



Safeguarding Children and Young People Framework

Operational Supplement: Action Plan 2025 – 2027

STRATEGIC OBJECTIVE ONE

Creates an environment where the safety and wellbeing of children and young people is centred

Strategy 1.1

Establish a culturally safe environment in which the diverse and unique identities and experiences of Aboriginal children and young people are respected and valued (S1)

Initiative	Minimum Requirement	Year	Who
a. Review Child Safe Statement of Commitment, inc. consideration of a specific commitment to the cultural safety of Aboriginal children and young people.	1.1, 1.2 & 1.5	1	People & Culture

Strategy 1.2

Child safety and wellbeing is embedded in organisational leadership, governance, and culture (S2)

Initiative	Minimum Requirement	Year	Who
b. Establish a Project Control Group to assess the recommendations of the Rapid Review of the Early Childhood Education and Care (ECEC) sector, assess implications for Council, and develop an internal Plan.	2.1, 2.2 & 2.3	1	People & Culture Children's Services
c. Develop course and deliver Child Safe Councillor Induction Training to new Council.	2.2 & 2.3	1	People & Culture Governance & Integrity
d. Conduct a review of Council's current child safe governance model and initial analysis of a succession planning process to ensure business continuity.	2.2 & 2.3	2	People & Culture Project Control Group
e. Scope potential for a new Integrity Advisor role which may include responsibility for managing Child Safe Complaints.	2.3, 4.4, 5.2, 7.1, 7.2, 7.3, 7.4 & 7.4	1	Governance & Integrity Project Control Group



STRATEGIC OBJECTIVE ONE

Creates an environment where the safety and wellbeing of children and young people is centred

Strategy 1.3

Equity is upheld and diverse needs respected in policy and practice (S5)

Initiative	Minimum Requirement	Year	Who
f. Develop additional child-friendly, accessible, and developmentally appropriate collateral and communication tools to promote Child Safe Complaints Handling Process to children, young people and families.	3.1, 3.2, 3.6, 4.1, 4.2, 4.3, 4.4, 5.1, 5.2, 5.3, 5.4, 7.1, 7.2, 7.3, 7.4 & 10.2	2	People & Culture Strategic Comms & Engagement
g. Have the Child Safe Complaints Handling Process and collateral developed/made available in key community languages.	4.4	2	People & Culture Strategic Comms & Engagement

Strategy 1.4

People working with children and young people are suitable and supported to reflect child safety and wellbeing values in practice (S6)

Initiative	Minimum Requirement	Year	Who
BAU and embedded into other actions	N/A	N/A	N/A

Strategy 1.5

Processes for complaints and concerns are child focused (S7)

Initiative	Minimum Requirement	Year	Who
BAU and embedded into other actions	N/A	N/A	N/A



STRATEGIC OBJECTIVE ONE

Creates an environment where the safety and wellbeing of children and young people is centred

Strategy 1.6

Implementation of the Child Safe Standards is regularly reviewed and improved (S10)

Initiative	Minimum Requirement	Year	Who
h. Undertake initial assessment of current performance against ECEC Rapid Review recommendations and determine set of interim local-level initiatives for the Children's Services Annual Plan; and enterprise-wide initiatives for the Safeguarding Children and Young People Action Plan 2025–2027.	10.1 & 10.3	1	Children's Services Project Control Group
i. Convene a working group to scope out a workable solution to centralise independent internal audits, and external regulatory audits across all child-facing Services that come under a co-regulatory arrangement under the Child Safe Standards and Reportable Conduct Scheme.	2.5 & 9.1, 9.2, 9.3, 9.4 & 10.1	2	People & Culture Risk Management & Audit Family, Youth & Children Recreation & Leisure

STRATEGIC OBJECTIVE 2

Places emphasis on genuine engagement with children and young people

Strategy 2.1

Children and young people are empowered about their rights, participate in decisions affecting them and are taken seriously (S3)

Initiative	Minimum Requirement	Year	Who
a. Develop a communication and engagement plan to raise awareness about Council's new corporate Child Safe Complaints Handling Policy, with a focus on all child-facing services and harder to reach customers.	1.5, 3.1, 4.2 4.4, 5.2, 5.3, 5.4 & 10.1	1	People & Culture Strategic Comms & Engagement

Strategy 2.2

Families and communities are informed and involved in promoting child safety and wellbeing (S4)

