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Ordinary Meeting Agenda

To be held at McKinlay Shire Council, Boardroom
29 Burke Street, Julia Creek, Queensland 4823

Tuesday 15th September 2026, 8:30am

Notice is hereby given that an Ordinary Meeting will be held at the Council Chambers, Civic Centre, Julia Creek on 15th September at 8:30am.

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1. OPENING BUSINESS

All Councillors having signed the Attendance Book, the Mayor declared the meeting open.

2. ATTENDANCE

Mayor: Cr. J Fegan
Members: Cr. S Royes, Cr. L Spreadborough, Cr. F Malone, Cr. J Lynch

Staff:
Chief Executive Officer, Mr. Trevor Williams
Director Corporate and Community Services, Ms Tenneil Cody
Acting Director of Engineering, Environment and Regulatory Services, Adam Sadler
Executive Administration Officer, Miss Mollie Buxton

Apologies:

2.1 APPOINTMENTS

3. DECLARATION OF CONFLICT OF INTEREST

Nil.

4. CONFIRMATION OF MINUTES

4.1 That the Minutes of the Ordinary Meeting held on 18th August 2026 be confirmed.
4.2 That the Minutes of Special Meeting held on 08th September 2026 be confirmed.

MCKINLAY SHIRE COUNCIL

UNCONFIRMED MINUTES

OF THE

ORDINARY MEETING OF COUNCIL

HELD AT THE

BOARDROOM, CIVIC CENTRE JULIA CREEK

18th August 2026

ORDER OF BUSINESS

1..Opening
2. Attendance
2.1 Appointment
3.Declaration of Conflict of Interest
4.Confirmation of Minutes
4.1 Confirmation of Minutes of Ordinary Meeting 21st July 2026
4.2 Confirmation of Minutes of Special Meeting 04th August 2026

5. ENGINEERING REPORT
5.1 Engineering Services Monthly Report
5.2 Capital Plant Purchase Horizontal Discharge Road Maintenance

6. ENVIRONMENTAL & REGULATORY SERVICES REPORT
6.1 Environmental and Regulatory Services Monthly Report
6.2 Request for Conversion to Freehold – Lot 4 SX10 and Lot 1 SX5- 2025002869)
6.3 Review of the Drinking Water Quality Policy
6.4 Review of the Environmental Policy

7. COMMUNITY SERVICES REPORT
7.1 Community Services Monthly Report
7.2 CHSP Fees Policy Repeal
7.3 Community Sponsorship Request – Julia Creek Combined Sporting Association
7.4 RADF Quick Response Application
7.5 Community Benefit Assistance Scheme Application – McKinlay Shire Cultural Association
7.6 Community Sponsorship Request – Julia Creek Annual Stockman's Challenge

8. CORPORATE SERVICES REPORT
8.1 Corporate Services Report
8.2 CCTV Policy Review
8.3 Entertainment and Hospitality Policy Review
8.4 Advertising Spending Policy Review
8.5 Fourth Quarter Review of the 2025-2026 Operational Plan

9. CHIEF EXECUTIVE OFFICERS REPORT
9.1 Chief Executive Officer Monthly Report

10. WORKPLACE HEALTH AND SAFETY
10.1 WHS Monthly Report

11. GENERAL BUSINESS

12. CLOSE

1. OPENING BUSINESS

All Councillors having signed the Attendance Book, Acting Mayor Shauna Royes declared the meeting open at 8:30am.

2. ATTENDANCE

Acting Mayor: Cr. S Royes
Members: Cr. L Spreadborough (via Teams), Cr. F Malone, Cr. J Lynch

Staff:
Chief Executive Officer, Mr. Trevor Williams
Director of Corporate & Community Services, Ms. Tenneil Cody
Acting Director of Engineering, Environment and Regulatory Services, Mr. Adam Sadler
Executive Administration Officer, Miss Mollie Buxton

Apologies:
Cr. J Fegan

Others in attendance:

3. DECLARATION OF CONFLICT OF INTEREST

Nil.

4. CONFIRMATION OF MINUTES

4.1 Confirmation of Minutes

Confirmation of Minutes of the Ordinary Meeting of Council held on the 21st July 2026 be confirmed.

RECOMMENDATION
That the Minutes of the Ordinary Meeting of Council held on 21st July 2026 be confirmed.

Resolution No. 039/2627

Minutes of the Ordinary Meeting of Council held on 21st July 2026 be confirmed.

Moved Cr. L Spreadborough Seconded Cr. S Royes

CARRIED 4/0

4.2 Confirmation of Minutes

Confirmation of Minutes of the Special Meeting of Council held on the 04th August 2026 be confirmed.

RECOMMENDATION
That the Minutes of the Special Meeting of Council held on 04th August 2026 be confirmed.

Resolution No. 040/2627

Minutes of the Special Meeting of Council held on 04th August 2026 be confirmed.

Moved Cr. L Spreadborough Seconded Cr. F Malone

CARRIED 4/0

4.3 BUSINESS ARISING FROM PREVIOUS MINUTES

Nil

5. ENGINEERING SERVICES

5.1 Engineering Works Report

This report outlines the general activities, revenue and expenditure for the Engineering Services Department for the period July 2026.

RECOMMENDATION

That Council receives the July 2026 Engineering Services Department Report.

Resolution 041/2627

Council receives the July 2026 Engineering Services Department Report.

Moved Cr. F Malone Seconded Cr. J Lynch

CARRIED 4/0

5.2 Capital Plant Purchase Horizontal Discharge Road Maintenance

Council previously sought tenders for the supply of a Flocon Maintenance Truck. At its Ordinary Meeting in May 2026, Council resolved (Resolution 189/2526) to return to the market with a revised specification for a Horizontal Discharge Road Maintenance Truck.

As part of Council's 2026/27 Capital Plant and Vehicle Replacement Program, Council officers sought submissions through Local Buy under RFQ VP512328 for the supply of a 16,500 kg GVM single-cab truck fitted with an AUSROAD Horizontal Discharge Unit, suitable for operation under a Medium Rigid (MR) license.

Submissions received were assessed by an evaluation panel against the specified requirements, including operational suitability, compliance with the requested specification and anticipated delivery timeframes.

Following evaluation, it was determined that the submissions meet Council's operational requirements, particularly in relation to extended delivery timeframes and overall operational suitability.

RECOMMENDATION

That Council resolves to:

- Accept the submission from Ausroad Manufacturing Pty Ltd under RFQ VP512328 for the value of $502,050.00 excluding GST for the supply of a 16,500 kg GVM single-cab truck fitted with an AUSROAD Horizontal Discharge Unit and;
- Endorse Capital funding of $351,435 excluding GST for the 27/28 Capital budget for 70% of the purchase price as the delivery of the truck will be early in the 2027/28 Financial year and,
- In accordance with the Local Government Act 2009, Council delegate authority to the Chief Executive Officer to enter into a contract, negotiate, finalise and execute any and all matters associated with or in relation to the contract subject to Council's existing procurement policies and practices to execute the contract.

Resolution 042/2627

Council resolves to:

- Accept the submission from Ausroad Manufacturing Pty Ltd under RFQ VP512328 for the value of $502,050.00 excluding GST for the supply of a 16,500 kg GVM single-cab truck fitted with an AUSROAD Horizontal Discharge Unit and;
- Endorse Capital funding of $351,435 excluding GST for the 27/28 Capital budget for 70% of the purchase price as the delivery of the truck will be early in the 2027/28 Financial year and,
- In accordance with the Local Government Act 2009, Council delegate authority to the Chief Executive Officer to enter into a contract, negotiate, finalise and execute any and all matters associated with or in relation to the contract subject to Council's existing procurement policies and practices to execute the contract.

Moved Cr. J Lynch Seconded Cr. L Spreadborough

CARRIED 4/0

6. ENVIROMENTAL AND REGULATORY SERVICES

6.1 Environmental and Regulatory Services Report

This report outlines the general activities, revenue and expenditure for the Environmental and Regulatory Services Department for the period July 2026.

RECOMMENDATION

That Council receives the July 2026 Environmental and Regulatory Services Department Report.

Resolution No. 043/2627

Council receives the July 2026 Environmental and Regulatory Services Department Report.

Moved Cr. F Malone Seconded Cr. S Royes

CARRIED 4/0

6.2 Request for Council Views – Conversion to Freehold – Lot 4 SX10 and Lot 1 SX5- 2025/002869)

The Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development (DNRMMRRD) has requested Council's views regarding the proposed conversion to freehold of Lot 4 on Crown Plan SX10 and Lot 1 on Crown Plan SX5.

For Lot 4 on Crown Plan SX10, there is no direct formed road access to the surrounding properties, as shown in the attached QLD Globe maps. However, road parcels are identified within the lot, providing existing road access arrangements.

For Lot 1 on Crown Plan SX5, the existing road parcel is utilised for cattle movements and mining activities, if required, and should therefore be retained in its current configuration. In addition, a new road parcel should be created over the existing Bezuma Access Road to provide formalised access to the surrounding lots.

Council officers have identified no known non-Indigenous cultural heritage issues associated with the proposed conversion of either lot.

RECOMMENDATION

That Council resolves to advise the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development (DNRMMRRD) that Council has no objection to the proposed conversion to freehold of Lot 4 on Crown Plan SX10 and Lot 1 on Crown Plan SX5,subject to the following access arrangements:

1. ***Lot 4 on Crown Plan SX10:** the existing road access arrangement is to be formalised within the existing road reserve, with the road constructed to a formed gravel road standard in accordance with Council's relevant road construction specifications and requirements.*
2. ***Lot 1 on Crown Plan SX5:** the existing road parcel is to be retained in its current configuration to maintain access required for cattle movements and mining activities, if required. A new road parcel is to be created over the existing Bezuma Access Road, connecting to the surrounding lots, to ensure appropriate and formalised road access is available to those properties.*

Resolution No. 044/2627

Council resolves to advise the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development (DNRMMRRD) that Council has no objection to the proposed conversion to freehold of Lot 4 on Crown Plan SX10 and Lot 1 on Crown Plan SX5, subject to the following access arrangements:

1. Lot 4 on Crown Plan SX10: the existing road access arrangement is to be formalised within the existing road reserve, with the road constructed to a formed gravel road standard in accordance with Council's relevant road construction specifications and requirements.

2. Lot 1 on Crown Plan SX5: the existing road parcel is to be retained in its current configuration to maintain access required for cattle movements and mining activities, if required. A new road parcel is to be created over the existing Bezuma Access Road, connecting to the surrounding lots, to ensure appropriate and formalised road access is available to those properties.

Moved Cr. J Lynch Seconded Cr. L Spreadborough

CARRIED 4/0

6.3 Review of the Drinking Water Quality Policy

This report recommends that Council adopts the revised Council Drinking Water Quality Policy as presented.

The Policy provides the framework for McKinlay Shire Council's management of drinking water supplies to the townships of Julia Creek, Kynuna, McKinlay and Nelia, with the objective of ensuring the provision of safe, reliable and high-quality drinking water.

The revised Policy outlines Council's commitment to drinking water quality management, risk-based monitoring, compliance with relevant legislation and regulatory requirements, staff competency, incident and emergency response, continual improvement and effective reporting.

<u>RECOMMENDATION</u>

That Council:
- *Adopt the revised Council Drinking Water Quality Policy as presented; and*
- *Resolves that the Policy be formally reviewed every three years, or earlier if required, in accordance with the Policy.*

Resolution No. 045/2627

Council:

- Adopt the revised Council Drinking Water Quality Policy as presented; and
- Resolves that the Policy be formally reviewed every three years, or earlier if required, in accordance with the Policy.

Moved Cr. J Lynch Seconded Cr. S Royes

CARRIED 4/0

6.4 Review of the Environmental Policy

This report recommends that Council adopts the revised Council Environmental Policy as presented.

The Policy provides a framework for environmental stewardship across all Council operations and establishes principles for environmental leadership, governance, accountability, sustainable practices and continual improvement in environmental performance.

The Policy supports Council's commitment to environmental protection, pollution prevention, compliance with applicable legislation and environmentally sustainable decision-making in the delivery of Council services, infrastructure and community outcomes.

<u>RECOMMENDATION</u>

That Council:
• Adopts the revised Environmental Policy as presented; and
• Resolves that the Policy be formally reviewed every three years, or earlier if required, in accordance with the Policy.

Resolution No. 046/2627

Council:

• Adopts the revised Environmental Policy as presented; and

• Resolves that the Policy be formally reviewed every three years, or earlier if required, in accordance with the Policy.

Moved Cr. F Malone Seconded Cr. S Royes

CARRIED 4/0

7. COMMUNITY SERVICES

7.1 Community Services Monthly Report

Council is presented with the monthly Community Services report, which provides an overview of the operations for the month: July 2026.

<u>RECOMMENDATION</u>

That Council receives the Community Services monthly report for July 2026.

Resolution No. 047/2627

Council receives the Community Services monthly report for July 2026.

Moved Cr. L Spreadborough Seconded Cr. J Lynch

CARRIED 4/0

7.2 CHSP Fees Policy Repeal

Council approved and implemented the CHSP Fees Policy v2.2 in July 2024 and this policy was due to be updated in July 2026. Following Council's involvement with specialist consultants assisting with the navigation of the new legislation and updated requirements for CHSP providers, a new Consumer Agreements & Fees policy was adopted by the Aged Care Governance Committee in February. Following this, the existing CHSP Fees Policy v2.2 is no longer required and can be repealed from Council's existing policies register.

RECOMMENDATION

That Council resolve to repeal the existing CHSP Fees Policy v2.2 following the adoption and implementation of the Consumer Agreements and Fees Policy through Council's Aged Care Governance Committee.

Resolution No. 048/2627

Council resolve to repeal the existing CHSP Fees Policy v2.2 following the adoption and implementation of the Consumer Agreements and Fees Policy through Council's Aged Care Governance Committee.

Moved Cr. F Malone Seconded Cr. J Lynch

CARRIED 4/0

7.3 Community Sponsorship Request - Julia Creek Combined Sporting Association

Council has received a Community Sponsorship Request from the Julia Creek Combined Sporting Association for the value of $5,000 cash for their '2026 Big Weekend' event. The club is planning to host their annual Town vs Country Rugby League & Netball matches along with a Roaring 20's Gala Ball on October 2 & 3. The sponsorship will be utilised to assist the club cover the events operational costs.

RECOMMENDATION

Council resolves to approve the Community Sponsorship Request for the Julia Creek Combined Sporting Association for $5,000 cash for their '2026 Big Weekend' event.

Resolution No. 049/2627

Council resolves to approve the Community Sponsorship Request for the Julia Creek Combined Sporting Association for $5,000 cash for their '2026 Big Weekend' event.

Moved Cr. S Royes Seconded Cr. F Malone

CARRIED 4/0

7.4 Regional Arts Development Fund (RADF) Quick Response Application

Council has submitted one (1) Regional Arts Development Fund (RADF) Quick Response Application that was assessed by the RADF Committee and recommended for approval:

- McKinlay Shire Council presents Queensland Music Trails 'Dinner under the stars' 2027 - $5,500

RECOMMENDATION

That Council resolves to support the recommendations made by the RADF Committee to support:
• McKinlay Shire Council presents Queensland Music Trails 'Dinner under the stars' 2027 - $5,500

Resolution No. 050/2627

That Council resolves to support the recommendations made by the RADF Committee to support:
• McKinlay Shire Council presents Queensland Music Trails 'Dinner under the stars' 2027 - $5,500

Moved Cr. F Malone | Seconded Cr. S Royes

CARRIED 4/0

7.5 Community Benefit Assistance Scheme Application – McKinlay Shire Cultural

The Community Benefit Assistance Scheme is available throughout each financial year seeking applications from local not-for-profit groups for assistance with equipment, infrastructure, or volunteer support. Grants are available as dollar-for-dollar contributions with the group and Council co-contributing to the specific project. One (1) application has been received from the McKinlay Shire Cultural Association for $3,000 to support the purchasing of new pottery equipment for the Cultural Workshop.

RECOMMENDATION

Council resolves to approve the Community Benefit Assistance Scheme application from the McKinlay Shire Cultural Association for $3,000 to support the purchasing of new pottery equipment for the Cultural Workshop.

Resolution No. 051/2627

Council resolves to approve the Community Benefit Assistance Scheme application from the McKinlay Shire Cultural Association for $3,000 to support the purchasing of new pottery equipment for the Cultural Workshop.

Moved Cr. J Lynch | Seconded Cr. L Spreadborough

CARRIED 4/0

7.6 Community Sponsorship Request - Julia Creek Annual Stockman's Challenge

Council has received a Community Sponsorship Request from Julia Creek Annual Stockman's Challenge with an in-kind contribution request to the value of $5,000 to utilise the McIntyre Park facility and Council's Water Truck for their 2026 event scheduled for October 2-4.

RECOMMENDATION

Council resolves to approve the Community Sponsorship Request from Julia Creek Annual Stockman's Challenge with an in-kind contribution request to the value of $5,000 to utilise the McIntyre Park facility and Council's Water Truck for their 2026 event scheduled for October 2-4.

Resolution No. 052/2627

Council resolves to approve the Community Sponsorship Request from Julia Creek Annual Stockman's Challenge with an in-kind contribution request to the value of $5,000 to utilise the McIntyre Park facility and Council's Water Truck for their 2026 event scheduled for October 2-4.

Moved Cr. L Spreadborough Seconded Cr. S Royes

CARRIED 4/0

8. CORPORATE SERVICES

8.1 Corporate Services Report

The Corporate Services Report as of 31 July 2026 which summarises the financial performance and position is presented to Council.

RECOMMENDATION

That Council receives the monthly Corporate Services Report for the period ending 31 July 2026.

Resolution No. 053/2627

Council receives the monthly Corporate Services Report for the period ending 31 July 2026.

Moved Cr. J Lynch Seconded Cr. F Malone

CARRIED 4/0

8.2 Closed Circuit Television (CCTV) Policy Review

Council has a number of Closed Circuit Television facilities operating within the local government area. The initial policy regarding use of CCTV was adopted by Council in 2019 and last reviewed in 2022. The Policy is now due for further review.

RECOMMENDATION

That Council adopt the Closed Circuit Television (CCTV) Policy version 3.0 as presented.

Resolution No. 054/2627

That Council adopt the Closed Circuit Television (CCTV) Policy version 3.0 as presented.

Moved Cr. S Royes Seconded Cr. F Malone

CARRIED 4/0

8.3 Entertainment and Hospitality Policy Review

Council is presented with a reviewed Entertainment and Hospitality Policy V5, for consideration and adoption.

RECOMMENDATION

That Council adopt the Entertainment and Hospitality Policy version 5.0 as presented.

Resolution No. 055/2627

Council adopt the Entertainment and Hospitality Policy version 5.0 as presented.

Moved Cr. L Spreadborough Seconded Cr. F Malone

CARRIED 4/0

8.4 Advertising Spending Policy Review

Council is required by legislation to have a policy about local government's spending on advertising.

The Advertising Spending Policy was last adopted in June 2022 and has been reviewed and is presented by Council's adoption.

RECOMMENDATION

That Council adopt the Advertising Spending Policy Version 5.0 as presented.

Resolution No. 056/2627

Council adopt the Advertising Spending Policy Version 5.0 as presented.

Moved Cr. S Royes Seconded Cr. J Lynch

CARRIED 4/0

8.5 Fourth Quarter Review of the 2025-2026 Operational Plan

In accordance with section 174 (3) of the Local Government Regulation 2012, a written assessment of Council's progress towards implementing the annual operational plan for the third and fourth quarter of the year January to June 2026 is presented to Council.

RECOMMENDATION

That Council accepts the third and fourth quarter review of the 2025-2026 Operational Plan and Capital Works Program.

Resolution No. 057/2627

Council accepts the third and fourth quarter review of the 2025-2026 Operational Plan and Capital Works Program.

Moved Cr. L Spreadborough Seconded Cr. J Lynch

CARRIED 4/0

9. CHIEF EXECUTIVE OFFICER ▲

9.1 Chief Executive Officer's Report

In addition to the information provided below, a verbal update will be given on current matters headlined in the body of the report which have arisen from the Office of the Chief Executive Officer.

RECOMMENDATION:

That Council receive and note the report from the Chief Executive Officer for the period ending 11th August 2026 except where amended or varied by separate resolution of Council.

Resolution No. 058/2627

Council receive and note the report from the Chief Executive Officer for the period ending 11th August 2026 except where amended or varied by separate resolution of Council.

Moved Cr. S Royes Seconded Cr. J Lynch

CARRIED 4/0

1. **Meetings with External Organizations in August**

The Acting Mayor (Cr. Royes) and CEO met with (or will meet with):

(i) Jeremy Cornforth (U.S. Consul General) and the team from the U.S. Embassy on the 12th August to discuss critical minerals and economic development activities in the North West.
(ii) The NWQROC Meeting in Cloncurry on 12th and 13th August.
(iii) Geoscience Australia (via Teams) on 17th August to discuss resource and groundwater challenges and priorities in the Georgetown – Julia Creek region. Crs. Spreadborough and Lynch may also attend the meeting.
(iv) The McKinlay Shire Local Recovery Meeting on 19th August.
(v) The WQAC Assembly in Brisbane from 25th to 27th August.

The Councillors, CEO, Acting Director Environment and Regulatory Services (Adam Sadler) and EA (Mollie Buxton) will attend a community engagement session at Nelia on 18th August.

Recommendation:

For Council Information

2. Attendance of Mayor and Councillors at the LGAQ Annual Conference in Cairns from 18th to 21st October 2026

The LGAQ Annual Conference is being held in Cairns from 18-21 October 2026. It is recommended Council approves the attendance of the Mayor and Crs. Royes, Spreadborough, Lynch, and Malone to the LGAQ Annual Conference in Cairns from 18-21 October 2026.

RECOMMENDATION:

Council approves the attendance of the Mayor, Cr. Fegan and Cr's. Royes, Spreadborough, Lynch and Malone to the LGAQ Annual Conference in Cairns from 18-21 October 2026.

Resolution No. 059/2627

Council approves the attendance of the Mayor, Cr. Fegan and Cr's. Royes, Spreadborough, Lynch and Malone to the LGAQ Annual Conference in Cairns from 18-21 October 2026.

Moved Cr. F Malone Seconded Cr. J Lynch

CARRIED 4/0

3. Appointment of Acting CEO During CEO Leave 21st August, 3rd September 2026, 8th – 9th October 2026 and 30th November 2026

In the absence of the CEO on Leave on 21st August, 3rd September 2026, 8th – 9th October 2026 and 30th November 2026 it is desired that Council appoints an Acting CEO.

RECOMMENDATION:

Council appoints Ms. Tenneil Cody as Acting CEO on 21st August, 3rd September 2026, 8th – 9th October 2026 and 30th November 2026.

