedures.

| Yr1 2024 | Yr2 2025 | Yr3 2026 | Yr4 2027 | Measures of success | Lead responsibility |
|----------|----------|----------|-------------|---|---------------------|
| ✓ | | | ✓ Review | Policy addresses the National Principles | Place and Community |
| ✓ | | | | Policy reviewed | Place and Community |
| ✓ | | | ✓ Review | Policy developed in easy to understand language | Place and Community |
| | ✓ | | | Audits completed | Governance |
| ✓ | ✓ | ✓ | ✓ | Consultation evidenced | Place and Community |
| ✓ | | | | Checklists updated | Governance |

Informing documents

royalcommission.gov.au/child-abuse

profile.id.com.au/mandurah/

[wa.gov.au/organisation/department-of-communities/
child-safe-organisations](https://wa.gov.au/organisation/department-of-communities/child-safe-organisations)

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Keeping-Our-Kids-Safe.pdf](https://snaicc.org.au/wp-content/uploads/2023/09/210501_8_Keeping-Our-Kids-Safe.pdf)

[professionals.childhood.org.au/course/action-feedback-
children-online/](https://professionals.childhood.org.au/course/action-feedback-children-online/)

childsafe.humanrights.gov.au/learning-hub

[wa.gov.au/government/announcements/new-child-safe-
organisations-knowledge-hub-launched](https://wa.gov.au/government/announcements/new-child-safe-organisations-knowledge-hub-launched)

[un.org/en/about-us/universal-declaration-of-human-
rights](https://un.org/en/about-us/universal-declaration-of-human-rights)

[ocg.nsw.gov.au/sites/default/files/2021-12/g_CSS_
GuidetotheStandards.pdf](https://ocg.nsw.gov.au/sites/default/files/2021-12/g_CSS_GuidetotheStandards.pdf)

acms.au/





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