Initiative	Minimum Requirement	Year	Who
b. Finalise, publish and socialise standalone Child Safe Complaints Handling Policy to staff, volunteers, children, young people, and families.	3.1, 3.2, 3.6, 4.1, 4.2, 4.3, 4.4, 5.1, 5.2, 5.3, 5.4, 7.1, 7.2, 7.3, 7.4 & 10.2	1	People & Culture Strategic Comms & Engagement
c. Design and publish new Child Safe Statement of Commitment poster and distribute to key sites for display.	1.1, 1.2 & 1.5	2	People & Culture Strategic Comms & Engagement



STRATEGIC OBJECTIVE 2

Places emphasis on genuine engagement with children and young people

Strategy 2.3

Policies and procedures document how the organisation is safe for children and young people (S11)

Initiative	Minimum Requirement	Year	Who
d. Scope development of a new Corporate Code and Guidelines for Taking and Using Images of Children and Young People to ensure consistency of practice across the business (inc. professional photography contractors).	3.1, 4.1, 4.2, 4.4, 5.3, 5.4, 11.2, 11.3, 11.4 & 11.5	2	Strategic Comms & Engagement People & Culture
e. Redesign current Corporate Images Consent Form to reflect child rights and principles set out in existing policy resources; and best practice in obtaining informed consent.	3.1, 4.1, 4.2, 4.4, 5.3, 5.4, 11.2, 11.3, 11.4 & 11.5	1	Strategic Comms & Engagement People & Culture
f. Finalise development and publish standalone corporate Guide for Engaging with Children and Young People.	3.1, 3.5, & 3.6	1	Strategic Comms & Engagement



STRATEGIC OBJECTIVE 3

Creates conditions that reduce the likelihood of harm to children and young people

Strategy 3.1 – Linked to 1.4

People working with children and young people are suitable and supported to reflect child safety and wellbeing values in practice (S6)

Initiative	Minimum Requirement	Year	Who
a. Conduct systematic review of current enterprise-wide child safe recruitment, induction and document management practices in line with ECEC Rapid Review recommendations; and with a particular focus on volunteers, casuals, students, labour-hire and other contractors within child-facing areas.	6.1, 6.2 & 6.4	2	People & Culture Children's Services

Strategy 3.2 – Linked to 2.3

Policies and procedures document how the organisation is safe for children and young people (S11)

Initiative	Minimum Requirement	Year	Who
b. Update Recruitment Policy and Toolkit, and other onboarding documents in line with the ECEC Rapid Review and any best practice learnings from Children's Services audit against Statement of Expectations.	6.1, 6.2 & 6.4	2	Children's Services People & Culture
c. Monitor proposed changes to Working with Children Check legislation and regulatory framework and assess implications for Council.	2.5, 6.2, 9.3, 9.4 & 11.3	1	People & Culture

STRATEGIC OBJECTIVE 3

Creates conditions that reduce the likelihood of harm to children and young people

d. Establish an internal working group to assess current state and prepare for proposed changes under the Amending Act, with a particular focus on WWCC/VIT verification, suspension and record keeping practices.	2.5, 6.2, 9.3, 9.4 & 11.3	1	People & Culture Children's Services Other Internal Stakeholders
e. Scope and prepare business case to purchase right-to-work software to improve automation, verification, reporting and centralisation of various employee licenses and accreditations.	2.5, 6.2, 6.4, 9.3, 9.4 & 11.3	1	People & Culture Digital & Technology
f. Review Council's Working with Children Check Policy and internal procedures in line with the Amending Act with a particular focus on other Council positions who may attend child-facing sites for a secondary/incidental purpose, and relevant contractors; auditing and reporting procedures; and management of WWCC suspensions/ associated disciplinary procedures.	2.5, 6.2, 9.3, 9.4 & 11.3	2	People & Culture
g. Conduct review of current child safety inclusions in procurement policy, tools and practices and develop a suite of recommendations for continuous improvement.	9.4	1	Strategic Procurement People & Culture
h. Develop a Plan to implement identified continuous improvement activities, inc. information and capacity-building activities with service leaders, budget officers, and other responsible purchasing/finance officers.	9.4	2	Strategic Procurement People & Culture
i. Identify and review all relevant contracts and notify contractors of any changes.	9.4	2	Strategic Procurement People & Culture