Resolution No. 060/2627

Council appoints Ms. Tenneil Cody as Acting CEO on 21st August, 3rd September 2026, 8th – 9th

October 2026 and 30th November 2026.

Moved Cr. F Malone Seconded Cr. S Royes

CARRIED 4/0

10.1 Workplace Health and Safety Report

This report outlines Work Health and Safety performance results and actions for the period of July 2026.

RECOMMENDATION

That Council receives the July 2026 WHS Report.

Resolution No. 061/2627

Council receives the July 2026 WHS Report.

Moved Cr. S Royes Seconded Cr. J Lynch

CARRIED 4/0

11. GENERAL BUSINESS

Cr. Shauna Royes

- Discussions regarding the Wombat crossing, it is noted that this is still to be completed, inclusive of painting and signage.
- Queries surrounding the garden beds in the main street, requests for this to be looked at and rectified. It is noted that there has been very low staffing within the crew in recent weeks.
- Congratulations to Sedan Dip on such a large and successful weekend.

12. CLOSE

The Chair of the meeting, Acting Mayor Shauna Royes declared the meeting closed at 9:55am.

MCKINLAY SHIRE COUNCIL

UNCONFIRMED MINUTES

OF THE

SPECIAL MEETING OF COUNCIL

HELD AT THE

BOARDROOM, CIVIC CENTRE
JULIA CREEK

08th September 2026

ORDER OF BUSINESS

1. Opening
2. Attendance
2.1 Appointment
3. Declaration of Conflict of Interest

4. ITEMS FOR DISCUSSION
4.1 VP519070 - 2026 Reconstruction of Essential Public Assets - WP05 Northwest – Award
4.2 VP518029- 2026 Reconstruction of Essential Public Assets - WP06 Northeast – Award
4.3 Request for extension of DRFA Contract Management

5. CLOSE

1. OPENING BUSINESS

All Councillors having signed the Attendance Book, Mayor Janene Fegan declared the meeting open at 8:31am.

2. ATTENDANCE

Mayor: Cr. J Fegan

Members: Cr. S Royes, Cr. L Spreadborough, Cr. F Malone, Cr. J Lynch (via teleconference)

Staff:
Chief Executive Officer, Mr. Trevor Williams
Director of Corporate & Community Services, Ms. Tenneil Cody
Acting Director of Engineering, Environment and Regulatory Services, Mr. Adam Sadler
Executive Administration Officer, Miss Mollie Buxton

Apologies:

Others in attendance:

3. DECLARATION OF CONFLICT OF INTEREST

4.0 ITEMS FOR DISCUSSION

4.1 VP519070 - 2026 Reconstruction of Essential Public Assets - WP05 Northwest – Award

The purpose of this report is to present the outcomes of the quotation process for quotation VP519070 – Q2627001 – 2026 REPA WP05 Northwest and seek Council's approval to award Preferred Contractor status.

Following the significant rainfall and flooding experienced across McKinlay Shire between 24 December 2025 and early March 2026, Council activated its disaster recovery response and successfully secured funding under the Queensland Reconstruction Authority's (QRA) Reconstruction of Essential Public Assets (REPA) program. The proposed works form part of Council's broader disaster recovery program to restore essential transport infrastructure damaged during the eligible disaster event.

<u>RECOMMENDATION</u>

That Council Resolves to:

a) *accepts T’s Plant Hire Pty Ltd as preferred contractor for contract Q2627001 – 2026 REPA WP05 Northwest and;*
b) *In accordance with the Local Government Act 2009, Council delegate authority to the Chief Executive Officer to enter into a contract, negotiate, finalise and execute any and all matters associated with or in relation to the contract subject to Council's existing procurement policies and practices and the approval by QRA for the above recommended market value and costs to execute the contract and;*
c) *Note the quoted amount T’s Plant Hire Pty Ltd for Contract Q2627001 is $12,594,599.17(excl GST).*

Resolution No. 062/2627

Council Resolves to:

a) accepts T's Plant Hire Pty Ltd as preferred contractor for contract Q2627001 – 2026 REPA WP05 Northwest and;
b) In accordance with the Local Government Act 2009, Council delegate authority to the Chief Executive Officer to enter into a contract, negotiate, finalise and execute any and all matters associated with or in relation to the contract subject to Council's existing procurement policies and practices and the approval by QRA for the above recommended market value and costs to execute the contract and;
c) Note the quoted amount T's Plant Hire Pty Ltd for Contract Q2627001 is $12,594,599.17(excl GST).

Moved Cr. L Spreadborough Seconded Cr. S Royes

CARRIED 5/0

4.2 VP518029- 2026 Reconstruction of Essential Public Assets - WP06 Northeast – Award

The purpose of this report is to present the outcomes of the quotation process for quotation VP518029 – Q2627002 – 2026 REPA WP06 Northeast and seek Council's approval to award Preferred Contractor status.

Following the significant rainfall and flooding experienced across McKinlay Shire between 24 December 2025 and early March 2026, Council activated its disaster recovery response and successfully secured funding under the Queensland Reconstruction Authority's (QRA) Reconstruction of Essential Public Assets (REPA) program. The proposed works form part of Council's broader disaster recovery program to restore essential transport infrastructure damaged during the eligible disaster event.

RECOMMENDATION

That Council Resolves to:

a) *accepts The Trustee for McLachlan Family Trust as preferred contractor for contract Q2627002 – 2026 REPA WP06 Northeast and;*
b) *In accordance with the Local Government Act 2009, Council delegate authority to the Chief Executive Officer to enter into a contract, negotiate, finalise and execute any and all matters associated with or in relation to the contract subject to Council's existing procurement policies and practices and the approval by QRA for the above recommended market value and costs to execute the contract and;*
c) *Note the quoted amount from The Trustee for Mclachlan Family Trust for Contract Q2627002 is $9,437,222.89 (excl GST).*

Resolution No. 063/2627

Council Resolves to:

a) accepts The Trustee for McLachlan Family Trust as preferred contractor for contract Q2627002 – 2026 REPA WP06 Northeast and;
b) In accordance with the Local Government Act 2009, Council delegate authority to the Chief Executive Officer to enter into a contract, negotiate, finalise and execute any and all matters associated with or in relation to the contract subject to Council's existing procurement policies and practices and the approval by QRA for the above recommended market value and costs to execute the contract and;
c) Note the quoted amount from The Trustee for McLachlan Family Trust for Contract Q2627002 is $9,437,222.89 (excl GST).

Moved Cr. F Malone Seconded Cr. S Royes

CARRIED 5/0

4.3 Request for extension of DRFA Contract Management

The purpose of this report is to seek Council approval for the extension of engagement of Project Delivery Mangers Pty Ltd to Project manage the Disaster Recovery Arrangements in alignment with previous resolutions #021/2324 & #003/2526.

The engagement will provide ongoing project management of the Disaster Recovery arrangements across the shire to resolve close out of current 2025/26 contracts by December 2026.

This report seeks delegated authority for the Chief Executive Officer to extend the existing arrangements with Project Delivery Managers Pty Ltd to a maximum value of $1,761,328.77 excluding GST.

RECOMMENDATION

That Council resolves to:

a) Authorise the Chief Executive Officer to extend Project Delivery Managers Pty Ltd, engagement to 31 December 2026, to support McKinlay Shire with project management services and,
b) negotiate and vary the engagement to encompass any scope changes, to a maximum value of $1,761,328.77 (excluding GST), and;
c) In accordance with the Local Government Act 2009, Council delegate authority to the Chief Executive Officer to enter into a contract, negotiate, finalise and execute any and all matters associated with or in relation to the contract subject to Council's existing procurement policies and practices and;
d) Report back to Council on the scope of work and value of each contract.

Resolution No. 064/2627

Council resolves to:

a) Authorise the Chief Executive Officer to extend Project Delivery Managers Pty Ltd, engagement to 31 December 2026, to support McKinlay Shire with project management services and,
b) negotiate and vary the engagement to encompass any scope changes, to a maximum value of $1,761,328.77 (excluding GST), and;
c) In accordance with the Local Government Act 2009, Council delegate authority to the Chief Executive Officer to enter into a contract, negotiate, finalise and execute any and all matters associated with or in relation to the contract subject to Council's existing procurement policies and practices and;
d) Report back to Council on the scope of work and value of each contract.

Moved Cr. J Lynch Seconded Cr. J Fegan

CARRIED 5/0

5. CLOSE

The Chair of the meeting, Mayor Janene Fegan declared the meeting closed at 8:57am.

5.0 ENGINEERING SERVICES

5.1 Subject: Engineering Services Monthly Report – August 2026
Attachments: Nil
Author: Engineering Services Department
Date: 09 September 2026

Executive Summary:

This report outlines the general activities, revenue and expenditure for the Engineering Services Department for the period August 2026.

Recommendation:

That Council receives the August 2026 Engineering Services Department Report.

Background:

This report outlines the general activities of the department for the month of August 2026 and provides an update on projects.

Projects

- New grader Team: Operations are commenced with trials on firebreaks, gravel pads and drains. We have now moved to light shoulder grading on 78A with the crew. If the breakeven distance of 2.8km is exceeded, then we will look to utilise this crew on more complicated tasks as following:
  - Heavy Shoulder Grading (post wet season),
  - Trenching exercises top assist irrigation installation
  - Side track formation for the Taldora Road construction project.

- Taldora Road: Requested EOT to allow time for DRFA contractor to complete scoped works. This will reduce the grading crew costs by 50% and allow an additional 1km of road to be constructed (Exact distance to be confirmed on submission of seal/stabilising price)

- Gilliat Mckinlay: Scope confirmed, to be awarded as variation to DRFA WP08 as team will be mobilised on this road. Intent to package cannington road within this work order, scope dependant.

- Byramine & Nelia Bunda Roads: To be scoped W/C 14th September and put out to tender following this.

- Burke Street Footpath: Survey complete, design to be started.

- Main Street Wombats: Contractor unable to mobilise for minimum of 6 weeks. Got tentative agreement to de-scope items and self-deliver. Awaiting prices for signs, tactiles & contractor to remove/replace kerbing.

- 25O and 25J: Scope assessed and submitted to TMR. RADAR submissions requested from TMR and complete. Awaiting TMR response on revised scope.

Parks and Gardens

- **Personnel**: Currently operating at 51% (3.5 people), 60% (4.2 people) & 60% (4.2 people) for W/C 17th August to 31st August. Interviewed candidate (07/09/26) but unable to start until January. Employee requested reduced hours due to fatigue.
- **Wish List Items**: 6 Items currently open and 7 Items closed.
- **Completed items**: See below for details

Looking Ahead

- Main concerns surrounding resourcing for P&G teams, see below proposals:
  - Proposed reduction in toilet servicing.
  - Provide free caravan spots for potential employees.
  - If employee does not return from long term sick leave, contract out toilet cleaning to give P&G team additional resource.

- Priority items (not including scheduled) for the P&G team for Month of September/October.
  - **Football Oval**: Main waterline repairs, copper logs, weed/mulch gardens + line marking/mow/washing of amenities.
  - **Main Street**: Weeding, EWP for palm trees, mowing and mulching (New red mulch to be procured) & Irrigation checks.
  - **McIntyre Park**: Prep for Stockmen's Challenge (2nd October)
  - **Eastern Entry to town**: Install irrigation to tree line and automate single trees.
  - **Programmed Friday Inspections:**
    - Friday 4th: Main Street
    - Friday 11th: Northeast
    - Friday 18th: North (Center)
    - Friday 25th: Southeast

Work Camp: To be utilised to assist with the project's crews as well as the Parks and Gardens team, upcoming tasks this month and next month include:

- Line marking of stop lines/give way lines
- 40km/hr Line marking at Nelia
- Mulching Garden beds at the Football oval.
- Whipper snipping & Rock removal in the dog park
- Mowing/Whipper snipping RSL
- Next swing (30th September to 14 October) we will get them to assist the P&G team to install new irrigation to Eastern entry to town.

Other Items

- Refreshing of stop and give way lines around town.
- Project team assisting Kindy demo works and installing cold mix to Ergon poles in between activities.
- McKinlay/Kynuna have requested additional signage, irrigation, trees and erection of the windmill at McKinlay. Prices are being requested then will be assessed.
- Dalgonally crossing has been inspected and requested PDM to include within the DRFA package. Awaiting approval from QRA.
- Street sweeper trials for revised methodology.
- Inspections Programmed
  - Lyrian/Doravale Rd
  - Signage Reflectivity Angle
  - DRFA Confirmed Scope for 24I works.
  - Night time RMPC Inspections

RMPC

Comments

As per usual this month has been very busy. We have completed our normal Cyclic Services i.e. the amenity tasks on 14E and 14D. Roadside litter collection. We have had our Slashing Contractor busy on the Highway of 14D and 14E tidying up the roads. 5807 Kynuna has seen some Culvert cleaning and Culvert repairs being implemented.

Burke & Wills 78A, has had quite a lot of Pothole patching from start to finish, along with the concrete repairs with assistance from Ricky. Well done boys.

The McKinlay races were undertaken and from all reports was a success. I know the McKinlay staff were very busy in preparation for the event. I believe there were some amenities issues just before the event, so big thank you to those involved.

		Actual	Budget YTD	Budget
1610	**RMPC WORKS**	$172,053	$333,116.67	$1,998,700

Pothole patching
- Kynuna Road (5807)
- Wills Development Road (78A)
- Richmond Road (14D)
- Cloncurry Road (14E)

Road Inspections and Backlog confirmation
- Kynuna Road (5807)
- Wills Development Road (78A)
- Richmond Road (14D)
- Cloncurry Road (14E)

Road runs (rubbish collection and dead animal removal)
- Richmond Road (14D)
- Cloncurry Road (14E)

Marker and Guidepost Maintenance
- Kynuna Road (5807)
- Wills Development Road (78A)
- Richmond Road (14D)
- Cloncurry Road (14E)

Cannington Road

		Actual	Budget YTD	Budget
1630	**Cannington Road Works**	$39,233	$50,000	$300,000

- Pothole Patching
- Marker Post replacement
- Road signage repairs
- Road defect runs
- Dead animal and rubbish removal
- Slashing

Roads Maintenance

		Actual	Budget YTD	Budget
1100-2300	**Shire Roads - Repairs and Maintenance**	$19,273	$93,750	$562,500

- Pothole patching, gutter cleaning & debris removal
- Culvert cleaning and repairs

		Actual	Budget YTD	Budget
1100-2350	**Town Streets - Repairs and Maintenance**	$48,690	$89,791.67	$538,750

- Pothole patching, gutter cleaning & debris removal
- Culvert cleaning and repairs

Workshop and Plant Maintenance

		Actual	Budget YTD	Budget
1510	**Repairs and Maintenance - Plant & Vehicles**	$231,637	$216,541.67	$1,299,250

Comments

- Continued the servicing, repairs and preventative maintenance of Council plant and equipment
- Undertook regular cleaning and general housekeeping of the workshop to maintain a safe and organised work environment
- Various testing to new ELC Generator & Fire pump and organise repairs
- Starting vehicle compliant pre-inspections

Parks and Gardens

		Actual	Budget YTD	Budget
2700	**Parks & Gardens and Amenities - Operations**	$72,910	$100,000	$600,000

Training and Development

The Parks and Gardens team successfully completed the following:

- Forklift operation
- Chainsaw operation
- Chemical handling and application
- Fire Safety and Response

Parks, Facilities and Community Support

- Slashing at the following;
  - 14E from I.O.R to the Beef Road intersection
  - Duncan Fysh Drive from Highway to Airport Terminal
  - Saleyards precinct
- Provide tables, chairs and B.B.Q to Dawes Park for Saturday markets
- Line marked Kev Bannah Oval for Junior Rugby League
- Repaired irrigation line along carpark tree line at Lions Park
- Replaced damaged sprinkler heads at the cemetery
- Full staff training, C.P.R and First Aid
- Prepared McIntyre Park for M.I.S.O.T.A including pressure wash Robert Lord shed, deep clean kitchen facilities and ablution blocks, mow and whipper snip camping areas
- Applied Gypsum and fertiliser to Kev Bannah Oval.

Routine Parks and Gardens Maintenance

- Undertook regular cleaning and servicing of public toilets, including Oorindi and Alick Creek facilities
- Carried out routine refuse collection across Council-managed parks and facilities
- Undertook regular watering and irrigation inspections, repairs and maintenance
- Completed mowing and slashing at the Cemetery, Peter Dawes Park, Lions Park and Dog Park

Kynuna

- Bi-Weekly tasks: Weed spraying, cleaning of toilets, rest area and playground

McKinlay

- Daily tasks: Cleaning of toilets and watering in the McKinlay township
- Regular tasks: Cleaning of truck rest area and toilets
- Regular tasks: Slashing/mowing Tennis Court area and the main playground and park

Airport

		Actual	Budget YTD	Budget
1300	**Airport Operational Costs**	$27,064	$29,750	$178,500

DRFA

Table 2. DRFA 2026 – Work Summary

Work Package	Current Month
2026 Emergency Works	• Lodge submission 2 of emergent works
2026 REPA	• 100% of unsealed and sealed roads assessed • WP01 – possession of site issued • WP04 to tender • WP05 – evaluation • WP06 – evaluation

Next Month Work Effort

Table 3. DRFA 2026 – Work Summary

Work Package	Next Month Forecast
2026 Emergency Works	• Submission 2 lodged – under assessment
2026 REPA	• Lodge sealed roads package for QRA assessment • WP01 – Construction start • WP06 award - preliminary documents review and possession of site to be awarded • WP05 award - preliminary documents review and possession of site to be awarded • WP04 award • WP02 Southeast to tender • WP06 Seal to tender

Legal Implications:

Nil

Policy Implications:

Nil

Financial and Resource Implications:

As provided in the report

InfoXpert Document ID: 138551

5.2 Subject: Fleet – Disposal of Plant & Machinery
Attachments: Nil
Author: Workshop Supervisor
Date: 9 September 2026

Executive Summary:

As part of the 2024/25 Capital Plant & Vehicle replacement program, Council officers sought submissions through Local Buy Panel LB339 for RFQ VP512088 – T2526015 for the disposal of twenty-one (21) plant and machinery items.

A total of two (2) submissions were received and assessed by the evaluation panel. Following evaluation, it was determined that the submissions did not adequately meet Council's operational requirements, particularly in relation to best value.

Recommendation:

That Council resolves to

- *Not accept any of the tenders submitted RFQ VP512088 – T2526015 for the disposal of plant and machinery;*
- *Thank the suppliers that made a submission;*
- *And, revisit the market to seek alternatives options.*

Background:

As part of the 2024/25 Capital Plant & Vehicle replacement program, Council officers sought submissions through Local Buy Panel LB339 for RFQ VP512088 – T2526015 for the disposal of Councils plant and machinery.

3 ISUZU FRR Tip Truck
1 Bundle Jaws + Auger
1 TWO WHEELER
1 FOUR WHEELER
1 ISUZU CXZ Tip Truck
1 CATERPILLAR D6D Dozer
1 HINO GH Truck
1 ATLAS Copco Compressor
1 CATERPILLAR 140M Grader
1 ISUZU NPR Truck
1 TOYOTA Landcruiser V8 Dual Cab Workmate
1 KUBOTA Ride on Mower
1 AXIOM Repairs P/L ATM 4.5T
1 DYNAPAC Multi Tyre Roller
1 CLASSIC 1.02T Box Trailer
1 INTERNATIONAL ACCO Truck
1 VICTORIAN Pig Trailer 4.5T
1 DOUGLAS Pig Trailer

A total of two (2) submissions were received and assessed by the evaluation panel. Following evaluation, it was determined that the submissions did not adequately meet Council's operational requirements, particularly in relation to best value.

The following tenders were received in response to VP512088 – T2526015:

Company	Direct Purchase	Action
Slattery Auctions Australia Pty Ltd	$ 200,000 (ex GST)	Fixed Consignment fee $22,000 inc GST
Pickles Auctions Pty Ltd	$297,363.63 (ex GST)	Nil

Evaluation and Assessment

Submissions were assessed in accordance with Council's Procurement Policy and the evaluation criteria outlined within the RFQ documentation, including compliance with specification requirements, value for money, operational suitability, whole-of-life considerations and delivery timeframes.

While all submissions were considered broadly compliant, both submissions offered a direct purchase approach for the 21 plant items identified. Both offers were assessed by the panel and the value considered short of the market value.

the offer from Slattery Actions Australia for a fixed consignment fee was also considered high. Further investigations into the auction market have revealed lower fees and charges.

Accordingly, it is recommended that Council does not proceed with the acceptance of any tender submission under RFQ VP512088 – T2526015. Instead, it is proposed that Council re-evaluate the requirements and retest the market with alternative options to achieve a more competitive value-for-money outcome.

Risk Considerations

Nil

Consultation: (internal/External)

Nil

Legal Implications:

Nil

Policy Implications:

Nil

Financial and Resource Implications:

As provided in the report.

InfoXpert Document ID: 138623

6.0 ENVIRONMENTAL & REGULATORY SERVICES

6.1 Subject: Environmental and Regulatory Services Report – August 2026
Author: Environmental and Regulatory Services Team Leader
Attachments: Nil
Date: 07 September 2026

Executive Summary:

This report outlines the general activities, revenue and expenditure for the Environmental and Regulatory Services Department for the period August 2026.

Recommendation:

That Council receives the August 2026 Environmental and Regulatory Services Department Report.

Background:

This report outlines the general activities of the department for the month of August 2026 and provides an update on projects.

Consultation: (Internal/External)

Acting Director - Engineering, Environment and Regulatory Services, Local Laws Officer, Water and Sewerage Officer, Ranger, Builder and Finance Officer.

Legal Implications:

Nil

Policy Implications:

Nil

Financial and Resource Implications:

As provided in the report.

InfoXpert Document ID: 138552

1 – Refuse Collection and Disposal

1.1 - Budget

		Actual	Budget
ENVIRO1.1	3100 - Refuse Collection Revenue	$82,938	$154,022
ENVIRO1.2	3100 - Kerbside Rubbish Collection Expenditure	$19,587	$100,450
ENVIRO1.3	3110 - Refuse Disposal Revenue	$30,336	$56,173
ENVIRO1.4	3110 - Refuse Disposal Operational Costs	$6,306	$85,500

1.2 - Report

Julia Creek Waste Facility

The following works continued during the month of August:

- Regular pushing and covering of household waste was undertaken at the Julia Creek landfill.
- The current landfill cell remains operational. Gravel replacement works were completed by the contractor in early August 2026, and preparation is underway to commence regular household waste disposal in the new landfill cell.
- The McKinlay landfill was inspected for the installation of new posts and grid approaches, and the dead animal disposal pit was pushed and maintained.
- Water truck operations were undertaken at Sedan Dip, including watering of roads. Commercial Use of Roads permits were also issued.
- Tree poisoning works commenced at the Julia Creek landfill.
- Bins were placed in the CSA Building.
- The 2026 Annual Recycling and Waste Survey (2025–2026 financial year), required by the Department of Environment, Tourism, Science and Innovation (DETSI), was completed. The survey provides data to support Queensland's annual waste and recycling reporting, policy development and waste management planning.
- The Northwest Waste Management Alliance meeting is scheduled for Thursday, 3 September 2026, in Hughenden and will be attended in person by the Environmental & Regulatory Services Team Leader.

2 – Environmental Health Services
2.1 – Budget

		Actual	Budget
ENVIRO2.1	3000 - Environmental Licence Fees (Revenue)	$291	$1,500
ENVIRO2.2	3000 - Environmental Health Services	$20,793	$447,250

2.2 – Report

Water and Sewage Monitoring

Julia Creek Water Scheme

Fluoride levels for the month were:
- Julia Creek Lions Park: 2.79 mg/L
- Coyne Street Depot: 2.87 mg/L

These levels exceed the Queensland Health limit of 1.5 mg/L. This is an ongoing issue, and updates are provided to the regulator monthly.

Kynuna and Nelia Water Scheme

Manganese levels were as follows:
- Nelia: 0.12 mg/L
- Kynuna Bore: 0.18 mg/L

Following treatment through the filtration system, the manganese concentration was reduced to 0.007 mg/L, which is below the Queensland Health guideline value of 0.1 mg/L.

Six-monthly Naegleria (thermotolerant amoeba) testing was completed, with no detections recorded across any of the water schemes.

McKinlay Water Scheme

- No issues were recorded during August 2026.
- Rectification works at the old McKinlay Bore are progressing under the capital works budget. The old bore remains isolated from the water supply.

Other Matters

- A Drinking Water Quality Management Plan (DWQMP) Information Requirement Notice was received on 29 July 2026. Council is required to provide the requested additional information and updated DWQMP to the regulator by 30 October 2026. A meeting with the regulator was held on 5 August 2026 via Microsoft Teams to discuss the information requirements. The hazard identification and risk assessment have been amended as requested and are currently in progress.
- The annual review of the drinking water service provider registration details was completed and submitted to the regulator.
- The Water Supply Regulation Workshop was held in Brisbane and via Microsoft Teams on 25 August 2026. The Environmental & Regulatory Services Team Leader and Water and Sewerage Officer attended via Microsoft Teams.
- The Water and Sewerage Officer commenced the Certificate III in Water Industry Operations online in July 2026 under Council's professional development program. The training is currently in progress.
- SCADA monitoring and control works have substantially progressed, with remaining works and final commissioning scheduled for October 2026.
- The McKinlay Water Tank Upgrade is in progress under the Capital Works Program. The container and pump are expected to be delivered in mid-September 2026, with tank installation scheduled to commence in early October 2026.
- The Northwest Queensland Regional Water Alliance meeting is scheduled for Thursday, 3 September 2026, in Hughenden and will be attended in person by the Environmental & Regulatory Services Team Leader.

2.3 - Food Safety

During August 2026, two food recalls were issued:

- Brioche Rolls 320g.
- Mr Chen's Szechuan Chilli Oil - 250g

The Annual Local Government Reporting of Activities under the Food Act 2006 for the 2025–2026 financial year was completed through the online survey.

The next six-monthly food inspections are scheduled from 12 to 14 October 2026 and will be conducted by an accredited food safety auditor for all registered food businesses across McKinlay Shire.

2.4 – Aerodrome

- Mowing and slashing activities were undertaken to maintain runway safety.
- The Rex Airline runway strip was inspected 24 times for the month (3 times per week); any birds or debris were cleared prior to aircraft take-off.
- Fuel levels in the bowser were checked regularly, and routine reporting from Woodham Petroleum is in place.
- Revised contact details for Regional Express Pty Ltd under the Aviation Transport Security Program were received and filed.

3 – Local Laws Administration

3.1 – Budget

		Actual	Budget
ENVIRO3.1	3210 - Animal Registration Fees	$5,155	$6,500
ENVIRO3.2	3210 - Fines & Penalties – Animal Control	$0	$500
ENVIRO3.3	3210 - Animal Boarding	$1,789	$23,000
ENVIRO3.4	3210 - Local Law Administration	$19,217	$119,000

3.2 - Report

A summary of activities for Local Laws and Animal Control is outlined in Table 1 below:

Table 1 - Local Laws and Animal Control

Activity	Number / Details
Impounding's and infringement notices issued	0
Euthanized/Destroyed/Rehomed	0
Verbal/Written/Official warnings issued	0/0/0
Complaints received	0
Dog Boarding	12
Removal of Dead Animals	1 (Cat)
Trapping Locations & Results	2 traps lent out and 2 dead cats
Compliance Notices (Untidy Allotments) issued	0
SPER Infringement Fines issued	0
Commercial Use of Road Permits issued	0

- Dog registration and permit notices were issued.
- Kirby Street, McKinlay – Demolition: A demolition permit was issued in mid-August 2026, with demolition works scheduled to commence.
- 26 Coyne Street – Demolition: The property owner has engaged a contractor, who is currently preparing the required plans and documentation for submission to Council prior to commencing the demolition process.
- Nelia – Dilapidated Building: An inspection of the dilapidated residence in Nelia is planned for September 2026, followed by the issuing of a formal notice to the property owner.

- The Environmental & Regulatory Services Team Leader attended virtual training in August on the Animal Management (Cats and Dogs) Act 2008 and Investigation Fundamentals via Zoom.

4 – Noxious Weeds and Pest Control

4.1 – Budget

		Actual	Budget
ENVIRO4.1	3220 – Pest Plant & Animal Control Funding	$0	$0
ENVIRO4.2	3220 – Truck Washdown Bay Revenue	$5,977	$28,350
ENVIRO4.3	3220 – Dingo Baits (Revenue)	$795	$1,000
ENVIRO4.4	3220 – Feral Pig Baits (Revenue)	$0	$1,000
ENVIRO4.5	3220 – Pest Animal Rural Landowners Fees	$25,988	$82,731
ENVIRO4.6	3220 – Pest Plant Control Program Exp	$22,486	$291,000
ENVIRO4.7	3230 – Pest Animal Control Program Exp	$1,590	$107,300

4.2 – Report

Pest Animal Control -Baiting Program

- The next round of baiting is scheduled to commence on 28 September 2026. Notices have been issued.
- No dingo scalps were received during the reporting period.
- 400 factory-made baits have been received.

Pest Plant -Noxious Weeds

- The first round of the noxious weed control program commenced on 23 August 2026 at McKinlay Reserve, undertaken by a contractor.

Washdown Bay Facility

- Pumps were inspected and maintained.
- Drains were cleaned.

5 – Livestock Operations

5.1 – Budget

		Actual	Budget
ENVIRO5.1	3235 – Livestock Facility Capital Grant	$0	$0
ENVIRO5.2	3235 – Livestock Weighing Revenue	$27,313	$67,750
ENVIRO5.3	3235 – Livestock Yard fees	$21,461	$50,000
ENVIRO5.4	3235 – Livestock Cattle Train Loading Revenue	$0	$0
ENVIRO5.5	3235 – Livestock Operational Costs	$39,182	$128,100

5.2 – Report

Julia Creek Livestock Facility

- Routine cleaning and ongoing maintenance carried out.
- Cattle activities:
  - 3,157 head of cattle weighed.
  - 9,500 head of cattle dipped.
  - 2,686 head of cattle loaded.
- Maintenance and repairs undertaken
  - Repairs to damaged gates.
  - Repairs to sprinklers.

6 – Stock Routes and Reserves

6.1 – Budget

		Actual	Budget
ENVIRO6.2	3300 – Stock Route –Recoverable works (Revenue)	$0	$0
ENVIRO6.3	3300 – Stock Route – Permit /Water fees	($465)	$9,500
ENVIRO6.4	3300 – Trustee Lease Fees (Revenue)	$66,696	$250,000
ENVIRO6.5	3300 – Reserves Agistment Fees (Revenue)	$5,709	$18,000
ENVIRO6.6	3300 – Permit to occupy – revenue	$0	$0
ENVIRO6.7	3300 – Precept expenses	$0	$21,000
ENVIRO6.8	3300 – Stock route Maintenance	$8,389	$203,150
ENVIRO6.9	3300 – Reserves Expenses	$10,927	$31,000

6.2 – Report

Stock Routes and Reserves

- Trustee lease paddock inspections commenced during the reporting period.

6.3 – Cemeteries

Nil

6.3.1 – Budget

		Actual	Budget
ENVIRO6.9	3400 – Cemeteries	$6,319	$55,125

7 – Work Program (Workcamp)

7.1 – Budget

		Actual	Budget
ENVIRO7.1	3600 – Work Program	$1,530	$51,850

7.2 – Report

The workcamp in McKinlay Shire Council carried out general duties and activities throughout August 2026,

Community Group / McKinlay Shire Council	**Activity**
McKinlay Shire Council - **Workshop**	Assisted with general workshop duties.
McKinlay Shire Council - **Saleyards**	Carried out mowing and whipper snipping. Cleaned the saleyards using the bobcat and cleaned scales and water troughs.
McKinlay Shire Council – **Julia Creek Water Bores**	Carried out mowing and whipper snipping around the town bore areas.
McKinlay Shire Council - **Dirt N Dust**	Carried out mowing and whipper snipping.
McKinlay Shire Council - **Approved Lawns**	Carried out mowing and whipper snipping.
McKinlay Shire Council - **Flinders Highway**	Collected rubbish along the side of the Flinders Highway.
McKinlay Shire Council - **Council Common Property**	Repaired and replaced fencing on Council common property.
Julia Creek State School	Carried out mowing and whipper snipping.

8 – Housing, FRB and Community Centre

8.1 – Budget

			Actual	**Budget**
ENVIRO9.1	3810-1150	3810 - Council Housing - Capital Grant	$0	$0
ENVIRO9.2	3810-1300	3810 - Council Property / Staff Housing Program Rev	$45,390	$235,000
ENVIRO9.3	3810-1301	3810 - Council Property / Subdivision Blocks Rent	$244	$0
ENVIRO9.4	3810-1302	3810 - Council Property / Subdivision Blocks outgoings	$0	$1,000
ENVIRO9.5	3810-2300	3810 - Council Property / Staff Housing Program Exp	$144,754	$456,500
ENVIRO9.6	3810-2310	3810 - Council Property / Subdivision Exp	$561	$7,000

8.2 - Council Properties / Staff Housing

Council Property / Staff Housing activities and works for the month are detailed in the table below:

Activity	**Details**
Properties Available	17 Coyne Street (3 bedrooms), 7 Coyne Street (3 bedrooms), and Airport Residence (2 bedrooms)
Tenancies	• 79 Coyne Street was leased to Northwest Hospital and Health Service from 5 August 2026. • The Health Service will transfer its accommodation to 7 Coyne Street on 6 September 2026. • 79 Coyne Street will be made available to new Council staff from 11 September 2026.
Remedy Breach	Nil

8.2.1 Building/Maintenance Activities carried out – Council Properties/Staff Housing

The table below outlines repair and maintenance activities undertaken at Council houses and properties during August 2026.table below lists repairs and maintenance at Council houses and properties for August 2026,

Council Houses / Properties	Details
79 Coyne street	• TV connection repaired. • All blinds and curtains installed. • Furniture assembled and the house prepared for the new tenant. • Few broken sprinkler heads on the property repaired.
Visitor Information Centre	• Lift repaired by replacing the batteries and is now operational.
Peter Dawes Park	• Broken baby swing at the playground replaced with a new baby swing.
Works Depot	• Broken light switches replaced. • External weatherproof lighting around the building cleaned.
Julia Creek Landfill	• New solar panel installed, inverter repaired and camera system inspected and tested.
Civic Centre	• Installed a new condenser fan and HP transducer, then tested the air-conditioning unit and confirmed it was operating correctly.
Caravan Park	• Gas bottle stock replenished to maintain adequate supply.
Gym	• Gym equipment dismantled and repaired.
CSA Building	• New rear door installed.
Swimming Pool	• Aluminium fencing at the rear of the water park repaired and replaced. • Shade sail ropes over the water park area replaced.

Flood Cameras: Annual maintenance, servicing and inspection of flood cameras at Williams River, Flinders River–Lara, Flinders River–Punchbowl and Sardine Creek were completed by the contractor in August 2026.

Community Children's Hub: The contractor is scheduled to attend in early September 2026 to undertake an independent assessment of the fire pumping system.

Council Properties – Pest Control: Annual pest control for all Council houses and properties is scheduled for mid-September 2026. Entry notices will be issued to all Council housing tenants.

8.3 Old Normanton Road Units

Housing activities for the month of August are detailed in the Table Below:

Activity	Details
Properties available	Nil
New tenancies	Unit 2 was allocated to a tenant who is a Road Crew worker in mid-August 2026.
Finalised tenancies	Nil
Remedy Breach issued	Nil
Notice to Leave issued	Nil
Notes/Repairs	Annual pest control is scheduled for mid-September 2026.

8.4 - Seniors Living Units / Father Bill Community Centre

8.4.1 - Budget

		Actual	Budget
ENVIRO10.4	3820 - Community Centre Hire Fees	$876	$4,500
ENVIRO10.5	3820 - FRB Centre Rent	$6,235	$40,000
ENVIRO10.6	3820 - FRB Units & Community Centre Operational Costs	$8,967	$73,500

Seniors Living Units / Father Bill Community Centre

Seniors Living Units and FB Community Centre activities for the month are detailed in the Table below:

Activity	Details
Units Available for Rent	Three units are available (Unit 2,3 & 8)
New Tenancies	Nil
Finalised Tenancies	Nil
Remedy Breach issued	Nil
Notice to Leave issued	Nil
Notes/Repairs	Annual pest control is scheduled for mid-September 2026.
Father Bill Centre	Annual pest control is scheduled for mid-September 2026.

9 – Land and Building Development

9.1 – Budget

		Actual	Budget
ENVIRO11.1	3900 - Revenue	$509	$3,000
ENVIRO11.2	3900 - Town Planning Program	$2,145	$20,500

9.2 - Report

Regulatory Services, Land and Building Development

Matter	Status
8 Netterfield Street -Dwelling	• Form 56 notice was received from the private building certifier. • Building application lodged by the building certifier for the construction of a new dwelling. • Plumbing permit issued. • Final inspection certificate (Form 21) received.
Lot 8, Corner Kirby Street, McKinlay – Demolition	• Demolition permit received from the building certifier.
6 Netterfield Street -Proposed New Shed	• General planning and building advice was provided regarding the proposed construction of a new shed.
21 Hickman Street – DA for Subdivision (4 Lots – Land Purchase)	• SLAM (State Land Asset Management) approval through the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development has been extended until the early November 2026. • An alternative lot arrangement was considered; however, Council has decided to proceed with the previous lot arrangement (DP363937), without pan-handle blocks. • Council is currently working with the relevant department to arrange for the road to be opened through Lot 37, SP319362 (Reserve Land). • Council's Planner is preparing the required planning application for development application.

Lease Renewal: TL210196 – Lot 42 EN108, Julia Creek Cattle Yard, renewed for 50 years (9.1054 hectares). Offer signed and returned to the Department, with 2026–27 annual fees paid under the *Land Act 1994*.

Building Approvals: The Australian Bureau of Statistics (ABS) Quarterly Building Approvals return for the period May 2026 to July 2026 was completed and submitted.

10 – Water and Sewage Operation

10.1 – Budget

		Actual	Budget
1800-2200	Operational costs - Julia Creek water	$31,743	$241,500
1810-2200	Operational costs - McKinlay water	$5,511	$31,500
1820-2200	Operational costs - Kynuna water	$3,560	$86,000
1830-2200	Operational costs - Nelia water	$499	$13,200
1900-2200	Operational costs - Julia Creek Sewage	$35,096	$345,000

10.2 - Report

Plumbing

- Monthly water sampling was conducted in accordance with Council's Drinking Water Quality Management Plan (DWQMP), with Colilert testing undertaken.
- The SWIM local annual data review for the 2025–2026 financial year is ongoing.

Sewerage

- Routine monitoring of all sewerage schemes was undertaken.
- Daily inspections and maintenance of the Sewer Treatment Plant (STP) and Sewer Pump Stations (SPS) were completed.
- Earthworks and the survey for the new irrigation area at the STP have been completed under the Capital Works Program. Effluent irrigation fencing works are in progress, and quotations have been requested from fencing contractors.
- STP evaporation pump solar installation is in progress under the Capital Works Program. One pump has been assembled, and the solar panel mounts are yet to be assembled.
- Sewerage Capital Projects – CCTV Inspection and Cleaning: Remaining CCTV inspection and cleaning works were completed in August 2026 with NWQROC, covering 4,152.94 m of CCTV inspection and 4,243.85 m of sewer cleaning. Relining will commence on priority sections, with smoke testing scheduled in the coming months.
- SCADA Update: SCADA monitoring and control works for the Sewage Treatment Plant (STP) are in progress under the Capital Works Program, with remaining works and final commissioning scheduled for October 2026.

11 – Local Disaster Management

11.1 – Budget

		Actual	Budget
ENVIRO12.1	2760 - SES Grants	$0	$21,267
ENVIRO12.2	2760 – SES Capital Grants	$117,000	$0
ENVIRO12.2	2760 - Natural Disaster Grants	$85,378	$876,102
ENVIRO12.3	2760 - Disaster Management Operational Costs	$24,007	$59,500

11.2 – Report

Council continues to work with the State Emergency Service (SES) to finalise construction of the new SES shed in the Julia Creek area.

7.0 COMMUNITY SERVICES

Subject: 7.1 Community Services Monthly Report

Attachments: Nil

Author: Director Corporate & Community Services

Executive Summary:

Council is presented with the monthly Community Services report, which provides an overview of the operations for the month: **August 2026**.

Recommendation:

That Council receives the Community Services monthly report for August 2026.

The following report highlights the data for each of the Functional Areas of the Community Services Department.

Julia Creek Caravan Park

August was a positive month with a number of travellers frequenting the Park around large regional events such as the Cloncurry Merry Muster and the Mount Isa Rodeo. Additionally, some travellers in transit to the Birdsville Races also stopped in to visit Julia Creek. Unfortunately, the increase in fuel prices did result in some cancellations and limited forward bookings throughout the month. Staff have been working through the recruitment process for the Managers position and should have everything finalised in September.

JC Caravan Park Revenues August 2026

Type of service	JUNE Total revenue (inc GST)	JULY Total revenue (inc GST)	AUGUST Total revenue (inc GST)
Twin Single Units	$6,575	$4,560	$10,410
Powered Sites	$28,333	$46,164	$39,550
Self-Contained Cabins	$18,875	$18,795	$21,655
Unpowered Sites	$2,948	$5,460	$3,668
Sub Total	***$56,731***	***$70,419***	***$75,283***
Artesian Baths incl. salts	$17,488	$24,425	$23,100
McIntyre Park	$26	$190	$28
Laundry	$1,420	$2,063	$2,225
Calculated Total	***$75,665***	***$97,097***	***$100,636***

JC Caravan Park Occupancy by Category August 2026

Type of Service	% Occupancy June	% Occupancy July	% Occupancy August
Twin Single Units	62%	47%	84%
Cabin – 4 berth	80%	88%	89%
Cabin – 6 berth	79%	83%	88%
Accessible Cabin	40%	77%	76%
Unpowered site	31%	57%	39%
Powered Caravan site	61%	86%	85%
Powered camp site	57%	88%	82%

JC Caravan Park Artesian Bathhouse Usage August 2026

Type of Service	Number of bookings
Afternoon Timeslot Bookings	162
Sunset Timeslot Bookings	185

Library & Funeral Services

Another steady month for the Library with a few visitors dropping in to swap/borrow items. Many of the travellers are now utilising Rural Library tourist cards which allow them to exchange or borrow items from any rural library in the state. CHSP clients have commenced an additional group social support session at the Library each Tuesday to provide an extra space for the clients to mingle and play games. Friday Library is still also very popular with the local school children each Friday as the students enjoy winding down with a range of activities each week.

JC Library Memberships August 2026

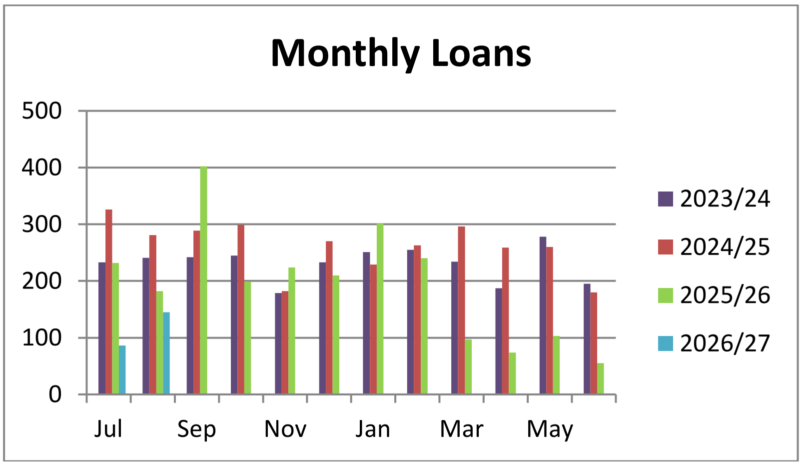
Type of Membership	Total Membership
Adult	113
Junior	38
Institutions	2
Online	4
Tourists	3

**A membership purge was completed throughout July with inactive members removed from the system*

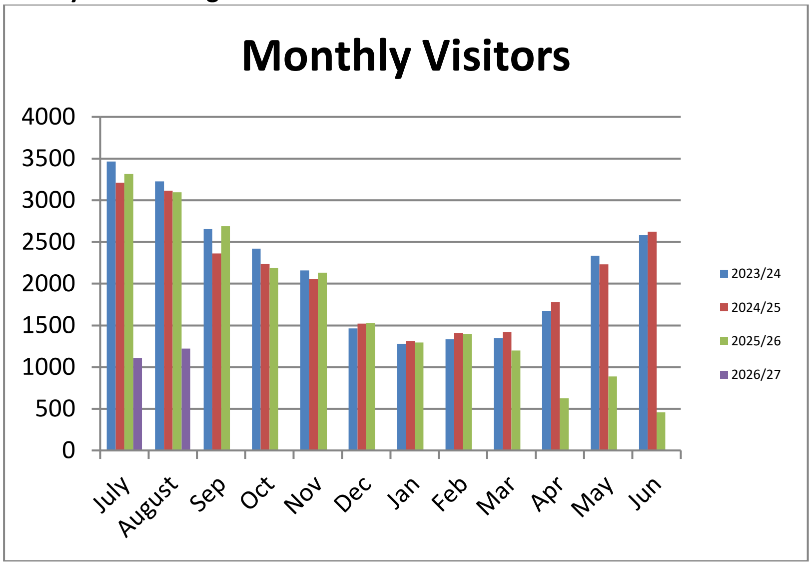
JC Library Memberships Services August 2026

Type of service	Total delivery
Reservations Satisfied	25
Loans	145

Library Loans August 2026



Library Visitors August 2026



Tourism

Total Visitor Numbers for August 2026

There were 1320 visitors to the Julia Creek Visitor Information Centre in August 2026 compared with 952 in August 2025.