STRATEGIC OBJECTIVE 3

Creates conditions that reduce the likelihood of harm to children and young people

j. Develop communication and engagement plan to improve knowledge/capacity of contract managers and budget officers, build compliance maturity, and improve child safe procurement processes at the local level.	9.4	2	Strategic Procurement Contract Managers Budget Officers People & Culture
k. Monitor proposed introduction of a new Shared Intelligence and Risk Assessment Capability across the social services, disability and aged care sectors and assess implications for Council.	2.6, 6.3, 7.5	1	People & Culture Children's Services Aged & Disability
l. Develop a set of policy recommendations for existing child safe policy suite and review the need for a new Protecting Vulnerable Persons Policy pending outcome of proposed introduction of a new Shared Intelligence and Risk Assessment Capability.	2.6, 6.3, 7.5	2	People & Culture Children's Services Aged & Disability
m. Develop a set of policy recommendations for local and corporate child safe policies and processes pending outcome of proposed introduction of a new independent ECEC Regulator, with a particular focus on co-regulatory arrangements for the Child Safe Standards and Reportable Conduct Scheme.	10.1	1	Children's Services People & Culture
n. Review Working with Children Check Policy with a particular focus on legislative changes proposed under the ECEC Rapid Review.	6.2, 6.4 & 7.4	1	People & Culture
o. Finalise, publish and promote the child-friendly Child Safe Complaints explainer videos (animations).	3.1, 3.2, 3.6, 4.1, 4.2, 4.3, 4.4, 5.1, 5.2, 5.3, 5.4, 7.1, 7.2, 7.3, 7.4 & 10.2	1	People & Culture Strategic Comms & Engagement

STRATEGIC OBJECTIVE 4

Creates conditions that increase the likelihood of identifying abuse and harm

Strategy 4.1

Staff and volunteers are equipped with the knowledge, skills, and awareness to keep children and young people safe through ongoing education and training (S8)

Initiative	Minimum Requirement	Year	Who
a. Develop a Child Safe Risk Library of all known risks that may affect services across the organisation to assist responsible officers to conduct operational risks assessments.	2.5, 9.1, 9.3 & 9.4	2	Risk Management & Audit People & Culture
b. Implement any changes that come from the internal review of current risk management tools and practices, inc. information and capacity-building activities with service leaders and other responsible officers.	9.3	2	Risk Management & Audit People & Culture
c. Design and publish new Child Safe Incident Reporting poster and distribute to key sites for display.	2.6, 5.1, 5.3 & 5.4	2	People & Culture Strategic Comm's & Engagement



STRATEGIC OBJECTIVE 4

Creates conditions that increase the likelihood of identifying abuse and harm

d. Review Child Safe Training Guidelines, with consideration of any proposed changes to Commonwealth and Victorian mandatory child safe training requirements for the ECEC sector/Children's Services employees.	8.1, 8.2, 8.3 & 8.4	1	People & Culture
e. Prepare business case to deliver a Body Safety Program across all early year's programs so it is internally resourced and available to all early childhood educators/students on an ongoing/cyclical basis.	3.3, 3.4, 4.1, 4.2, 4.3 & 4.4	1	Children's Services People & Culture
f. Review mandatory Child Safe Compliance Course (all staff eLearning) so it reflects legislative changes, and changes to internal policies, procedures and practices.	2.6, 3.2, 5.1, 5.3, 5.4, 6.3, 7.5, 8.1, 8.2, 8.3, 8.4, 10.1 & 11.5	2	People & Culture
Strategy 4.2 – Linked to 2.3 & 3.2			
Policies and procedures document how the organisation is safe for children and young people (S11)			
Initiative	Minimum Requirement	Year	Who
g. Review corporate child safe risk assessment with a particular focus on any new risks that emerge from the ECEC Rapid Review with enterprise-wide implications.	2.5, 9.1, 9.3 & 9.4	2	Risk Management & Audit People & Culture
h. Assess current risk management tools and practices and develop a suite of enhancements, with a focus on how corporate child safe risks cascade down to local-level operational risk assessments.	2.5, 9.1, 9.3 & 9.4	1	Risk Management & Audit People & Culture