Total Locals August 2026

There was a total of 10 local visitors to the Julia Creek Visitor Information Centre in August 2026 compared with 3 in August 2025.

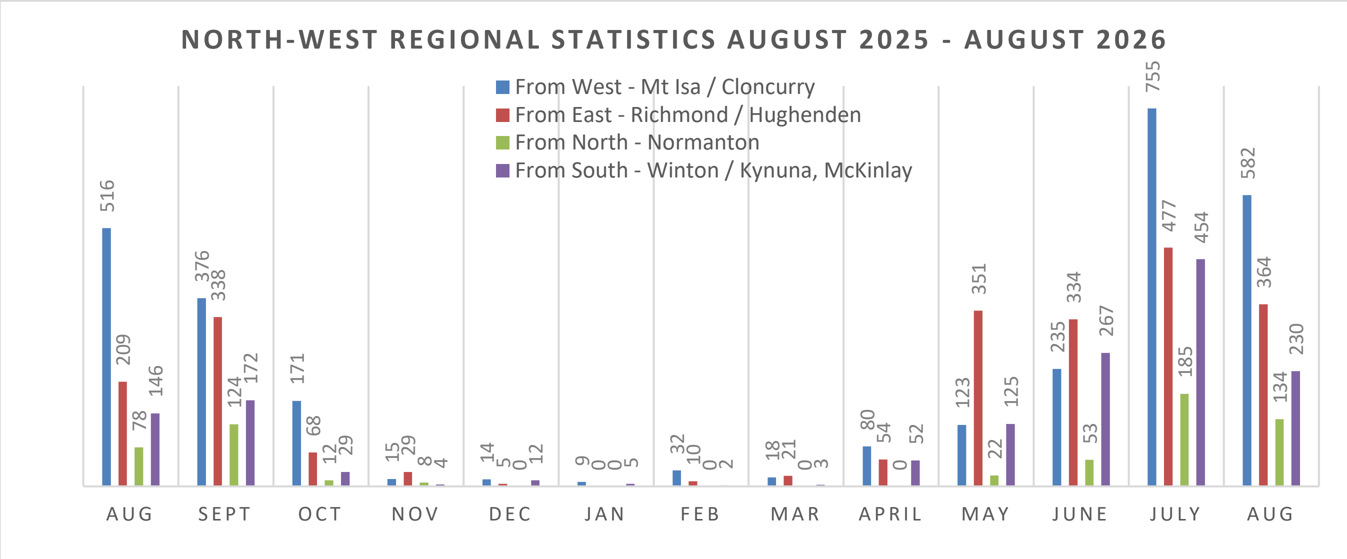
Beneath the Creek Entries August 2026

There was a total of 502 attendees at the Dunnart Feeding Experience in August 2026 compared with 266 in August 2025.

Virtual Reality Mustering Experiences August 2026

There was a total of 68 attendees who experienced the Virtual Reality Muster in August 2026.

North-West Regional Statistics for August 2026



RV Site Permits August 2026

There were 657 RV Site permits issued in August 2026 compared with 712 in August 2025.

Social Media Figures August 2026

	Facebook Page Followers			Instagram Followers		
	Mckinlay Shire Council	**Julia Creek VIC**	**Caravan Park**	**Mckinlay Shire Council**	**Julia Creek VIC**	**Caravan Park**
June 1	12,700	6,700	9,900	1,216	4,015	1,449
June 30	12,809	6,906	10,232	1,220	4,035	1,457

Julia Creek Early Learning Centre

August completed the first full month of the new Centre being operational and staff and children have adapted well to managing new routines, changing needs and working through the new layouts of the facility. Council staff are still working through a defects list with the Project Manager and Richardson's Builders to ensure the facility and all equipment is operating as it should be. The community and families have been providing great feedback about the centre and we are hoping to continue positive outcomes for all staff and children moving forward.

	Utilisation/Capacity	Waiting List	Occupancy %
Babies	126/160	0	79%
Toddlers	CLOSED	0	CLOSED
Kindy	234/440	0	48.3%

Sport & Recreation

After School Care:

The After School Activity takes place on Tuesday, Wednesday, and Thursday. The activities are Ball Games/cricket on Tuesday, Board Games/Lego at CSA Building on Wednesday and Ball Games on Thursday at Indoor Sports Centre. For this month the after-school care happened for 4 weeks and around 126 kids participated for after school activities. Students were also fortunate to be involved in a 4-week Cricket Blast Program coordinated by Council by supported by Queensland Cricket. Participants were eligible to receive a cricket bat as part of the program and all children enjoyed the activities.

Daren Ginns Centre (Gym):

- Regularly doing maintenance and checking gym, vacuum the floor in gym centre if required, checking Tunstall alarm every week, ensuring all equipment can use and if not reporting anything that needs attention.
- For the month of July, the average daily attendance is 18 and there are 92 active members.

Gym Maintenance:

On the multi station gym machine (Titanium USA Platinum Series MG30 3 Station Multi Gym), the lat pull-down has a broken cable and pulley mechanism. Have received both cable and pulley from commercial fitness but the cable is too long, so the correct length cable will be sent again by commercial fitness.

Friday Library Activity:

Have continued to walk the school children to the library from school during the afternoons on Friday.

Drama Performance:

RADF application for Goldilocks Rocks Drama performance which is on 22nd October by Jally Entertainment has been completed and submitted as part of this month's Council Meeting.

Julia Creek Swimming Pool

ENTRIES	SWIMMERS
ADULT ENTRY	26
CHID ENTRY	15
CARAVAN PARK TOKENS	
ADULT ENTRY	278
CHILD ENTRY	36
COUNCIL STAFF ACCESS	
ADULT ENTRY	4
CHILD ENTRY	2
SCHOOL HOLIDAY PROGRAM	
SEASON / FAMILY PASS	
ADULT	
CHILD	
J/C SWIMMING CLUB	
J/C STATE SCHOOL	
AFTER SCHOOL CARE	
SWIM LESSONS / PROGRAMS	
TOTAL SWIMMERS	361

The new balance tank has been installed at the Pool as part of Council's Capital Works Program. There were a few small issues with the tank overflowing once contractors had left resulting in the water park/slides being closed for a day whilst repairs to the inlet pipes were completed. The system is back up and running at full capacity now just in time for the warmer weather. From September 1 onwards, the Pool will also shift to summer opening hours.

CHSP – Commonwealth Home Support Program

Events and Activities

Regular CHSP activities have now resumed with Monday games and Wednesday games/luncheon occurring as normal. Staff are completing regular meetings and training as required to meet new Aged Care reform requirements.

Statistics August 2026

CHSP currently have a total of **17 clients** registered, **11 clients** actively receiving services**.**

Service Offered	Number of Clients
Transport	14 Two-way trips
Social Support	44 Visits
Shopping	4 trips
GAMES	32 attended (8 sessions)
Luncheon	16 Attended (4 sessions)
Meals on Wheels	0 meals delivered
Home Maintenance	7 lawns mowed 7 clients
Domestic Assistance	8 clients 38 visits

Pub Lunch	16 clients 4 sessions
Clients Transported for Doctors Appointments	0 CHSP clients

Consultation: Consultation with CEO

Legal Implications: Nil

Policy Implications: Nil

Financial and Resource Implications: Nil

InfoXpert Document ID: 138620

Subject: 7.2 - Regional Arts Development Fund (RADF) Quick Response Application

Attachments: Nil

Author: Community Services Team Leader

Executive Summary:

Council has submitted one (1) Regional Arts Development Fund (RADF) Quick Response Application that was assessed by the RADF Committee and recommended for approval:

- McKinlay Shire Council presents Goldilocks Rocks by Jally Entertainment - $3,300

Recommendation:

That Council resolves to support the recommendations made by the RADF Committee to support:

- *McKinlay Shire Council presents Goldilocks Rocks by Jally Entertainment - $3,300*

Background:

Council has submitted a RADF Quick Response Application to support Jally Entertainment's performance of Goldilocks Rocks scheduled for October 22nd 2026. Jally Entertainment has frequented McKinlay Shire on several occasions and their shows are engaging and popular amongst our local children. The performance will start around 10 am for 50 minutes performance with a "meet and greet" post- performance. The performance is an interactive children's theatre show promoting kindness, friendship, and safety through music and storytelling. Council's Sport and Recreation Officer will liaise with Julia Creek State School and Mount Isa School of the Air to promote the performance to local families.

Consultation: Consultation with Corporate & Community Services Team Leader, RADF Committee and presented at the August Briefing Meeting.

Legal Implications: Nil

Policy Implications: Arts & Cultural Policy

Financial and Resource Implications: Council has been allocated a total of $32,497 for its 2026/27 RADF Budget. Following this approval, a total of $23,697 will be the remaining balance of the budget.

InfoXpert Document ID: 138553

Subject: 7.3 Community Sponsorship Request - Julia Creek Pony Club

Attachments: Nil

Author: Community Services Team Leader

Executive Summary:

Council has received a Community Sponsorship Request from Julia Creek Pony Club for a cash contribution of $4,000 to assist with hosting a Gymkhana in conjunction with the Julia Creek Annual Stockmans Challenge on Sunday October 3rd 2026.

Recommendation:

Council resolves to approve the Community Sponsorship Request from Julia Creek Pony Club for a cash contribution of $4,000 to assist with hosting a Gymkhana in conjunction with the Julia Creek Annual Stockmans Challenge on Sunday October 3rd 2026.

Background:

Council annually offers funding programs such as Community Sponsorship/Donations to provide additional support to community events which provide economic support, social interaction and community connectedness for residents of the Shire. The Julia Creek Pony Club is coordinating a gymkhana to coincide with the Stockmans Challenge event as an opportunity for children to participate in organised horse sports and improve their skills and confidence.

Consultation:

This report was completed with consultation from Director Corporate & Community Services and was discussed at the August Briefing Meeting.

Legal Implications:

Nil

Policy Implications:

Community Grants Policy

Financial and Resource Implications:

Council sets aside money from its annual budget for community event support (including sponsorship, donations and Community Benefit Assistance Scheme) to be utilised by local organisations and not-for-profit groups.

InfoXpert Document ID: 138554

7.4 Subject: Seniors Living Units Pet Policy Review
Attachments: 7.4.1 Seniors Living Units Pet Policy v1.3
Author: Community Services Team Leader

Executive Summary:
Council approved and implemented the Seniors Living Units Pet Policy in 2024 with a review date of 2026. This policy has been reviewed, updated and presented to Council for adoption.

Recommendation:

That Council adopt the Seniors Living Units Pet Policy V1.3 as presented.

Background:
In 2024, Council reviewed its Seniors Living Unit Pet Policy to allow tenants to live peacefully with pets whom they often have a significant attachment. The types of pets permitted (upon successful application) at the Seniors Living complex are Cats (existing pet only) and Fish. No more than one cat per unit, and one fish tank (no larger than 250 litres in volume). Permission of pets is subject to permission which must be obtained prior to the pet being brought into the unit. Should a tenant be permitted to bring a pet into the Seniors Living Unit, a refundable deposit must be paid prior to the pet being brought into the unit. This deposit is not applicable to service or companion animals. The deposit amount is $500.00 (cats only).

No major changes have been made to the policy. The review date has been extended for another three years.

Consultation:
Consultation was undertaken with Director Corporate & Community Services and presented to the September Briefing Meeting.

Policy Implications:
Upon adoption this will revoke Seniors Living Units Pet Policy v1.2

Financial and Resource Implications:
Nil

InfoXpert Document ID: 138555

SENIORS LIVING UNITS PET POLICY & PROCEDURE

Policy

McKinlay Shire Council (MSC) respects the rights of all tenants to live in a safe and peaceful Seniors Living Complex. Furthermore, MSC recognises that some tenants have an attachment to their pets and as a result, new tenants may be permitted an existing pet into the Seniors Living Complex subject to the following conditions and procedures.

The types of pets permitted (upon successful application) at the Seniors Living complex are Cats (**existing pet only**) and Fish. No more than one cat per unit, and one fish tank (no larger than 250 litres in volume).

Permission of pets is subject to permission which must be obtained prior to the pet being brought into the unit.

Permission may be withdrawn if pets are not kept in accordance with the Pet Ownership rules.

Should a tenant be permitted to bring a pet into the Seniors Living Unit, a refundable deposit must be paid prior to the pet being brought into the unit. This deposit is not applicable to service or companion animals. The deposit amount is $500.00 (cats only).

Pet Ownership Rules

Standard Rules

- Pets must be kept and cared for in accordance with the local government regulations
- Pets must not create unreasonable noise or nuisance
- Cats must be de-sexed and kept in a clean condition.
- Cats are to be kept inside the owner's premises
- Cats are to wear a bell on a collar at all times
- For the safety of all residents, no other types of animals are to be kept as pets or brought into common areas at any time.
- No pets are permitted within any building (other than their owner's premises) or any enclosed common area in the complex, unless they are approved companion aid animals e.g. Guide Dogs.
- Residents are to ensure their premises and common areas always remain clean and free from pet debris. Residents must immediately clean up after their pets.
- When a pet dies it cannot be replaced by another pet, a separate application must be completed.
- Should a tenant be no longer capable of providing adequate care for the pet/s they are responsible for making alternative arrangements as soon as advised by Council Management (within 7 days of the notice).

Emergency Care Arrangements

Pet Owners must nominate a person(s) to provide emergency care should they be unable to care for their pet at any time. Any costs incurred by MSC in the provision of emergency care will be charged to the resident.

Withdrawal of Permission

Permission to keep a pet may be withdrawn if the pet(s):

- Create unreasonable noise or nuisance
- Attack or threaten people or other animals within the village
- Cause damage to the other residents or complex property
- Was NOT approved by management
- If tenant shows signs of not being able to adequately care for the pet(s)

Replacement of Pets

Replacement of existing pets is subject to the Standard Rules and may also be subject to the discretionary approval of the Complex/ Housing Manager.

Vacating Units

On vacating units, tenants (at their expense) are required to have the carpets professionally cleaned and pest control completed.

Procedure

- A Pet Application form is to be completed and submitted to Council prior to any pet being permitted to reside at the Independent Seniors Living Units.
- As part of the assessment for tenancy of the Independent Seniors Living Units, the Pet Owner will be assessed on capability for care of the pet/s and on an ongoing basis in response to their changing health status and preferences.
- Following the approval of the Pet Application Form, the refundable deposit must be paid to Council prior to the pet/s residing in the unit.
- To ensure the ongoing care needs of the pet/s are met, an 'emergency carer' must be nominated should the tenant no longer be able to care for the pet/s.
- The pet is not allowed to run freely in the common area of the complex.
- Should the Council receive complaints, they will be dealt with in the following manner:
    - First verbal or written complaint – Council Officer will speak with pet owner to discuss the complaint and agree to a plan of corrective action.
    - Second verbal or written complaint – Council Officer will write to the Pet Owner seeking corrective action and reasons permission to keep a pet shouldn't be withdrawn.
    - Third complaint – Permission to keep pet withdrawn.

Application of Policy

Note this policy does not apply to Service or Companion animals. These types of pets are done by separate agreement.

8.0 CORPORATE SERVICES

8.1 Subject: Corporate Services August 2026 Report
Attachments: Nil
Author: Director Corporate & Community Services

Executive Summary:

The Corporate Services Report as of 31st August 2026 which summarises the financial performance and position is presented to Council.

Recommendation:

That Council receives the monthly Corporate Services Report for the period ending 31st August 2026.

Report:

The Corporate Services Report compares actual performance to date with the Council's 2026/2027 Budget and provides information, budget variances or any financial risks/concerns.

Financial information provided in this report is:

1. Summary of the Statement of Comprehensive Income (Profit & Loss Sheet) provides the total revenue versus expenditure which gives the operating result.
2. Statement of Financial Position (the Balance Sheet) "bottom line" discloses the Net Community Equity of Council, which represents it's wealth as measured by a dollar value of its asset less liabilities.
3. Statement of Cash Flows indicates where Council's cash came from and where it was spent.
4. Summary by function provides the total year to date revenue and expenditure for each Department of Council.
5. Summary of year to date expenditure for the Capital Works program.
6. Outstanding balances for rates and debtors.

Income Statement Variances/Comments:

Income increased $3.74m from the previous month. Many of the 2024 DRFA programs were closed out and final payments received.

INCOME STATEMENT SUMMARY

	Actuals	Variance	YTD Budget	Full Year Budget
Total Income	24,005,653	334%	7,196,865	43,181,189
Total Expenses	(2,305,074)	114%	(2,020,005)	(12,120,028)
Net Result	**21,700,579**	**419%**	**5,176,860**	**31,061,161**
Less Capital Revenue	17,697,853	372%	4,760,532	28,563,189
Operating Result (excl. Capital Revenue)	**$ 4,002,726**	**961%**	**$ 416,329**	**$ 2,497,972**

STATEMENT OF FINANCIAL POSITION

	2027 Actuals	2026 Actuals
Current Assets	68,019,928	49,620,481
Total Non-Current Assets	295,167,850	294,219,949
Total Assets	**363,187,778**	**343,840,430**
Total Current Liabilities	3,073,226	4,356,747
Total Non-Current Liabilities	169,204	169,203
Total Liabilities	**3,242,430**	**4,525,950**
Net Community Assets	**$ 359,945,348**	**$ 339,314,480**
Community Equity		
Asset Revaluation Surplus	91,530,655	91,530,650
Retained Surplus	268,414,693	247,783,826
Total Community Equity	**$ 359,945,348**	**$ 339,314,480**

STATEMENT OF CASH FLOWS

	2026/27 Actuals	2025/26 Actuals
Cash Flows from Operating Activities	7,082,881	(9,838,779)
Receipts, Payments & Interest Received		
Borrowing Costs		
Cash Flows From Investing Activities	16,749,953	(3,064,381)
Payments and Proceeds for PPE		
Capital Income		
Cash Flows from Financing Activities	-	-
Loan Payments		
Net increase (decrease) in cash held	23,832,834	(12,903,160)
Cash at beginning of the financial year	28,195,016	41,098,176
Cash at the end of the period	**$ 52,027,850**	**$ 28,195,016**

Summary By Departments

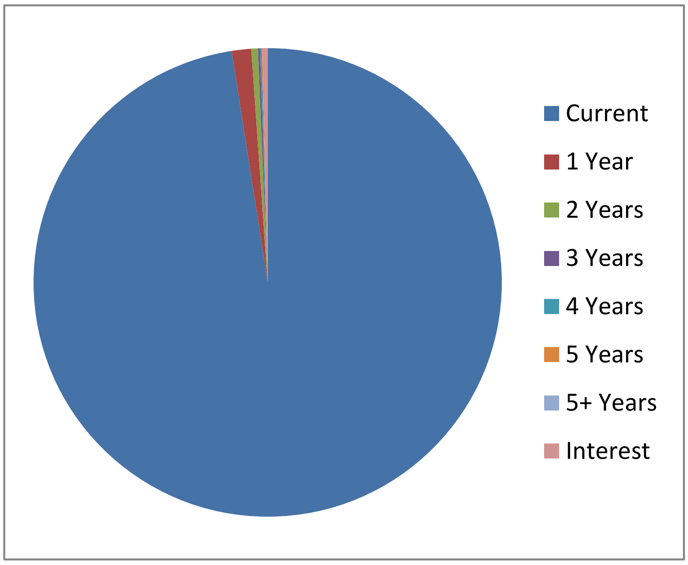
	Revenue			Expenditure		
Department	**Actuals**	**%**	**Budget**	**Actuals**	**%**	**Budget**
Infrastructure & Works	18,579,367	24%	78,610,466	594,593	5%	13,134,000
Governance & Partnerships	-	0%	-	237,551	20%	1,211,407
Corporate Services	4,490,396	23%	19,709,439	412,660	16%	2,585,500
Economic Development	62,816	38%	163,850	118,485	11%	1,095,600
Community Services	433,779	23%	1,891,705	798,681	18%	4,353,260
Health Safety & Development	210,121	23%	931,869	66,162	10%	646,250
Environmental Management	229,174	34%	671,796	71,863	8%	889,400
	24,005,653	**24%**	**101,979,125**	**2,299,993**	**10%**	**23,915,417**

Capital Works Program 2026-2027 Version 1.0

Infrastructure & Works	Actuals	Adopted Budget 2026-27	Grants/Other
Roads	$4,507,837	$70,937,934	$70,587,934
Wastewater	$37,569	$900,000	$65,000
Water	$17,119	$2,119,000	$1,400,000
Transport	$3,030	$2,829,328	$2,829,328
Other	$0	$1,200,000	$0
Subtotal	***$4,565,555***	***$77,986,262***	***$74,882,262***
Environmental Management			**Grants/Other**
Reserves	$0	$1,008,500	$0
Subtotal	***$0***	***$1,008,500***	***$870,000***
Community Services & Facilities			**Grants/Other**
Community Buildings & Other Structures	$224,769	$741,100	$190,000
Parks & Gardens	$0	$0	$0
Council Housing	$55,635	$4,027,194	$3,500,000
Subtotal	***$280,404***	***$4,768,294***	***$3,690,000***
Corporate Services			**Grants/Other**
Corporate Buildings & Other Structures	$4,466	$155,500	$0
Other	$24,961	$365,000	$0
Economic Development	$0	$1,080,000	$1,040,000
Subtotal	***$29,427***	***$1,600,500***	***$1,040,000***
Total	**$4,875,386**	**$85,363,556**	**$80,482,262**

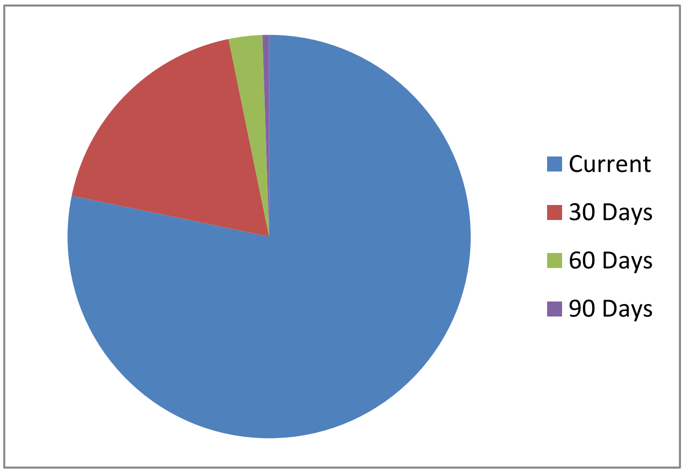
Outstanding Rates

	Aug-26	Jul-26
Current	1,128,334	0
1 Year	15,532	15,958
2 Years	5,233	5,233
3 Years	1,794	1,794
4 Years	1,141	1,141
5 Years	554	554
5+ Years	0	0
Interest	4,223	3,893
Total	1,156,811	28,573



Outstanding Debtors

Total	1,503,913
Current	1,176,682
30 Days	278,697
60 Days	40,587
90 Days	7,945



Comments:
Consultation:
Legal Implications:
Policy Implications:
Financial and Resource Implications:
InfoXpert Document ID: 138569

8.2 Subject: Council to CEO – Delegations Register – All Legislation/Registers
Attachments: Council to CEO Delegations – All Registers *(Provided separately)*
Author: Director Corporate & Community Services
Date: 3rd September 2026

Executive Summary:
In accordance with the provisions of the *Local Government Act 2009* and *Local Government Regulation 2012* council must maintain a Delegations Register.

Recommendation:
That Council adopt the Council to CEO Delegations Register as presented in the Officer's Report.

Background:
The Local Government Association of Queensland (LGAQ), in conjunction with their legal providers King & Company Solicitors, regularly review and update the model Delegations Registers for Queensland councils to reflect legislative amendments passed by the Queensland Parliament.

To ensure continuous compliance, council receives updated registers following these periodic reviews. This report presents a full review of the latest amendments captured in the registers, which are provided to council to ensure delegations remain contemporary, legally accurate, and aligned with current state legislative requirements.

Attached to this report is a copy of the Council to CEO – Full Register.

Consultation:
Director Corporate and Community Services

Legal Implications:
Local Government Act 2009 sections 257 and 260 and *Local Government Regulation 2012* Section 305

257 Delegation of local government powers

(1) A local government may, by resolution, delegate power under this Act or another Act to—

(a) the mayor; or
(b) the chief executive officer; or
(c) a standing committee, or joint standing committee, of the local government; or
(d) the chairperson of a standing committee, or joint standing committee, of the local government; or
(e) another local government, for the purposes of a joint government activity.

(2) However, a local government may only delegate a power to make a decision about a councillor's conduct under section 150AG to—

(a) the mayor; or

(b) a standing committee of the local government.

(3) Also, a local government must not delegate a power that an Act states must be exercised by resolution.

(4) A joint standing committee, of the local government, is a committee consisting of councillors of the local government and councillors of 1 or more other local governments.

(5) A delegation to the chief executive officer under subsection (1) must be reviewed annually by the local government.

(2) The chief executive officer must record all delegations by the local government, mayor or the chief executive officer in the register of delegations.

(3) The public may inspect the register of delegations.

260 Local government delegations register

(1) The chief executive officer must establish a register of delegations that contains the particulars prescribed under a regulation.

(2) The chief executive officer must record all delegations by the local government, mayor or the chief executive officer in the register of delegations.

(3) The public may inspect the register of delegations.

305 Particulars to be contained in register of delegations—Act, s 260

(1) For section 260(1) of the Act, the particulars prescribed for a register of delegations are—

- (a) the name or title of the person, or the name of the committee, to whom powers are delegated; and
- (b) a description of the powers delegated, including the provisions under a Local Government Act permitting or requiring the exercise of the powers; and
- (c) if the delegation was by the local government—a summary of the resolution by which powers are delegated, including—
  - (i) the date of the resolution; and
  - (ii) a summary of any conditions to which the delegation is subject; and
  - (iii) if the resolution is numbered—its number.

(2) The Chief Executive Officer may include any other information in the register the Chief Executive Officer considers appropriate.

Policy implications:

Not applicable.

Financial and Resource Implications:

Finance and resource implications are within normal budget parameters.

Risk Management Implications:

Workplace Health and Safety Risk is assessed as low

Financial Risk is assessed as low

Public Perception and Reputation Risk is assessed as low.

Magiq Document ID: 138582

8.3 Subject: Child Safe Policy Suite Implementation
Attachments:

- Child Safety and Wellbeing Statement of Commitment,
- Child Safety and Wellbeing Policy,
- Child Safe Code of Conduct (Council Workers),
- Child Safe Code of Conduct (Contractors and Facility Users),
- Supervision and Duty of Care Child Safe Policy,
- Supervision and Duty of Care Child Safety Procedure,
- Child-Focused Complaints Procedure,
- Child Safe Reporting Policy and Procedure, and
- Child Safe Legislation and Important links.

Author: Director Corporate & Community Services
Date: 3rd September 2026

Executive Summary:
Council is presented with the initial Child Safe Policy & Document suite v1.0, for consideration and adoption.

Recommendation:
That Council adopt the Child Safe Policy Suite version 1.0 as presented, comprising the:

- *Child Safety and Wellbeing Statement of Commitment,*
- *Child Safety and Wellbeing Policy,*
- *Child Safe Code of Conduct (Council Workers),*
- *Child Safe Code of Conduct (Contractors and Facility Users),*
- *Supervision and Duty of Care Child Safe Policy,*
- *Supervision and Duty of Care Child Safety Procedure,*
- *Child-Focused Complaints Procedure,*
- *Child Safe Reporting Policy and Procedure, and*
- *Child Safe Legislation and Important links.*

Background:
This policy suite is presented to provide proper governance, control, and implementation of McKinlay Shire Council's child safe obligations, aligning with the Queensland Child Safe Standards and the Queensland Reportable Conduct Scheme under the *Child Safe Organisations Act 2024 (Qld)*.

Its objective is to ensure a consistent, zero-tolerance approach to child abuse, harm, and neglect across all Council services, programs, facilities, and online environments and to facilitate avenues for children to be heard.

Its objective is to embed a robust, permanent culture of child safety and organisational wellbeing across all Council services, programs, facilities, and online environments to ensure full alignment with the Queensland Child Safe Standards and Reportable Conduct Scheme by prioritising the best interests of children, embedding cultural safety for children, empowering children's participation, and maintaining a rigorous, zero-tolerance approach to child abuse, harm, and neglect.

Furthermore, the suite implements robust internal procedures for managing child-focused complaints, conducting risk assessments, and fulfilling statutory information-sharing and reporting requirements.

Consultation:
Chief Executive Officer

Legal Implications:
Adoption of the policy suite ensures compliance with the *Child Safe Organisations Act* 2024 (Qld), the *Local Government Regulation* 2012, the Working with Children Check Act 2000 (Qld), the Child Protection Act 1999 (Qld), and the statutory requirements of the Queensland Reportable Conduct Scheme.

Failure to implement these measures exposes Council, executive leadership, and workers to regulatory non-compliance penalties and oversight interventions by the Queensland Family and Child Commission (QFCC).

Policy Implications:
The adoption of the Child Safe Policy Suite establishes McKinlay Shire Council's formal governance framework for child safety.

Financial and Resource Implications:
The implementation of the Child Safe Policy Suite will be managed primarily within existing operational budgets and staff resources.

InfoXpert Document ID: 138577

MCKINLAY SHIRE COUNCIL CHILD SAFETY AND WELLBEING STATEMENT OF COMMITMENT

COUNCIL CHILD SAFETY AND WELLBEING STATEMENT OF COMMITMENT

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

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

COUNCIL is committed to:

- **Always protect children's safety and wellbeing**. We have zero tolerance for harm to children and young people and actively work to prevent, identify and respond to risks.
- **Embed child-safety in our culture and practices.** Child safety and wellbeing is a shared responsibility across all levels of Council. Leadership, workers, volunteers and others engaged by Council are expected to uphold child safe practices.
- **Empower children.** We respect the rights of children and young people, listen to their views, and involve them in decisions that affect them in ways that are appropriate to their age, maturity and circumstances.
- **Engage families and communities as partners.** We communicate openly about our child safe approach and welcome feedback from children, families and communities to strengthen our practices.
- **Uphold equity and respect diversity.** We are committed to culturally safe and inclusive environments that respect the diverse needs, identities and experiences of all children and young people, including Aboriginal and Torres Strait Islander children, children from culturally and linguistically diverse backgrounds, children with disability, children who have experienced trauma, children of diverse genders and sexualities, and children who may be vulnerable due to their circumstances, experiences or support needs.

- **Ensure workers are suitable and supported.** Council is committed to ensuring that workers, volunteers, contractors and others engaged by Council to work with or around children and young people are appropriately screened, supported and expected to uphold child safety and wellbeing in practice.
- **Respond to concerns with a child-focus.** We support child-friendly ways for concerns, complaints, disclosures and allegations to be raised, and we respond promptly, fairly and with the safety and wellbeing of children and young people as the primary consideration.
- **Building knowledge and capability**. We are committed to ongoing awareness, learning and capability-building so that people engaged by Council understand their responsibilities and are equipped to prevent, identify and respond to child safety and wellbeing concerns.
- **Maintain safe environments (physical and online).** We are committed to creating and maintaining safe physical and online environments for children and young people, and to identifying, reducing and responding to risks across Council facilities, services, programs, activities and events.
- **Regularly review and improve.** We continuously evaluate our child-safe practices – through audits, feedback, and reviews – this allows us to continually improve our processes and practices.
- **Documenting and communicating our child safe approach**. We are committed to maintaining, implementing and clearly communicating child safe policies, procedures and guidance that are accessible to workers, children, families and communities, and that support the prevention of, identification of, and response to child safety concerns.

This Statement of Commitment is endorsed by Council governance and leadership. This Child Safe Commitment, aligned to the QLD Child Safe Standards, underpin the Council's child safe policies, procedures and practices, including the Child Safety and Wellbeing Policy, Child Safe Code of Conduct, Child Safety Complaints and Reporting Process, and Child Safety Risk Framework.

1. Purpose

1.1 Council is committed to providing and maintaining environments that support the safety, wellbeing and dignity of children and young people.

1.2 Child safety and wellbeing are embedded in Council's leadership, governance, culture and decision-making and are recognised as a shared responsibility across all levels of the organisation.

1.3 Council has zero tolerance for child abuse, harm, neglect, exploitation and grooming.

1.4 The purpose of this Policy is to:

- set out Council's child safety and wellbeing commitments, principles, responsibilities and minimum requirements
- support the prevention of harm to children and young people in Council services, programs, facilities, activities and online environments
- promote child wellbeing through inclusive, respectful, culturally safe, trauma-informed and child-centred practice that enables children and young people to thrive
- support Council personnel to identify, escalate and report suspicions, concerns or disclosures of harm, or risk of harm, to a child through internal reporting mechanisms and to the appropriate authorities where required
- provide clear expectations for Council personnel and relevant third parties
- support consistent child safe decision-making across different Council settings.

1.5 This Policy is an overarching child safety and wellbeing policy. It should be read together with Council's Child Safety and Wellbeing Statement of Commitment, Child Safe Code of Conduct, Child Safety Complaints and Reporting Process, Child Safety Risk Framework, Supervision and Duty of Care Policy and Procedure, and related child safe guidance and supporting resources.

2. Scope

2.1 This Policy applies to all Council personnel and to child safe responsibilities arising in Council services, programs, facilities, functions, events, online environments and other activities involving, affecting, or used by children and young people.

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

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

2.3 Council operates across a range of settings, including directly delivered services, staffed programs, public facilities, shared-use community spaces, open-access environments and online services.

2.4 In some settings, Council provides direct supervision or service delivery. In other settings, Council provides access to facilities or public spaces and does not have continuous supervision or full control over who is present.

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

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

- libraries
- swimming pools and splash parks
- civic centres and community facilities
- childcare services, kindergartens, after school care and daycare, where applicable
- playgroups
- school holiday programs
- community events
- youth services

- visitor centres
- traineeships and school-based work or learning opportunities
- parks and playgrounds
- multipurpose and recreation spaces
- online and digital service environments.

2.6 Where more specific requirements apply in a particular service, program, facility or activity, this Policy should be read together with the relevant procedure, risk assessment, local work instruction, contract condition, facility condition of use, or guidance document.

3. Definitions

For the purpose of this Policy:

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

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

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

3.4 Council personnel / workers means the persons listed in the scope section of this Policy.

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

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

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

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

4. Legislative and Practice Framework

4.1 This Policy is informed by and should be read consistently with relevant Queensland and Australian child safe requirements, including *(Refer to 19. Related Documents (Internal) and 20. Related Documents (External))*:

- **Child Safe Organisations Act 2024 (Qld)**
- the **Child Safe Standards** and **Universal Principle** in Queensland
- the **Queensland Reportable Conduct Scheme**
- **Working with Children Check Act 2000 (Qld)**
- **Child Protection Act 1999 (Qld)**
- **Human Rights Act 2019 (Qld)**
- **Anti-Discrimination Act 1991 (Qld)**
- **Privacy Act 1988 (Cth)**, where applicable
- **National Disability Insurance Scheme Act 2013 (Cth)**, where applicable
- **National Disability Insurance Scheme (Code of Conduct) Rules 2018**, where applicable
- **National Disability Insurance Scheme (Provider Registration and Practice Standards) Rules 2018**, where applicable
- the **NDIS Practice Standards**, where applicable
- the **National Principles for Child Safe Organisations**

4.2 Council will also comply with any other applicable legislative, regulatory, funding, contractual or sector-specific child safe requirements relevant to particular services or activities.

4.3 Council's related child safe policies, procedures and guidance documents support the practical application of these requirements across different Council settings.

5. Policy Statement and Commitment

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

5.2 Council will:

- act to prevent harm, abuse, neglect, exploitation and grooming
- embed child safety in our culture and practices
- respond to all child safety concerns seriously and respond promptly with a child focus
- uphold the rights, voices and participation of children and young people - decision making and co-design
- promote culturally safe, inclusive and accessible practices
- support families, carers and communities to understand Council's child safe approach
- ensure Council personnel are suitable, supported and accountable
- identify and manage child safety risks in physical, online and service environments
- regularly review and strengthen child safe practices in a timely manner

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

6. National Child Safe Principles and Child Safety Standards and How Council Applies Them

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

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

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

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

Council will:

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

This must include:

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

This principle is supported by the Child Safety Risk Framework, the Guidelines for the Rollout of the Child Safe Policy Suite, and related governance, planning and review processes *(Refer to 19. Related Documents (Internal) and 20. Related Documents (External))*.

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

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

Council will:

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

This must include:

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

Further detail about child-friendly information, participation and reporting pathways is set out in the Child Safety Complaints and Reporting Process and related child-friendly complaint or reporting information *(Refer to 19. Related Documents (Internal) and 20. Related Documents (External))*.

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

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

Council will:

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

This must include:

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

Relevant requirements and communication mechanisms may also be set out in the Guidelines for the Rollout of the Child Safe Policy Suite, facility hire and use conditions, signage and other public-facing guidance *(Refer to 19. Related Documents (Internal) and 20. Related Documents (External))*.

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

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

Council will:

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

This must include:

- considering accessibility and inclusion in the design or review of services, facilities and information
- using culturally respectful, trauma-informed and inclusive language and communication
- development and implementation of a cultural safety implementation plan
- making reasonable adjustments where appropriate
- considering whether particular children or groups may face additional barriers to safety, participation, inclusion or speaking up
- seeking to ensure child safe information and responses are appropriate to the child's needs, identity, culture and circumstances.

This principle should be read together with Council's Statement of Commitment to Aboriginal and Torres Strait Islander Cultural Safety and any related inclusion, accessibility or cultural safety guidance adopted by Council *(Refer to 19. Related Documents (Internal) and 20. Related Documents (External))*.

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

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

Council will:

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

This must include:

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

Further detail is set out in the Child Safe Code of Conduct and in relevant recruitment, screening, induction, supervision and workforce management documents *(Refer to 19. Related Documents (Internal) and 20. Related Documents (External))*.

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

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

Council will:

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

This must include:

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

Detailed reporting, complaint handling, escalation and response requirements are set out in the Child Safety Complaints and Reporting Process and other relevant procedures *(Refer to 19. Related Documents (Internal) and 20. Related Documents (External))*.

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

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

Council will:

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

This must include:

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

Further guidance may be set out in the Guidelines for the Rollout of the Child Safe Policy Suite, induction materials, training resources and relevant role descriptions *(Refer to 19. Related Documents (Internal) and 20. Related Documents (External))*.

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

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

Council will:

- identify, assess and reduce child safety risks in physical, online and service environments within its control

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

This must include:

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

Further detail about risk identification, environmental controls and supervision expectations is set out in the Child Safety Risk Framework and the Supervision and Duty of Care Policy and Procedure *(Refer to 19. Related Documents (Internal) and 20. Related Documents (External))*.

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

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

Council will:

- monitor child safe practice, risks, incidents, complaints and feedback
- use reviews, audits, consultation and learning to strengthen child safe systems
- respond to legislative change, emerging risks and identified gaps
- support continuous improvement across the child safe framework

- review this Policy and related documents at planned intervals and when required
- track and action relevant findings from reviews, complaints, incidents and other monitoring processes.

This must include:

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

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

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

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

Council will:

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

This must include:

- maintaining related policies, procedures, forms, posters, signage and guidance materials

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

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

Further detail about how Council implements these principles in practice is set out in related policies, procedures, the Child Safety Risk Framework, and the Guidelines for the Rollout of the Child Safe Policy Suite *(Refer to 19. Related Documents (Internal) and 20. Related Documents (External))*.

7. Children's Rights, Participation and Voice

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

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

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

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

7.4 Further information about child-friendly reporting and response pathways is set out in the Child Safety Complaints and Reporting Process and related child-friendly complaint or reporting information *(Refer to 19. Related Documents (Internal) and 20. Related Documents (External))*.

8. Families, Carers and Community

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

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

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

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

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

9. Equity, Inclusion and Cultural Safety

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

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

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

- Aboriginal and Torres Strait Islander children and young people children from culturally and linguistically diverse backgrounds

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

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

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

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

9.7 This section should be read together with Council's Statement of Commitment to Aboriginal and Torres Strait Islander Cultural Safety and any related inclusion, accessibility or cultural safety guidance adopted by Council *(Refer to 19. Related Documents (Internal) and 20. Related Documents (External))*.

10. People Working with Children

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

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

10.3 Depending on the role and setting, this may include:

- recruitment and selection processes that address child safety responsibilities
- referee checks and other pre-engagement checks
- Blue Card and other required screening or checks, where applicable

- clear position descriptions and role expectations
- induction into child safe obligations, the Child Safe Code of Conduct and reporting requirements
- supervision, training and performance management processes
- action where concerns arise about conduct, suitability or compliance.

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

11. Screening Requirements, Working with Children's Check – QLD Blue Card

11.1 All workers/council personnel engaged in child-related duties must comply with the requirements of the Working with Children Check (Blue Card system) under the Working with Children Check Act 2000 (Qld) *(Refer to 19. Related Documents (Internal) and 20. Related Documents (External))*.

11.2 Under the Working with Children Check Act 2000 (Qld), "child-related work" is not a single standalone definition but is captured through the concepts of regulated employment and regulated businesses.

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

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

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

11.6 Council reserves the right to request working with children clearance screening for incidental work related to children not covered specifically by the Working with Children

Check (Blue Card system) under the Working with Children Check Act 2000 (Qld), where able to be issued.

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

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

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

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

11.9 Further detail about behavioural expectations is set out in the Child Safe Code of Conduct. Further detail about screening, recruitment, induction, supervision and role-specific requirements may be set out in relevant recruitment, screening, induction, supervision and workforce management documents *(Refer to 19. Related Documents (Internal) and 20. Related Documents (External))*.

12. Contractors, Hirers, Partners and Third Parties

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

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

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

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

- comply with relevant child safe expectations and conduct requirements
- hold required screening or licences

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

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

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

13. Physical, Online and Service Environments

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

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

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

This may include:

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

13.4 Further detail about risk identification, environmental controls and supervision expectations is set out in the Child Safety Risk Framework and the Supervision and Duty of Care Policy and Procedure *(Refer to 19. Related Documents (Internal) and 20. Related Documents (External))*.

14. Complaints, Concerns and Reporting

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

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

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

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

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

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

14.6 Detailed reporting, complaint handling, escalation and response requirements are set out in the Child Safety Complaints and Reporting Process and other relevant procedures *(Refer to 19. Related Documents (Internal) and 20. Related Documents (External))*.

14.7 Where a concern or allegation involves a Council worker (employee, volunteer, contractor or councillor) engaging in reportable conduct (sexual abuse, sexual misconduct, physical abuse, emotional harm, or significant neglect):

- the matter must be escalated immediately to the CEO,
- the CEO must notify the Queensland Family and Child Commission (QFCC) within 3 business days, and
- the CEO will oversee a procedurally fair internal investigation and submit required progress and final reports to the AFCC

14.7 While confidentiality must be maintained to protect the privacy of parties, child safety takes precedence. Under the *Child Protection Act* 1999 (Qld), Council personnel are legally permitted to collect, use, and share relevant personal information with statutory agencies (Child Safety, QPS) without consent where necessary to assess or manage risks to a child's safety. Information shared in good faith under these provisions protects the discloser from civil or professional liability

15. Education, Training and Support

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

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

- mandatory reporting
- child safe responsibilities
- trauma informed practice
- regulatory updates
- recognising and responding to concerns
- professional boundaries
- respectful behaviour
- cultural safety and inclusion

- reporting and escalation pathways
- online safety and communication expectations.

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

15.3 Further guidance about communication, implementation and workforce rollout may be set out in the Guidelines for the Rollout of the Child Safe Policy Suite, induction materials, training resources and relevant role descriptions *(Refer to 19. Related Documents (Internal) and 20. Related Documents (External))*.

16. Roles and Responsibilities

16.1 Council and Chief Executive Officer

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

16.2 Executive leaders and managers

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

16.3 Council personnel

All Council personnel must:

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

16.4 Child Safe Lead (Delegated Child Safety Contact)

The Child Safe Contact Officer, Community Engagement & Facility Lead, Risk and Safety Leads and HR & Governance Leas are delegated child safety are delegated child safety contacts who provide advice, coordination and support in relation to child safe practice, reporting, escalation, guidance, monitoring and continuous improvement.

16.5 Contractors, volunteers and third parties

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

16.6 Families, carers and community members

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

16.7 More detailed responsibilities for particular roles are set out in relevant position descriptions, delegations, , the Child Safe Code of Conduct, and related procedures or local instructions *(Refer to 19. Related Documents (Internal) and 20. Related Documents (External))*.

17. Communication and Accessibility

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

This may include:

- making the Policy publicly available
- providing child-friendly and family-friendly information
- publishing or displaying key child safe commitments and reporting information
- providing information in alternative formats, where, reasonably practicable
- supporting understanding through induction, briefing, signage, website content or local guidance.

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

18. Accessibility, Monitoring, Review and Continuous Improvement

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

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

18. 3 This Policy will be reviewed at least every two years, or earlier if required due to legislative change, organisational change, service changes, identified risk, incident trends, or review findings.