STRATEGIC OBJECTIVE 4

Creates conditions that increase the likelihood of identifying abuse and harm

i. Benchmark best practice child safe risk assessment templates and develop a Yarra specific template to complement existing risk assessment documents.	2.5, 9.1, 9.3 & 9.4	1	Risk Management & Audit People & Culture
j. Review corporate Child Safe Policy.	1.5, 2.6, 3.2, 4.2, 4.4, 5.1, 5.3, 5.4, 6.3, 10.1, 11.1, 11.2, 11.3, 11.4 & 11.5	1	People & Culture
k. Review corporate Child Safe Incident Reporting Process with consideration of changes to incident reporting timeframes to the ECEC regulator.	2.6, 5.1, 5.3 & 5.4	1	People & Culture
l. Review corporate Child Safe Code of Conduct.	2.4 & 7.4	1	People & Culture
m. Review corporate Child Safe Code of Conduct for Children and Young People.	2.4, 3.1, 3.2, 4.2, 4.4, 7.4, 8.4 & 11.2	1	People & Culture
n. Scope potential to build Child Safe Incident Report into new ERP (TechOne).	10.1 & 10.2	2	People & Culture Digital & Technology ERP Project Team
o. Finalise internal information sharing protocol regarding scans for unauthorised access to child exploitation material to ensure appropriate reporting and response.	6.3, 9.1, 9.2, & 9.3	1	Digital & Technology People & Culture

STRATEGIC OBJECTIVE 5

Responds to any concerns, disclosures, allegations, or suspicions appropriately

Strategy 5.1 – Linked to 1.2

Child safety and wellbeing is embedded in organisational leadership, governance, and culture (S2)

Initiative	Minimum Requirement	Year	Who
BAU and embedded into other actions	N/A	N/A	N/A

Strategy 5.2 – Linked to 2.1

Children and young people are empowered about their rights, participate in decisions affecting them and are taken seriously (S3)

Initiative	Minimum Requirement	Year	Who
BAU and embedded into other actions	N/A	N/A	N/A

Strategy 5.3 – Linked to 2.3

Families and communities are informed and involved in promoting child safety and wellbeing (S4)

Initiative	Minimum Requirement	Year	Who
BAU and embedded into other actions	N/A	N/A	N/A

STRATEGIC OBJECTIVE 5

Responds to any concerns, disclosures, allegations, or suspicions appropriately

Strategy 5.4 – Linked to 1.5

Processes for complaints and concerns are child focused (S7)

Initiative	Minimum Requirement	Year	Who
a. Monitor proposed changes to Reportable Conduct Scheme and information sharing powers between Victorian regulators and other agencies and across other jurisdictions; and assess implications for Council.	2.6, 6.3 & 7.5	1	People & Culture
b. Review Council's Child-Related Reportable Conduct Policy and Internal Response Team (IRT) Process in line with Amending Act with a focus on changes to information sharing powers and new types of workers under the Scheme.	2.6, 6.3 & 7.5	2	People & Culture
c. Conduct a preliminary review of Council's CCTV Surveillance Policy with a particular focus on current child safe incident reporting and reportable conduct investigation procedures and evidence-gathering requirements and make interim recommendations to build into next policy review.	2.5, 2.6, 7.5, 10.2, 11.1, 11.2, 11.3, 11.4 & 11.5	1	People & Culture Children's Services Building & Assets
d. Conduct a review of Council's CCTV Surveillance Policy and governance of associated procedures (pending the outcome of the national trial of CCTV cameras in ECEC settings) with a focus on all Council-operated child-facing services and leased facilities.	2.5, 2.6, 7.5, 10.2, 11.1, 11.2, 11.3, 11.4 & 11.5	2	People & Culture Children's Services Building & Assets Other Internal Stakeholders

STRATEGIC OBJECTIVE 5

Responds to any concerns, disclosures, allegations, or suspicions appropriately

e. Scope out opportunities to further enhance Council's reporting and complaints 'speak up' culture with staff, with a particular focus on building awareness about external reporting and complaints pathways.	3.1, 3.2, 3.6, 4.1, 4.2, 4.3, 4.4, 5.1, 5.2, 5.3, 5.4, 7.1, 7.2, 7.3, 7.4 & 10.2	1	People & Culture Children's Services
f. Review Child-Related Reportable Conduct Policy with a particular focus on legislative changes proposed under the ECEC Rapid Review.	2.6, 5.1, 5.3 & 5.4	1	People & Culture
g. Review Child-Related Reportable Conduct Internal Response Team (IRT) Process with a particular focus on legislative changes proposed under ECEC Rapid Review.	2.6, 5.1, 5.3 & 5.4	1	People & Culture