18.4 Monitoring and review activities may also be informed by the Child Safety Risk Framework, related procedures, implementation guidance, incidents, complaints, feedback and other relevant review processes *(Refer to 19. Related Documents (Internal) and 20. Related Documents (External))*.

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

18.6 This policy is available on the council's website.

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

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

19. Related Documents (Internal)

This Policy should be read together with related child safe documents, including as applicable:

- Child Safety and Wellbeing Statement of Commitment
- Child Safe Code of Conduct
- Child Safety Complaints and Reporting Process

- Child Safety Risk Framework
- Child safety incident, concern, complaint or reporting forms
- Child-friendly and family-friendly complaint, reporting or child safe information materials
- Child safe posters, signage and public-facing information materials
- Contractor, hirer and third-party child safe requirements or guidance
- Facility hire and use conditions
- Guidelines for the Rollout of the Child Safe Policy Suite
- Records management, privacy and information handling documents relevant to child safety
- Relevant guidance materials and local work instructions.
- Relevant recruitment, screening, induction, supervision and workforce management documents
- Supervision and Duty of Care Policy
- Supervision and Duty of Care Procedure
- Statement of Commitment to Aboriginal and Torres Strait Islander Cultural Safety

20. Related Documents (External)

Refer to Council document "*Child Safe Legislation and Important Links*"

CHILD SAFE CODE OF CONDUCT POLICY

1. Introduction

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

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

2. Purpose and Scope

2.1 This Child Safe Code of Conduct (this code) should be read alongside Council's Child Safety and Wellbeing Policy, the *Child Protection Act* 1999 (Qld), the *Child Safe Organisations Act* 2024 (Qld), the *Working with Children Check Act* 2000 (Qld), the *Information Privacy Act* 2009 (Qld), the *Human Rights Act* 2019 (Qld), and the National Principles for Child Safe Organisations. It also supports Council's compliance with Queensland's Child Safe Standards and related child safety reporting requirements include the Reporting Conduct Scheme and sexual reporting criminal law.

2.2 This Code formally embeds the 10 Queensland Child Safe Standards under the *Child Safe Organisations Act* 2024 (Qld):

- Leadership, governance and culture
- Children and young people are informed, participate and are taken seriously
- Families and communities are informed and involved
- Equity is upheld and diverse needs respected
- People working with children are suitable and supported
- Processes to respond to complaints and concerns are child-focused
- Staff and volunteers are equipped with knowledge, skills and awareness
- Physical and online environments promote safety and wellbeing
- Continuous improvement is embedded in practice
- Policies and procedures document child safety.

2.3 This Code also supports Council's approach to responding to allegations, concerns about child safety and wellbeing, complaints, disclosures and reportable conduct involving Council Personnel through its Child Safety Complaints and Reporting Process.

2.4 Council delivers and supports a mix of staffed programs, community services, and open public facilities. In some settings, Council provides direct services to children and young people. In other settings, Council provides access to public or shared spaces where parents, carers, user groups, hirers or other responsible adults retain primary supervision responsibilities in line with Council's facility hire, use and access conditions.

2.5 All Council Personnel must apply this Code in a way that is practical, child safe, and consistent with the level of control Council has in each setting. Where more specific guidance is required, the relevant Council policy, procedure, guideline, contract condition or local instruction must also be followed.

For the purposes of this Code, Council Personnel includes different categories of people engaged by or on behalf of Council who work with, for, or around children and young people in Council services, programs, facilities or online environments. These categories include:

- **Councillors**, who are also subject to the relevant local government conduct obligations and any council-specific governance requirements
- **Employees**, who are also subject to Council employment policies, child safe recruitment, supervision, complaints and disciplinary procedures
- **Volunteers**, who are also subject to volunteer induction, supervision and conduct requirements
- **Contractors, consultants and labour-hire personnel (including events)**, who are also subject to contractual child safe requirements, screening requirements where applicable, site access conditions, and relevant contractor or visitor management procedures
- **Students on placement**, trainees and apprentices, who are also subject to placement agreements, supervision arrangements and any relevant education provider requirements
- **Any other person engaged by or on behalf of Council**, who must comply with this Code and any other relevant Council policy, procedure, agreement or lawful direction applying to their role.

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

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

3. Guiding principles / Our Commitment to Safe Environments to Children/young people

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

4. Worker screening (Blue Card) and suitability

Anyone engaged in regulated child-related work must comply with applicable Blue Card or exemption card requirements and with Council's Child Safe Recruitment, Screening and Induction Procedure and any other relevant screening, recruitment and suitability requirements. Personnel must immediately notify Council management if their Blue Card status changes, is suspended or is cancelled.

Refer to Supervision and Duty of Care Child Safe Policy and Child Safety and Wellbeing Policy

5. Standards of Behaviour (Do)

All Council Personnel must:

- act in accordance with Council child safety and wellbeing policies and procedures at all times
- treat all children, young people and families with dignity, respect, sensitivity and equity
- create culturally safe environments and promote the cultural rights and connections of Aboriginal and Torres Strait Islander children
- actively challenge racism, exclusion, stereotyping and discriminatory behaviour, and support culturally safe participation for Aboriginal and Torres Strait Islander children and young people in accordance with the Universal Principle under the *Child Safe Organisations Act* 2024 (Qld)
- identify, record and mitigate risks to children, including online risks, in line with Council's Child Safety Risk Framework and related risk management processes
- respond to concerns, complaints, disclosures and safety risks promptly in line with Council's Child Safety Complaints and Reporting Process, and keep accurate records
- manage children's personal information consistently with privacy and information-sharing laws and Council's Privacy, Records and Information Handling Policy or Procedure
- complete induction and refresher training, and re-acknowledge this Code as required by Council.

6. Positive and child-safe behaviours

Council Personnel must:

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

7. Safe and Protective Work Practices

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

7.2 This includes:

- working, where practicable, in open, observable or otherwise accountable environments when engaging with children and young people
- maintaining appropriate presentation, conduct and professional boundaries at all times
- following Council policies, procedures and local instructions for consent, supervision, personal care, transport, photography, online communication and other child-related activities
- securing parental or guardian consent where required, including for excursions, medical treatment and other child-related activities, in accordance with Council policy and procedure
- responding calmly, respectfully and non-judgmentally so children and young people feel safe to raise concerns
- helping children and young people to understand, in age-appropriate language, how to seek help, raise a concern or make a complaint.
- Use approved devices and platforms for any contact with children; keep communications work-related and transparent.
- Apply procedures for cyberbullying, image-based abuse and exposure to illegal/restricted content, including escalation to the eSafety Commissioner where applicable.
- In mixed-age spaces, enforce rules prohibiting adults from displaying pornographic or illegal content to under-18s; apply remove–document–report steps.

8. Unacceptable behaviours (Do not)

Council Personnel must not:

- initiate, encourage or engage in special, secret, exploitative, coercive, manipulative or otherwise inappropriate relationships with a child or young person

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

9. Language expectations

9.1 Council Personnel must use respectful, age-appropriate, inclusive and professional language when communicating with or around children and young people.

9.2 Council Personnel must not use language or tone that is abusive, intimidating, humiliating, degrading, discriminatory, sexualised, sarcastic or otherwise inappropriate, including in person, online, in written communications, or in direct messages.

Examples of acceptable language and communication include:

- speaking calmly, clearly and respectfully
- using encouraging, supportive and age-appropriate language
- giving instructions, redirection or feedback in a fair and non-humiliating way
- listening without mocking, dismissing or talking over a child or young person
- explaining boundaries, expectations, complaints pathways and safety information in ways children and young people can understand.

Examples of unacceptable language and communication include:

- swearing at, insulting, mocking or ridiculing a child or young person
- using slurs, discriminatory language or demeaning comments
- making sexual jokes, sexualised comments or inappropriate innuendo
- using threatening, aggressive, belittling or intimidating language or tone
- communicating with a child or young person in a way that is manipulative, coercive, overly familiar or otherwise inconsistent with professional boundaries.

10. Physical contact

10.1 Physical contact with a child or young person must only occur where it is necessary for safety, care, support, guidance, instruction or another legitimate work-related reason, and must always be appropriate to the child's age, needs and circumstances, respectful of their dignity, explained where possible, and consistent with Council policy and procedure.

10.2 Physical contact must never be used in a way that is punitive, coercive, intimidating, sexualised, unnecessary or inconsistent with professional boundaries.

10.3 Examples of prohibited physical contact include hitting, slapping, pushing, grabbing, shaking, kissing, sexualised touching, uninvited or unnecessary hugging, massage, or any other unwarranted or intrusive physical contact.

11. One-on-one situations and communications

11.1 Unnecessary one-on-one situations with a child or young person must be avoided.

11.2 Where one-on-one engagement is required as part of Council duties, Council Personnel must maintain visibility, accountability, professional boundaries, and compliance with relevant Council policy and procedure.

11.3 Council Personnel must use only approved Council communication channels, platforms, systems and devices when communicating with children and young people for work-related purposes.

11.4 Council Personnel must not use personal accounts, private messaging, non-approved channels or personal contact details to communicate with children or young people for work-related purposes.

12. Supervision of children

12.1 Where Council is delivering, coordinating or directly overseeing a program or activity for children, Council Personnel must provide active, appropriate and risk-based supervision in accordance with Council policy and procedure.

12.2 In open-access, public or mixed-use environments, Council Personnel must not assume that Council has sole supervision of every child or young person. In these settings, Council Personnel must act within their role to support child safety, including by following Council requirements for signage, visibility, environmental controls, escalation, responding to concerning behaviour, and clarifying where parent, carer, hirer, school, organiser, provider or group leader supervision responsibilities apply. *Refer to Supervision and Duty of Care Child Safe Policy and Procedure.*

13. Behaviour guidance

Council Personnel must:

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

13. Change rooms and toilets

13.1 Council Personnel must only enter toilets, change rooms or other personal care areas where it is necessary, lawful, authorised and consistent with Council policy and procedure.

13.2 Any support, supervision or assistance provided to a child or young person in these settings must be respectful, age-appropriate, proportionate to the circumstances, and carried out in a way that protects privacy, dignity, safety, professional boundaries and accountability.

13.3 Council Personnel must not use these settings in a way that is unnecessary, intrusive, avoidable, or inconsistent with the child or young person's rights, safety and wellbeing.

13.4 Where possible, same-gender practice should be used, unless doing so is not possible or is inconsistent with the child's safety, dignity or rights.

14. Transporting children

14.1 Council Personnel must not transport a child or young person unless it is authorised, appropriately consented, risk assessed, and carried out in accordance with Council policy and procedure.

14.2 Where transport is approved as part of Council duties, Council Personnel must maintain appropriate safety, professional boundaries, supervision and accountability at all times. All approved transport must be conducted with written consent of the legal guardian/parent for each individual being transported. Council reserve the right to refuse transport should it not be safe for the child (and/or driver).

14.3 Approved transport (with written consent) must be conducted in adherence to all Council Policies and Procedures including the Supervision and *Duty of Care Child Safe Policy and this Code of Conduct.* Under no circumstances should a worker transport a child if they are on a learner's or provisional license (all screening measures also apply to all driver's).

15. Visitor and third-party management

15.1 Council Personnel must support and uphold Council's child safe expectations in relation to visitors, contractors, hirers, trainers, service providers and other third parties who access Council facilities, services or child-related activities.

15.2 All visitors, contractors, trainers and other third parties must comply with applicable Council child safe expectations and any relevant access, sign-in, screening, supervision, conduct or site requirements.

15.3 Where relevant to the role or activity, Council Personnel must follow Council's Visitor, Contractor and Third-Party Management Procedure and any related local instructions for verifying required authorisations, screening or access conditions before permitting unsupervised or role-specific access to children or child-related environments.

15.4 Council Personnel must not ignore unsafe, abusive, grooming, sexualised, threatening, discriminatory or otherwise concerning behaviour by contractors, hirers, visitors, community members or other facility users where children may be affected. Council Personnel must act within their role, respond in accordance with Council policy and procedure, and escalate concerns where required.

16. Photography, media and images

16.1 Council Personnel must not photograph, film, record, publish or otherwise use images or recordings of children and young people except in accordance with Council policy and procedure.

16.2 Where photography, filming or recording is authorised for a legitimate Council purpose, Council Personnel must ensure that required consents, permissions and restrictions are identified, recorded and respected.

16.3 Children and young people in statutory care, or those subject to privacy, safety, court, care, family violence or other protective restrictions, must not be identified, photographed, filmed or published except in accordance with lawful authority and Council policy and procedure.

16.4 All use, storage, access, sharing and publication of images or recordings must comply with Council's Photography, Filming, Media and Image Use Procedure, Privacy, Records and Information Handling Policy or Procedure, and any other relevant child safety requirements.

17. Responding and Reporting to Complaints, disclosures, safety risks and breaches

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

17.1 Responding to complaints from children and young people

17.1.1 When a child or young person raises a concern, complaint or disclosure, Council Personnel must listen respectfully, take the matter seriously, respond in a calm and child-safe way, and follow Council's Child Safety Complaints and Reporting Process.

17.1.2 Complaints and disclosures from children and young people must be received and responded to in ways that are culturally safe, accessible and appropriate to the child's age, communication needs and circumstances.

17.1.3 Council Personnel must not dismiss, minimise, discourage or ignore a child or young person who is trying to raise a concern, make a complaint or disclose something that affects their safety or wellbeing. *Refer to Child-Focused Complaints Procedure and as applicable Child Safe Reporting Policy and Procedure.*

17.2 Mandatory notifications and external reporting

17.2.1 Where a concern, suspicion, disclosure or incident gives rise to a mandatory reporting obligation, reportable conduct, or other external reporting obligation, Council Personnel must act promptly and in accordance with applicable law, Council policy and procedure, and any role-specific obligations.

17.2.2 If a child is in immediate danger, call 000. If criminal conduct is suspected, report to Queensland Police.

17.2.3 Council Personnel must not delay action because they are uncertain whether a threshold has been met. They must seek guidance and escalate the matter through Council's Child Safety Complaints and Reporting Process or other applicable reporting pathway without delay*. Refer to Child Safe Reporting Policy and Procedure.*

17.2.4 Reportable conduct includes sexual abuse, sexual misconduct, physical violence, emotional abuse, or significant neglect involving a child. Personnel must cooperate fully with any internal investigation or QFCC notification processes. Failure to report reportable conduct is a breach of this Code and legal obligations.

17.3 Reporting behaviours of concern

17.3.1 Council Personnel must report behaviours of concern involving workers, volunteers, contractors, hirers, visitors, community members or other relevant persons where the behaviour may affect the safety, wellbeing, dignity or rights of a child or young person.

17.3.2 Behaviours of concern may include grooming behaviours, boundary breaches, inappropriate language or conduct, unsafe supervision, unsafe online behaviour, discriminatory conduct, breaches of this Code, unsafe environments, or other conduct that may require internal action, external reporting, assessment under reportable conduct requirements, or further response under Council policy and procedure. *Refer to Child Safe Reporting Policy and Procedure.*

17.4 Complaints, disclosures, safety risks and breaches

17.4.1 Detailed processes for investigation, complaint handling, misconduct management and disciplinary action are addressed in relevant Council policies and procedures including *Child Safety Complaints and Child Safe Reporting Policy and Procedure*, including concerns related to reportable conduct.

17.4.2 All concerns under this section must be recorded, reported, responded and escalated as outlined in this in accordance with the relevant policies.

17.5 Failure to report and related breaches

17.5.1 Failing to report, delaying a report, discouraging a report, interfering with a report, or otherwise not acting in accordance with Council's child safety reporting requirements may constitute a breach of this Code and may result in disciplinary, contractual, governance or other action appropriate to the person's role and the circumstances.

17.5.2 Detailed processes for investigation, complaint handling, misconduct management and disciplinary action are addressed in relevant Council policies and procedures. *Refer to Child-Focused Complaints Procedure and Child Safe Reporting Policy and Procedure*

18. Technology and online safety

18.1 Council Personnel must use technology, devices, platforms and online environments in ways that support child safety, professional boundaries, transparency and accountability.

18.2 Council Personnel must use only approved Council devices, systems, platforms and communication channels when engaging with children and young people for work-related purposes, except where otherwise authorised under Council policy and procedure.

18.3 Council Personnel must not use technology or online communication in a way that is secretive, exploitative, inappropriate, inconsistent with professional boundaries, or likely to expose children and young people to harm.

18.4 Council Personnel must follow any other relevant legislated and Council policy and procedure in relation to cyberbullying, image-based abuse, inappropriate or illegal content, digital communications, recordkeeping, privacy and escalation requirements.

18.5 In mixed-age, public or shared environments, Council Personnel must act within their role to respond to concerning behaviour or unsafe situations that expose children and young people to inappropriate, exploitative, pornographic or illegal online or device-based content.

19. Privacy and information handling

19.1 Council Personnel must handle children's personal, sensitive and child safety information lawfully, respectfully and in accordance with the Information Privacy Act 2009

(Qld), Council's Privacy, Records and Information Handling Policy or Procedure, and any other applicable legal requirements.

19.2 Information relating to children and young people must only be collected, accessed, used, shared, stored and disposed of for authorised purposes, and only by those with a legitimate need to know.

19.3 Council Personnel must not access, disclose, discuss or share information about a child or young person inappropriately, including in public settings, with unauthorised persons, or through non-approved systems or devices.

19.4 All records relating to child safety complaints, reports, disclosures, risk assessments, and incident logs must be retained securely in accordance with the *Public Records Act* 2023 (Qld) and relevant state record retention schedules governing child safety records. Records must not be destroyed or altered.

20. Breaches of this Code

20.1 Breaches of this Code may result in action being taken by Council, which may include disciplinary action, termination of employment or engagement, withdrawal of access to Council facilities or services, referral to police or relevant regulatory authorities, or other action as appropriate to the circumstances.

20.2 Detailed processes for investigation, disciplinary action, complaints management and misconduct handling are addressed in relevant Council policies and procedures.

21. Related policies, procedures and supporting resources

This Code should be read and implemented alongside relevant Council policies, procedures, forms, guidance materials, contracts and signage. Depending on the council's structure and services, these may include:

- Child Safety and Wellbeing Policy
- Child-Focused Complaints Procedure
- Child Safety Risk Management Framework
- Child Safe Recruitment, Screening and Induction Procedure
- Supervision and Duty of Care Child Safe Policy and Procedure
- Visitor, Contractor and Third-Party Management Procedure
- Transport Procedure

- Photography, Filming, Media and Image Use Procedure
- Online Safety and Acceptable Use Procedure
- Privacy, Records and Information Handling Policy or Procedure
- Child safety incident, concern and complaint form
- Community facility hire and use child safe guidance
- Parent, carer and organiser supervision guidance
- Behaviour expectations signage for council facilities, events and public spaces
- How to raise a child safety concern or complaint poster
- Contractor, hirer and user group child safe expectations guidance
- Child-friendly complaints information or easy-read complaints guidance.

NOTE: This Code sets Council's overarching behavioural expectations for anyone who works with or interacts with children and young people under the age of 18 through McKinlay Shire Council services, facilities and programs across physical and online environments. It is not intended to contain all role-specific, service-specific or operational requirements.

Further operational matters are also addressed in related council policy and procedures. Refer to Related Documents (Internal) and (External).

Refer to Appendix for Child Safe Code of Conduct Agreement to Sign and Poster Version

22. Related documents

22.1 (Internal Documents)

- Child-Focused Complaints Procedure (QLD)
- Child Safety and Wellbeing Policy
- Child Safe Code of Conduct
- Child Safety Risk Management Framework
- Privacy Policy
- Supervision and Duty of Care Policy
- Supervision and Duty of Care Procedure

22.2 (External References)

Refer to Council document "*Child Safe Legislation and Important Links*"

1. **APPENDIX A - Summary Child Safe Code of Conduct to Acknowledge and Sign**

2. **APPENDIX B – Child Safe Code of Conduct POSTER AGREEMENT VERSION (with optional Agreement)**

Appendix A - SUMMARY CHILD SAFE CODE OF CONDUCT TO ACKNOWLEDGE AND SIGN

This Acknowledgement applies to Council Personnel as Defined in this Child Safe Code of Conduct.

Council Personnel are required to act in ways that protect the safety, wellbeing, dignity and rights of children and young people who engage with Council services, programs, facilities or online environments.

Our Commitment to the Safety and Wellbeing of all children and young people

Council is committed to creating environments that are welcoming, inclusive, culturally safe and responsive to the needs of children and young people, including Aboriginal and Torres Strait Islander children and young people.

Council Personnel are expected to uphold children's rights to safety, participation, information and respect, maintain professional boundaries, respond appropriately to concerns, complaints, disclosures and safety risks, and comply with Council's child safety policies, procedures and reporting requirements.

Acknowledgement of Council's Child Safe Code of Conduct

I acknowledge that I have read and understood Council's Child Safe Code of Conduct and agree to comply with its requirements.

I am committed to creating a safe environment for children and young people. I will do this by:

1. acting in accordance with Council's Child Safety and Wellbeing Policy and related child safety policies and procedures
2. maintaining appropriate professional boundaries with children and young people
3. responding to and reporting child safety concerns, complaints, disclosures, suspicions, allegations, boundary breaches and unsafe situations through Council's Child Safety Complaints and Reporting Process and any other applicable reporting pathway
4. complying with any applicable legal, statutory, contractual, governance or professional obligations relevant to my role
5. participating in induction, training and annual re-commitment processes as required
6. complying with applicable Blue Card or exemption requirements where my role involves regulated child-related work.

I understand that breaches of this Code may result in action by Council appropriate to my role and the circumstances, including disciplinary action, termination of employment or engagement, withdrawal of access, or referral to police or relevant authorities where required.

Full Name: **Position / Role:**

Signature:

Date:

APPENDIX B – Child Safe Code of Conduct COUNCIL POSTER VERSION

COUNCIL CHILD SAFE CODE OF CONDUCT DO's and DON'Ts

Council is committed to providing an open, welcoming and safe environment for all children and young people who take part in the services and activities we offer. This Code of Conduct Statement complements the *Council Child Safe Code of Conduct.* Council's Code of Conduct outlines appropriate standards of behaviour by all Council workers towards children and young people. A child is defined as anyone under the age of 18. Council aims to protect children and young people and to reduce opportunities for abuse or risk of harm to occur. It also helps workers by providing them with guidance on how to best support children and how to avoid or better manage difficult situations.

All Council workers will always ensure that they display appropriate standards of behaviour towards children and young people so that their rights are respected, they feel safe and protected, and their concerns are taken seriously. This always applies when we are performing official duties, including when we are representing Council at programs and events. This also applies to conduct occurring outside of work hours where connected to your employment or engagement with Council. Engaging in any unacceptable behaviour is considered a breach of this Code of Conduct and may result in managerial, disciplinary action and/or termination of employment and/or engagement with Council and will be managed by the relevant organisational, legislative and/or program-specific policies and procedures.

Do	Treat everyone with respect and honesty (this includes staff, volunteers, students, children, young people and parents).
Do	Listen to and value children and young people's ideas and opinions, and respond to them appropriately.
Do	Actively promote cultural safety and inclusion and welcome everyone by being inclusive (this includes staff, volunteers, students, children, young people and parents).
Do	Remember to be a positive role model to children and young people in all your conduct with them.
Do	Set clear boundaries about appropriate behaviour between yourself, children and families. Boundaries help everyone to carry out their roles well.
Do	Follow organisational policy and guidelines outlined in the Safeguarding Children and Young People Policy and Safeguarding Children and Young People Procedure.
Do	Inform management of any conflicts of interest (such as other engagement with a child or young person, secondary employment, or personal/family ties).

Do	Report or raise concerns with management if risks to child safety, including cultural, environmental, and operational risks, are identified.
Do	Respect the privacy of children and young people and their families by keeping all information about child protection concerns confidential once reported.
Do	Gain consent from parents or carers and management when situations arise that need to be safely managed.
Do	Have another adult present or in sight when conducting one-to-one activities, etc.
Do	Advocate for the rights of the child or young person and always prioritise their needs.
Do	Record and act on complaints of abuse and risk of harm.
Do	Comply with all reasonable and lawful instructions.
Do	Attend all Council activities and programs in a fit and proper state, unaffected by alcohol or non-prescription drugs, and if affected by prescription drugs that may impair performance, notify the manager of the circumstances.

Do Not	Overlook or participate in illegal, unsafe, harmful or abusive behaviour towards children, including physical, sexual, or psychological abuse, grooming, ill-treatment, or neglect.
Do Not	Develop any 'special' relationships with children that could be seen as favouritism, such as the offering of gifts or special treatment.
Do Not	Ignore or disregard any concerns, suspicions or disclosures of child abuse or risk of harm and fail to report to relevant authorities.
Do Not	Do things of a personal nature that children can do for themselves, such as assisting them to go to the toilet or change clothes.
Do Not	Engage in personal or professional conduct, including the use of social media, whether during or after work hours, that has the potential to adversely affect the reputation of Council adversely.

Council Worker (Personnel/Member) Signature:

I have read this Code of Conduct Statement and the Council Code of Conduct Policy and agree to abide by it and its terms.			
Name		**Position**	
Signature		**Date**	
Review		**Date**	

CHILD SAFE CODE OF CONDUCT POLICY
CONTRACTORS AND FACILITY USERS

1. Introduction

This Child Safe Code of Conduct sets Council's child safe behavioural expectations for contractors, consultants, third-party providers, hirers, user groups, trainers, instructors, event organisers, volunteers engaged through external groups, visitors and other users of Council facilities, services, programs, public spaces and online environments where children and young people may be present.

Council workers, councillors and volunteers remain subject to Council's internal employee, volunteer and councillor codes, policies and procedures. This Code is intended to apply to external parties and facility users and must be read together with any contract, permit, hire agreement, conditions of entry or use, signage and lawful direction given by Council staff.

2. Purpose and Scope

2.1 This Child Safe Code of Conduct (this code) should be read alongside Council's Child Safety and Wellbeing Policy, the *Child Protection Act* 1999 (Qld), the *Child Safe Organisations Act* 2024 (Qld), the *Working with Children Check Act* 2000 (Qld), the *Information Privacy Act* 2009 (Qld), the *Human Rights Act* 2019 (Qld), and the National Principles for Child Safe Organisations. It also supports Council's compliance with Queensland's Child Safe Standards and related child safety reporting requirements include the Reporting Conduct Scheme and sexual reporting criminal law.

2.2 This Code formally embeds the 10 Queensland Child Safe Standards under the *Child Safe Organisations Act* 2024 (Qld):

- Leadership, governance and culture
- Children and young people are informed, participate and are taken seriously
- Families and communities are informed and involved
- Equity is upheld and diverse needs respected
- People working with children are suitable and supported
- Processes to respond to complaints and concerns are child-focused
- Staff and volunteers are equipped with knowledge, skills and awareness
- Physical and online environments promote safety and wellbeing
- Continuous improvement is embedded in practice

- Policies and procedures document child safety.

2.3 This Code also supports Council's approach to responding to allegations, concerns about child safety and wellbeing, complaints, disclosures and reportable conduct involving Council Personnel through its Child Safety Complaints and Reporting Process.

2.4 Council delivers and supports a mix of staffed programs, community services, and open public facilities. In some settings, Council provides direct services to children and young people. In other settings, Council provides access to public or shared spaces where parents, carers, user groups, hirers or other responsible adults retain primary supervision responsibilities in line with Council's facility hire, use and access conditions.

2.5 All Council Personnel must apply this Code in a way that is practical, child safe, and consistent with the level of control Council has in each setting. Where more specific guidance is required, the relevant Council policy, procedure, guideline, contract condition or local instruction must also be followed.

For the purposes of this Code, Contractors and Facility Users includes external parties and members of the public who work with, provide services to, organise activities for, or interact with children and young people in Council services, programs, facilities, events, public spaces or online environments. These categories include:

- **Contractors, consultants, suppliers and service providers**, who must comply with contractual child safe requirements, screening requirements where applicable, site access conditions and Council's contractor or visitor management requirements
- **Hirers, permit holders, event organisers and user groups**, who must comply with facility hire, booking, permit, event approval, supervision, conduct and conditions of use requirements
- **Trainers, instructors, coaches, group leaders and activity coordinators**, who are responsible for supervising and managing the children and young people participating in their activities unless Council has expressly agreed otherwise
- **Parents, carers, visitors, spectators and members of the public**, who must comply with conditions of entry, behaviour expectations, child safe signage and lawful directions while using Council facilities or attending Council spaces
- **Any other external person or organisation accessing Council facilities, services, programs or spaces**, who must comply with this Code and any other relevant Council policy, procedure, agreement, permit, signage or lawful direction applying to their access or activity.

Where a person or organisation is subject to more than one policy, procedure, contract, agreement, permit, booking condition, code or lawful direction, those requirements apply together.

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

3. Guiding principles / Our Commitment to Safe Environments to Children/young people

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

4. Worker screening (Blue Card) and suitability

Anyone engaged in regulated child-related work must comply with applicable Blue Card or exemption card requirements and with Council's Child Safe Recruitment, Screening and Induction Procedure and any other relevant screening, recruitment and suitability requirements. Contractors and Facility Users must immediately notify Council management if their Blue Card status changes, is suspended or is cancelled.

Refer to Supervision and Duty of Care Child Safe Policy and Child Safety and Wellbeing Policy

5. Standards of Behaviour (Do)

All Contractors and Facility Users must:

- act in accordance with Council child safety and wellbeing policies and procedures at all times
- treat all children, young people and families with dignity, respect, sensitivity and equity
- create culturally safe environments and promote the cultural rights and connections of Aboriginal and Torres Strait Islander children
- actively challenge racism, exclusion, stereotyping and discriminatory behaviour, and support culturally safe participation for Aboriginal and Torres Strait Islander children and young people in accordance with the Universal Principle under the *Child Safe Organisations Act* 2024 (Qld)
- identify, record and mitigate risks to children, including online risks, in line with Council's Child Safety Risk Framework and related risk management processes
- respond to concerns, complaints, disclosures and safety risks promptly in line with Council's Child Safety Complaints and Reporting Process, and keep accurate records
- manage children's personal information consistently with privacy and information-sharing laws and Council's Privacy, Records and Information Handling Policy or Procedure
- complete induction and refresher training, and re-acknowledge this Code as required by Council.

6. Positive and child-safe behaviours

Contractors and Facility Users must:

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

7. Safe and Protective Work Practices

7.1 Contractors and Facility Users must adopt safe and protective practices and remain alert to situations, environments or behaviours that may place children, young people or others at risk, or may be perceived as unsafe, inappropriate or inconsistent with child safe boundaries.

7.2 This includes:

- working, where practicable, in open, observable or otherwise accountable environments when engaging with children and young people
- maintaining appropriate presentation, conduct and professional boundaries at all times
- following Council policies, procedures and local instructions for consent, supervision, personal care, transport, photography, online communication and other child-related activities
- securing parental or guardian consent where required, including for excursions, medical treatment and other child-related activities, in accordance with Council policy and procedure
- responding calmly, respectfully and non-judgmentally so children and young people feel safe to raise concerns
- helping children and young people to understand, in age-appropriate language, how to seek help, raise a concern or make a complaint.
- Use approved devices and platforms for any contact with children; keep communications work-related and transparent.
- Apply procedures for cyberbullying, image-based abuse and exposure to illegal/restricted content, including escalation to the eSafety Commissioner where applicable.
- In mixed-age spaces, enforce rules prohibiting adults from displaying pornographic or illegal content to under-18s; apply remove–document–report steps.

8. Unacceptable behaviours (Do not)

Contractors and Facility Users must not:

- initiate, encourage or engage in special, secret, exploitative, coercive, manipulative or otherwise inappropriate relationships with a child or young person

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

9. Language expectations

9.1 Contractors and Facility Users must use respectful, age-appropriate, inclusive and appropriate language when communicating with or around children and young people.

9.2 Contractors and Facility Users must not use language or tone that is abusive, intimidating, humiliating, degrading, discriminatory, sexualised, sarcastic or otherwise inappropriate, including in person, online, in written communications, or in direct messages.

Examples of acceptable language and communication include:

- speaking calmly, clearly and respectfully
- using encouraging, supportive and age-appropriate language
- giving instructions, redirection or feedback in a fair and non-humiliating way
- listening without mocking, dismissing or talking over a child or young person
- explaining boundaries, expectations, complaints pathways and safety information in ways children and young people can understand.

Examples of unacceptable language and communication include:

- swearing at, insulting, mocking or ridiculing a child or young person
- using slurs, discriminatory language or demeaning comments
- making sexual jokes, sexualised comments or inappropriate innuendo
- using threatening, aggressive, belittling or intimidating language or tone
- communicating with a child or young person in a way that is manipulative, coercive, overly familiar or otherwise inconsistent with professional boundaries.

10. Physical contact

10.1 Physical contact with a child or young person must only occur where it is necessary for safety, care, support, guidance, instruction or another legitimate work-related reason, and must always be appropriate to the child's age, needs and circumstances, respectful of their dignity, explained where possible, and consistent with Council policy and procedure.

10.2 Physical contact must never be used in a way that is punitive, coercive, intimidating, sexualised, unnecessary or inconsistent with professional boundaries.

10.3 Examples of prohibited physical contact include hitting, slapping, pushing, grabbing, shaking, kissing, sexualised touching, uninvited or unnecessary hugging, massage, or any other unwarranted or intrusive physical contact.

11. One-on-one situations and communications

11.1 Unnecessary one-on-one situations with a child or young person must be avoided.

11.2 Where one-on-one engagement is required for an authorised activity, Contractors and Facility Users must maintain visibility, accountability, appropriate boundaries, and compliance with Council conditions, relevant policies, permits, hire agreements and procedures.

11.3 Contractors and Facility Users must use only approved Council communication channels, platforms, systems and devices when communicating with children and young people for work-related purposes.

11.4 Contractors must not use personal accounts, private messaging, non-approved channels or personal contact details to communicate with children or young people for work-related purposes.

12. Supervision of children

12.1 Where a Contractor, hirer, organiser, user group, trainer, coach or other external party is delivering, coordinating or directly overseeing a program, event or activity involving children, that party is responsible for active, appropriate and risk-based supervision unless Council has expressly agreed otherwise in writing.

12.2 In open-access, public or mixed-use environments, Contractors and Facility Users must not assume Council has sole supervision of every child or young person. Parents, carers, hirers, schools, organisers, providers and group leaders retain supervision responsibilities relevant to their role, activity, booking or agreement. Contractors and Facility Users must follow Council signage, conditions of entry or use, environmental controls, escalation pathways and lawful directions.

13. Behaviour guidance

Contractors and Facility Users must:

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

14. Change rooms and toilets

13.1 Where young people are in attendance, adults must not enter toilets, change rooms or other personal care areas unless it is strictly necessary, lawful, authorised and consistent with Council policy and Child Safe Principles.

13.2 Any support, supervision or assistance provided to a child or young person in these settings must be respectful, age-appropriate, proportionate to the circumstances, and carried out in a way that protects privacy, dignity, safety, professional boundaries and accountability.

13.3 Adults must not use these settings in a way that is unnecessary, intrusive, avoidable, or inconsistent with the child or young person's rights, safety and wellbeing.

13.4 Where possible, same-gender practice should be used, unless doing so is not possible or is inconsistent with the child's safety, dignity or rights.

15. Visitor, contractor, hirer and facility user management

15.1 Contractors and Facility Users must support and uphold Council's child safe expectations when accessing Council facilities, delivering services, conducting works, hiring venues, organising events, supervising groups, visiting public spaces or participating in child-related activities.

15.2 All visitors, contractors, trainers and other third parties must comply with applicable Council child safe expectations and any relevant access, sign-in, screening, supervision, conduct or site requirements.

15.3 Where relevant to the role or activity, Contractors and facility users must follow Council's Visitor, Contractor and Third-Party Management Procedure and any related local instructions for verifying required authorisations, screening or access conditions before permitting unsupervised or role-specific access to children or child-related environments.

15.4 Contractors and facility users must not ignore unsafe, abusive, grooming, sexualised, threatening, discriminatory or otherwise concerning behaviour by contractors, hirers, visitors, community members or other facility users where children may be affected. Council Personnel must act within their role, respond in accordance with Council policy and procedure, and escalate concerns where required.

16. Photography, media and images

16.1 Contractors and facility users must not photograph, film, record, publish or otherwise use images or recordings of children and young people except in accordance with Council policy and procedure.

16.2 Where photography, filming or recording is authorised for a legitimate Council purpose, Contractors and facility users must ensure that required consents, permissions and restrictions are identified, recorded and respected.

16.3 Children and young people in statutory care, or those subject to privacy, safety, court, care, family violence or other protective restrictions, must not be identified, photographed, filmed or published except in accordance with lawful authority and Council policy and procedure.

16.4 All use, storage, access, sharing and publication of images or recordings must comply with Council's Photography, Filming, Media and Image Use Procedure, Privacy, Records and Information Handling Policy or Procedure, and any other relevant child safety requirements.

17. Responding and Reporting to Complaints, disclosures, safety risks and breaches

Contractors and Facility Users must respond and report promptly, appropriately and in accordance with Council policy, procedure, contract, hire agreement, permit, conditions of entry or use, signage and lawful directions to complaints, disclosures, safety risks, behaviours of concern and breaches relating to child safety.

17.1 Responding to complaints from children and young people

17.1.1 When a child or young person raises a concern, complaint or disclosure, Council Personnel must listen respectfully, take the matter seriously, respond in a calm and child-safe way, and follow Council's Child Safety Complaints and Reporting Process.

17.1.2 Complaints and disclosures from children and young people must be received and responded to in ways that are culturally safe, accessible and appropriate to the child's age, communication needs and circumstances.

17.1.3 Contractors and facility users must not dismiss, minimise, discourage or ignore a child or young person who is trying to raise a concern, make a complaint or disclose something that affects their safety or wellbeing. *Refer to Child-Focused Complaints Procedure and as applicable Child Safe Reporting Policy and Procedure.*

17.2 Mandatory notifications and external reporting

17.2.1 Where a concern, suspicion, disclosure or incident gives rise to a mandatory reporting obligation, reportable conduct, or other external reporting obligation, Contractors and facility users must act promptly and in accordance with applicable law, Council policy and procedure, and any role-specific obligations.

17.2.2 If a child is in immediate danger, call 000. If criminal conduct is suspected, report to Queensland Police.

17.2.3 Council Personnel, contractors and facility users must not delay action because they are uncertain whether a threshold has been met. They must seek guidance and escalate the matter through Council's Child Safety Complaints and Reporting Process or other applicable reporting pathway without delay. *Refer to Child Safe Reporting Policy and Procedure.*

17.2.4 Reportable conduct includes sexual abuse, sexual misconduct, physical violence, emotional abuse, or significant neglect involving a child. Personnel must cooperate fully with any internal investigation or QFCC notification processes. Failure to report reportable conduct is a breach of this Code and legal obligations.

17.3 Reporting behaviours of concern

17.3.1 Council Personnel, contractors and facility users must report behaviours of concern involving workers, volunteers, contractors, hirers, visitors, community members or other relevant persons where the behaviour may affect the safety, wellbeing, dignity or rights of a child or young person.

17.3.2 Behaviours of concern may include grooming behaviours, boundary breaches, inappropriate language or conduct, unsafe supervision, unsafe online behaviour, discriminatory conduct, breaches of this Code, unsafe environments, or other conduct that may require internal action, external reporting, assessment under reportable conduct requirements, or further response under Council policy and procedure. *Refer to Child Safe Reporting Policy and Procedure.*

17.4 Complaints, disclosures, safety risks and breaches

17.4.1 Detailed processes for investigation, complaint handling, misconduct management and disciplinary action are addressed in relevant Council policies and procedures including *Child Safety Complaints and Child Safe Reporting Policy and Procedure*, including concerns related to reportable conduct.

17.4.2 All concerns under this section must be recorded, reported, responded and escalated as outlined in this in accordance with the relevant policies.

17.5 Failure to report and related breaches

17.5.1 Failing to report, delaying a report, discouraging a report, interfering with a report, or otherwise not acting in accordance with Council's child safety reporting requirements may constitute a breach of this Code and may result in disciplinary, contractual, governance or other action appropriate to the person's role and the circumstances.

17.5.2 Detailed processes for investigation, complaint handling, misconduct management and disciplinary action are addressed in relevant Council policies and procedures. *Refer to Child-Focused Complaints Procedure and Child Safe Reporting Policy and Procedure*

18. Technology and online safety

18.1 Contractors and facility users must use technology, devices, platforms and online environments in ways that support child safety, professional boundaries, transparency and accountability.

18.2 Contractors and facility users must use only approved Council devices, systems, platforms and communication channels when engaging with children and young people for work-related purposes, except where otherwise authorised under Council policy and procedure.

18.3 Contractors and facility users must not use technology or online communication in a way that is secretive, exploitative, inappropriate, inconsistent with professional boundaries, or likely to expose children and young people to harm.

18.4 Contractors and facility users must follow any other relevant legislated and Council policy and procedure in relation to cyberbullying, image-based abuse, inappropriate or illegal content, digital communications, recordkeeping, privacy and escalation requirements.

18.5 In mixed-age, public or shared environments, Contractors and facility users must act within their role to respond to concerning behaviour or unsafe situations that expose children and young people to inappropriate, exploitative, pornographic or illegal online or device-based content.

19. Privacy and information handling

19.1 Contractors and facility users must handle children's personal, sensitive and child safety information lawfully, respectfully and in accordance with the Information Privacy Act 2009 (Qld), Council's Privacy, Records and Information Handling Policy or Procedure, and any other applicable legal requirements.

19.2 Information relating to children and young people must only be collected, accessed, used, shared, stored and disposed of for authorised purposes, and only by those with a legitimate need to know.

19.3 Contractors and facility users must not access, disclose, discuss or share information about a child or young person inappropriately, including in public settings, with unauthorised persons, or through non-approved systems or devices.

19.4 All records relating to child safety complaints, reports, disclosures, risk assessments, and incident logs must be retained securely in accordance with the *Public Records Act* 2023 (Qld) and relevant state record retention schedules governing child safety records. Records must not be destroyed or altered.

20. Breaches of this Code

20.1 Breaches of this Code by contractors or facility users may result in immediate action being taken by Council, which may include:

- Suspension, variation or termination of service and/or supply contracts or agreements
- Cancellation, revocation or restriction of facility hire agreements and access rights
- Refusal of entry or removal from Council facilities and services; and
- Referral to law enforcement, child protection or regulatory bodies where appropriate

20.2 Any breach may also impact future tender submissions, procurement opportunities or facility hire applications with council

20.3 Investigation, complaints management and breach management processes will be handled in accordance with relevant council policies, contractual terms and venue hire agreements.

NOTE: This Code sets Council's overarching behavioural expectations for anyone who works with or interacts with children and young people under the age of 18 through McKinlay Shire Council services, facilities and programs across physical and online environments. It is not intended to contain all role-specific, service-specific or operational requirements.

1. **APPENDIX A - Summary Child Safe Code of Conduct to Acknowledge and Sign**

2. **APPENDIX B – Child Safe Code of Conduct POSTER AGREEMENT VERSION (with optional Agreement)**

Appendix A - SUMMARY CHILD SAFE CODE OF CONDUCT FOR CONTRACTORS AND FACILITY USERS TO ACKNOWLEDGE AND SIGN

This Acknowledgement applies to Contractors and Facility Users as defined in this Child Safe Code of Conduct.

Contractors and Facility Users are required to act in ways that protect the safety, wellbeing, dignity and rights of children and young people who access Council services, programs, facilities, public spaces, events or online environments.

Our Commitment to the Safety and Wellbeing of all children and young people

Council is committed to creating environments that are welcoming, inclusive, culturally safe and responsive to the needs of children and young people, including Aboriginal and Torres Strait Islander children and young people.

Contractors and Facility Users are expected to uphold children's rights to safety, participation, information and respect, maintain appropriate boundaries, provide supervision where they are responsible for activities or groups, respond appropriately to concerns, complaints, disclosures and safety risks, and comply with Council's child safety expectations, reporting pathways, conditions of use and lawful directions.

Acknowledgement of Council's Child Safe Code of Conduct

I acknowledge that I have read and understood Council's Child Safe Code of Conduct for Contractors and Facility Users and agree to comply with its requirements.

I am committed to creating a safe environment for children and young people. I will do this by:

1. acting in accordance with Council's child safety expectations, facility conditions of entry or use, hire agreements, permits, contracts, signage and lawful directions
2. maintaining appropriate boundaries with children and young people
3. providing active and appropriate supervision where I am responsible for a group, activity, event, service or facility booking involving children or young people
4. responding to and reporting child safety concerns, complaints, disclosures, suspicions, allegations, boundary breaches and unsafe situations through Council's reporting pathways and any other applicable reporting pathway
5. complying with any applicable legal, statutory, contractual, screening, permit, hire, insurance, risk management or professional obligations relevant to my role, activity or access
6. complying with applicable Blue Card or exemption requirements where my role or activity involves regulated child-related work.

I understand that breaches of this Code may result in action by Councilincluding termination of a contract or engagement, cancellation of a booking or permit, withdrawal of access to Council facilities or services, direction to leave, refusal of future access, or referral to police or relevant authorities where required.

Full Name: **Position / Role:**

Signature:

Date:

APPENDIX B – Child Safe Code of Conduct CONTRACTOR AND FACILITY USER POSTER VERSION

CONTRACTOR AND FACILITY USER CHILD SAFE CODE OF CONDUCT DO's and DON'Ts

Council is committed to providing open, welcoming and safe environments for all children and young people who use Council services, facilities, programs, events, public spaces and online environments. This Code of Conduct Statement complements the *Council Child Safe Code of Conduct for Contractors and Facility Users*. A child is defined as anyone under the age of 18. This poster outlines expected standards of behaviour for contractors, hirers, user groups, visitors and other facility users so children and young people are protected, respected and supported to raise concerns.

All contractors, hirers, user groups, visitors and facility users must display appropriate standards of behaviour towards children and young people while accessing Council facilities, participating in activities, delivering services, organising events or using Council spaces. Engaging in unacceptable behaviour is considered a breach of this Code and may result in termination of access, cancellation of a booking or permit, removal from a facility, refusal of future use, contractual action and/or referral to relevant authorities.

Do	Treat everyone with respect and honesty (this includes staff, volunteers, students, children, young people and parents).
Do	Listen to and value children and young people's ideas and opinions, and respond to them appropriately.
Do	Actively promote cultural safety and inclusion and welcome everyone by being inclusive (this includes staff, volunteers, students, children, young people and parents).
Do	Remember to be a positive role model to children and young people in all your conduct with them.
Do	Set clear boundaries about appropriate behaviour between yourself, children and families. Boundaries help everyone to carry out their roles well.
Do	Follow organisational policy and guidelines outlined in the Safeguarding Children and Young People Policy and Safeguarding Children and Young People Procedure.
Do	Inform management of any conflicts of interest (such as other engagement with a child or young person, secondary employment, or personal/family ties).

Do	Report or raise concerns with management if risks to child safety, including cultural, environmental, and operational risks, are identified.
Do	Respect the privacy of children and young people and their families by keeping all information about child protection concerns confidential once reported.
Do	Gain consent from parents or carers and management when situations arise that need to be safely managed.
Do	Have another adult present or in sight when conducting one-to-one activities, etc.
Do	Advocate for the rights of the child or young person and always prioritise their needs.
Do	Record and act on complaints of abuse and risk of harm.
Do	Comply with all reasonable and lawful instructions.
Do	Attend all Council activities and programs in a fit and proper state, unaffected by alcohol or non-prescription drugs, and if affected by prescription drugs that may impair performance, notify the manager of the circumstances.

Do Not	Overlook or participate in illegal, unsafe, harmful or abusive behaviour towards children, including physical, sexual, or psychological abuse, grooming, ill-treatment, or neglect.
Do Not	Develop any 'special' relationships with children that could be seen as favouritism, such as the offering of gifts or special treatment.
Do Not	Ignore or disregard any concerns, suspicions or disclosures of child abuse or risk of harm and fail to report to relevant authorities.
Do Not	Do things of a personal nature that children can do for themselves, such as assisting them to go to the toilet or change clothes.
Do Not	Engage in personal or professional conduct, including the use of social media, whether during or after work hours, that has the potential to adversely affect the reputation of Council adversely.

Contractor / Hirer / Facility User Signature:

I have read this Code of Conduct Statement and agree to comply with Council's Child Safe Code of Conduct for Contractors and Facility Users and any related facility, contract, permit, hire, signage or lawful direction requirements.			
Business/Organisation Name		**Name of person signing**	
Signature		**Date**	

SUPERVISION AND DUTY OF CARE
CHILD SAFE POLICY

1.Policy Statement

1.1 Council is committed to providing and maintaining environments that support the safety, wellbeing and dignity of children and young people.

1.2 The purpose of this Policy is to ensure Council personnel understand:

- they have a duty of care to children and young people, and to other people affected by Council services, programs, activities and facilities
- the reasonable steps they must take to meet that duty of care
- the standard of care expected of them in carrying out their role
- their responsibilities to communicate and apply Council's duty of care and child safe expectations where Council facilities are hired or used by external parties
- that they must not act, or fail to act, in ways that breach their duty of care
- that breaches of duty of care may result in corrective, disciplinary, contractual or other action, depending on the circumstances.

1.3 It also identifies the separate responsibilities of Council personnel to prevent, identify, respond to and report child safety concerns, including risk of harm, harm to a child, and institutional child sexual abuse, in accordance with the Child Safe Organisations Act (2024) and applicable Queensland legislation (Criminal Code) and Council procedures.

1.4 This Policy complements the Duty of Care Procedure and should be read in conjunction with that document and other related child safe documents.

1.5 Council personnel have a duty of care in relation to children and young people, clients, participants, volunteers, workers and others who engage with Council services, programs, activities or facilities.

1.5.1 This includes a duty of care toward clients who engage with the service and volunteers who are under the age of 18.

1.5.2 This also includes a duty of care towards workers and others.

1.6 Council applies this Policy across directly delivered services, staffed programs, public facilities, shared-use community spaces and open-access environments. The way duty of care is applied may vary depending on the level of Council's control, supervision and responsibility in each setting, however Council personnel must always take reasonable steps to prevent reasonably foreseeable harm within the scope of their role and Council's control.

2. Scope

2.1 This Policy applies to all Council personnel and to duty of care responsibilities arising in Council services, programs, facilities, functions, events, online environments and other activities.

2. 2 It includes duty of care responsibilities including child safe responsibilities where children and young people are involved, affected, or present, and to other people who may be affected by Council services, programs, activities, facilities or environments.

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

For the purpose of this Policy, Council personnel includes:

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

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

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

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

- libraries
- swimming pools and splash parks
- civic centres and community facilities

- childcare services, kindergartens, after school care and daycare, where applicable
- playgroups
- school holiday programs
- community events
- youth services
- visitor centers
- traineeships and school-based work or learning opportunities
- parks and playgrounds
- multipurpose and recreation spaces
- online and digital service environments.
- facilities, programs or activities delivered by, with, or through contractors, hirers, funded partners, lessees, licensees and other third parties, where children may be present.

2.6 This policy establishes general supervision and duty of care expectations. It does not replace or prescribe specific legislative or regulatory requirements for services, facilities or high-risk activities. Where additional or more specific requirements apply to a service, program, facility or activity, including (but not exclusive to) higher-risk contexts such as swimming pools, libraries, splash parks, school programs, child care, late night events and overnight stays, this policy must be read in conjunction with all relevant procedures, risk assessments, local work instructions, contractual conditions, and applicable legislative and regulatory requirements.

2.7 Individual risk assessments must be undertaken to determine specific duty of care and supervision standards, including adult-to-child ratios and expectations. This includes, but is not limited to, structural and physical environment requirements such as fencing, supervision zones and separate facilities (e.g. change rooms). Assessments must address the specific activity, facility and user group or entity, including settings such as childcare, education and aquatic environments, in accordance with the relevant legislative framework and regulatory authority.

2.8 For regulated and high-risk services, facilities or activities this policy operates as supplementary only. All legislative and regulatory requirements apply in full, take precedence, and must be strictly complied with at all times. Responsible managers are accountable for ensuring that service or entity-specific procedures, including those for sports and recreation, childcare, education and libraries, are in place and maintained.

2.9 Failure to meet applicable regulatory requirements is a breach of this policy.

3. Definitions

For the purpose of this policy:

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

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

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

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

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

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

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

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

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

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

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

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

4.Policy

4.1 "Duty of care" is a legal obligation to take reasonable steps to **reduce** the risk of reasonably foreseeable harm, including physical or psychological harm, arising in connection with Council services, programs, activities, facilities or environments.

4.2 Council personnel must take reasonable steps to minimise the risk of reasonably foreseeable harm. This does not mean Council can guarantee that harm will never occur, but it does require Council personnel to act reasonably to prevent, identify, reduce and respond to risks within the scope of their role and Council's control.

4.3 Duty of care includes:

- providing and maintaining safe and suitable premises and environments,
- providing an adequate system of child-to-adult supervision,
- undertaking risk assessments for services, activities, events and facilities,
- identifying, assessing and controlling risks to children, young people, workers, participants and others,
- implementing strategies to prevent reasonably foreseeable physical or psychological harm, including bullying and harassment and inappropriate conduct,

- ensuring appropriate first aid, medical assistance and emergency response is available and provided to sick or injured children, clients and participants,
- ensuring workers and participants are physically and psychologically safe,
- implementing policies, procedures and practices to maintain a child-safe environment and comply with the Child Safe Standards (QLD),
- implementing and complying with work health and safety and other relevant policies, procedures and practices,
- supporting safe recruitment, screening, induction, conduct and supervision of personnel,
- taking reasonable precautions to minimise the risk of child abuse by individuals associated with the organisation,
- taking reasonable precautions to minimise the risk of harm caused by individuals associated with Council services, activities, facilities or environments,
- setting and communicating reasonable safety and child safe expectations for contractors, hirers, partners and other third parties where relevant,
- implementing and complying with relevant government and local policies, and,
- ensuring individuals take reasonable responsibility for their own safety and the safety of others in the workplace.

4.4 Council cannot avoid its duty of care by relying solely on another person, parties or organisation/s to manage risks within Council's own services, facilities or areas of responsibility. Council personnel must take reasonable steps to prevent reasonably foreseeable harm to children and young people, and to others affected by Council activities, services and facilities, within the scope of Council's control responsibility and influence.

4.5 Although duty of care is non-delegable, the way it is applied may vary depending on the level of Council's control, supervision and influence in a particular setting. Council personnel must always take reasonable steps to prevent reasonably foreseeable harm within the scope of their role and Council's responsibility.

4.6 The application of duty of care includes, but is not limited to, the following circumstances:

4.6.1 When Council personnel have direct supervision: Where a child or young person is participating in a Council-managed service, program, activity or event and Council personnel have direct supervision responsibilities, Council retains primary responsibility for the safety and wellbeing of children and young people within that setting, including where external organisations or individuals are engaged by Council to deliver or support the activity.

4.6.2 When Council personnel are working in open or public spaces: In settings such as libraries, community facilities, parks, playgrounds, pools, splash parks or other public areas, direct or continuous supervision of children may not be the role of Council personnel. In these settings, Council personnel continue to hold a duty of care in relation to maintaining safe premises, identifying and responding to risks within Council's control, communicating expected behaviour and child safe information where appropriate, and taking reasonable action when concerns arise. All regulations apply to these services and take precedence, and must be adhered to, specific to that entity (e.g. Library supervision policy as per QLD guidelines, childcare adult supervision ratios as per child care/education policies, swimming pool safety as before QLD regulations etc. *Refer to Documents: External*).

4.6.3 When external individuals or organisations hire or use Council facilities: Where external individuals, community groups, contractors, funded partners, lessees, licensees or other organisations hire, occupy or use Council facilities, the hirer or provider generally holds primary responsibility for the supervision of children during their own activities. However, Council retains a duty of care in relation to the condition and safety of Council premises, applicable conditions of use, and the management of reasonably foreseeable risks within Council's control. Council may also set and enforce child safe expectations through contracts, bookings, permits, licences, funding agreements, site conditions and other relevant arrangements. All external individuals and parties must adhere to all Council Child Safe Policies and Procedures and industry regulations and legislations.

4.6.4 When duty of care involves child protection, safety and wellbeing: Regardless of where responsibility sits for an activity or event, all Council personnel have obligations under Queensland legislation to act on child safety concerns. Where a Council staff member forms a concern, suspicion or reasonable belief that a child or young person has suffered, is suffering, or is at risk of suffering harm, they must take appropriate action in accordance with mandatory reporting requirements and Council Child Safe Reporting procedures including internal escalation and notification to relevant external authorities.

4.6.5 More detailed operational requirements relating to supervision, risk identification and control, and reporting and response are set out in the Supervision and Duty of Care Procedure, Child Safety Risk Framework, and Child Safety Complaints and Reporting Process.

5. Standard of Care

5.1 Council personnel are required to meet an appropriate standard of care when carrying out their duties. The standard of care expected will vary depending on the nature of the role, the level of responsibility, the qualifications, training and experience of the individual, and the circumstances in which services, activities or facilities are delivered or used.

5.2 Council personnel must take reasonable steps to meet their duty of care, having regard to the specific circumstances of the situation, including the nature of the activity or environment and the needs, age, abilities, vulnerability and communication needs of children and young people involved; and the level of responsibility held by the individual, including their role, position description, contractual or volunteer arrangements, qualifications, training and experience.

5.3 Reasonable steps may include, but are not limited to:

- planning for and providing a safe and suitable environment for activities;
- ensuring appropriate supervision arrangements are in place;
- complying with relevant Council (and Regulated body) policies, procedures and applicable legislation;
- ensuring identified risk controls, supervision arrangements and local safety requirements are followed;
- ensuring access to appropriate medical assistance, first aid resources and emergency response measures.
- seeking guidance or escalating concerns where a person is unsure how duty of care applies in the circumstances, or where further support or decision-making is required.

5.4 When determining what reasonable steps are required to prevent reasonably foreseeable harm, Council personnel must consider factors such as:

- the number of children and participants involved;
- the age, ability, vulnerability and needs of children and young people;
- the nature of the activity, environment and level of supervision available;
- the level of risk, the practicability of implementing control measures, and the level of Council's control or responsibility in the circumstances.

5.5 Council personnel must exercise appropriate judgement and act in a manner consistent with their role, responsibilities, training and Council's commitment to safety, child safety and wellbeing.

5.6 More detailed operational guidance about supervision, risk controls and escalation is set out in the Supervision and Duty of Care Procedure, Child Safety Risk Framework, and Child Safety Complaints and Reporting Process.

6. Contractors, Hirers, Partners and Third Parties

6.1 Council recognises that children and young people may be present in Council-managed facilities, services and activities delivered by contractors, funded partners, community groups, lessees, licensees, hirers and other third parties. Council will take reasonable and proportionate steps to ensure that relevant third parties understand and comply with applicable safety and child safe expectations in connection with their role, service, activity or use of Council facilities.

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

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

- comply with relevant safety, child safe and conduct requirements,
- hold required child related safety screening, licences, qualifications or approvals,
- provide evidence of relevant child safe policies, procedures, risk controls or supervision arrangements,
- take reasonable steps to support child safety and wellbeing within the scope of their role, activity or use of Council facilities, and
- comply with applicable conditions of hire, access, occupancy, service delivery or site use.

6.4 Where a third party is delivering services, running activities, or using Council facilities in circumstances where children are present, that third party generally holds primary responsibility for the supervision of children in connection with their own activity. However, Council retains responsibility for matters within its control, including the condition and safety of Council premises, applicable conditions of use, and the management of reasonably foreseeable risks arising within Council's areas of responsibility.

6.5 Council may take action where relevant safety or child safe requirements are not met, including providing direction, requiring corrective action, restricting access, escalating concerns, suspending an arrangement, terminating an arrangement, or making reports to an appropriate authority where required.

6.6 More detailed requirements can be accessed in relevant contracts, procurement documents, funding agreements, facility hire and use conditions, and any contractor or third-party child safe guidance adopted by Council.

7. Council Facilities

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

7.2 Council will take reasonable and proportionate steps to support safety in facilities within its control. This includes maintaining facilities in a safe condition, addressing known hazards and risks, applying relevant conditions of entry or use, and taking practical steps to support child safety and wellbeing in light of the nature of the facility and how it is used.

7.3 Depending on the nature of the facility, its use and Council's level of control, reasonable steps may include:

- maintaining safe premises, fixtures, equipment and amenities,
- identifying and responding to known environmental or site-specific risks,
- considering visibility, access, isolation points and other environmental safety factors,
- applying and communicating conditions of hire, use, access or occupancy,
- displaying signage or information about expected behaviour, child safety and reporting pathways where appropriate,
- monitoring and responding to concerns arising in Council-controlled areas, and,
- taking action where unsafe or inappropriate behaviour is observed, reported or otherwise identified.

7.4 Where Council facilities are hired, occupied or used by external individuals or organisations, Council may impose and enforce relevant safety and child safe conditions through bookings, permits, leases, licences, contracts, local instructions and facility hire or use conditions.

7.5 Council may take action where relevant safety or child safe requirements relating to the use of Council facilities are not met, including escalation, corrective action, restriction of access, suspension or termination of an arrangement where appropriate. Relevant safety and child safe expectations may also be set out in contracts, procurement documents, bookings, permits, licences, facility hire and use conditions, local instructions and contractor or third-party guidance.

7.6 More detailed requirements can be accessed out in facility hire and use conditions, local work instructions, site-specific risk assessments and related child safe or safety guidance adopted by Council.

8. Physical, Online and Service Environments

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

8.2 Council recognises that risks may arise in directly delivered services, staffed programs, public facilities, online environments, shared-use spaces and open-access settings. Council also recognises that, in some environments, its control over who is present or how a space is used may be limited. In these settings, Council will still take practical steps within its control to support safety, child safety and wellbeing.

8.3 Depending on the nature of the environment, activity or service, reasonable steps may include:

- environmental design and visibility measures,

- risk assessments and site-specific controls,
- supervision arrangements appropriate to the setting,
- management of visitors, contractors and facility users where relevant,
- codes of behaviour and conditions of entry or use,
- safe use of technology, online communication and digital service environments,
- clear reporting and escalation processes, and,
- signage, information and communication about expected behaviour, child safety, reporting pathways and shared responsibilities where appropriate.

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

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

9. Supervision Responsibilities

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

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

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

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

10. Safety Concerns, Complaints and Reporting

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

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

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

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

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

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

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

11. Breach of Duty of Care

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

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

- failing to identify, assess or manage known or reasonably foreseeable risks,
- failing to provide appropriate supervision where required,
- failing to maintain safe premises, equipment or environments,
- failing to comply with relevant Council policies, procedures or child safe requirements,

- failing to act on, report or appropriately respond to safety or child safety concerns,
- failing to follow identified risk controls, supervision arrangements or local safety requirements, and,
- failing to ensure appropriate training, support, resources or systems are in place to support safe practice.

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

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

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

12. Roles and Responsibilities

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

12.2 Executive leaders and managers: Executive leaders and managers are responsible for implementing this Policy in their areas of responsibility, supporting safe practice, child safe practice, monitoring compliance, responding appropriately to concerns, and ensuring that relevant induction, supervision, risk controls and local arrangements are in place.

12.3Council personnel: All Council personnel must:

- comply with this Policy and related Council policies, procedures and requirements,
- take reasonable steps to meet their duty of care responsibilities,
- uphold the Child Safe Code of Conduct and other relevant standards of behaviour,
- act on safety and child safety concerns and report them promptly and appropriately,
- contribute to safe, respectful and inclusive environments,

- participate in required induction, training, supervision and other safety requirements, and,
- follow lawful directions, risk controls, local safety requirements and corrective actions relevant to their role.

12.4 Delegated child safety leads: the designated Council officers who act as accessible points of contact who act as accessible points of contact for children, families or workers raising a child safe complaint or who oversee operational and HR escalation pathways under the child safe framework.

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

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

12.7 More detailed responsibilities for particular roles can be accessed in relevant position descriptions, delegation instruments, the Child Safe Code of Conduct, and related procedures or local instructions.

13. Communication and Accessibility

13.1 Council will take reasonable steps to ensure that this Policy, and relevant information about safety, duty of care and child safety, are communicated in ways that are accessible, appropriate and understandable for different audiences, including Council personnel, children and young people, families, carers, communities and relevant third parties.

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

13.3 This may include:

- making the Policy publicly available
- providing child-friendly and family-friendly information where appropriate
- publishing or displaying key safety, child safe and reporting information
- providing information in plain language and alternative formats where reasonably practicable
- supporting understanding through induction, briefing, signage, website content or local guidance

- using communication approaches that are culturally appropriate and responsive to the needs of the local community, where relevant.

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

14. Monitoring, Review and Continuous Improvement

1**4.1** Council will monitor the implementation of this Policy and use feedback, incidents, complaints, concerns, risk information, audits, reviews and other relevant information to strengthen child safe practice, safety and duty of care over time.

14.2 Council recognises that effective child safe practice requires ongoing review, learning and improvement.

14.2.1 Council will take reasonable steps to identify gaps, respond to emerging risks, and improve the effectiveness of its child safe systems, controls, communication and practices, as well as broader safety and duty of care arrangements.

14.3 In particular, Council will use available information to assess whether:
- children and young people are safer in Council services, facilities, activities and environments
- child safe expectations are understood and applied in practice
- concerns, complaints, incidents and disclosures are being identified, responded to and escalated appropriately
- risk controls, supervision arrangements and environmental safeguards are effective
- communication, reporting pathways and accessibility measures are working for children, families, communities and Council personnel
- further action, training, system improvement or local controls are needed.

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

14.5 Monitoring and review activities may also be informed by the Child Safety Risk Framework, related procedures, implementation guidance, incidents, complaints, feedback and other relevant review processes.

15. Availability

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

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

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

16. Related Documents

(Internal)

This Policy should be read together with related Council documents and child safe documents, including as applicable:

- Child Safety and Wellbeing Statement of Commitment
- Child Safety and Wellbeing Policy
- Child Safe Code of Conduct
- Child Safety Complaints and Reporting Process
- Child Safety Risk Framework
- Supervision and Duty of Care Procedure
- Guidelines for the Rollout of the Child Safe Policy Suite
- Relevant recruitment, screening, induction, supervision and workforce management documents
- Records management, privacy and information handling documents relevant to safety and child safety
- Contractor, hirer and third-party child safe requirements or guidance
- Facility hire and use conditions
- Child safety incident, concern, complaint or reporting forms
- Child-friendly and family-friendly complaint, reporting or child safe information materials
- Child safe posters, signage and public-facing information materials
- Relevant guidance materials and local work instruction

(External)
Refer to Council document "*Child Safe Legislation and Important Links*"

SUPERVISION AND DUTY OF CARE
CHILD SAFETY PROCEDURE

1. Purpose

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

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

This Procedure provides guidance on:

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

2. Scope

This Procedure applies to:

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

3. Authority

3.1 This Procedure supports Council's duty of care obligations and provides the operational requirements Council personnel must follow to implement the Council Duty of Care Policy in practice.

3.2 It is informed by Council's legal and organisational responsibilities, including the obligation to take reasonable steps to prevent reasonably foreseeable harm and to act in accordance with relevant legislative, regulatory and policy requirements.

3.3 Council personnel are not expected to interpret legal liability concepts when applying this Procedure. They must instead follow the actions, requirements and escalation processes set out in this Procedure and related Council documents.

3.4 This Procedure is issued under and must be read in conjunction with Council's:

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

Where this Procedure is inconsistent with legislation, legislation prevails.

4. Roles and Responsibilities

4.1 All Council Personnel

All Council personnel must:

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

4.2 Managers and Supervisors

Managers and supervisors must:

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

4.3 Designated Child Safety Leads

Delegated child safety leads: the designated Council officers who act as accessible points of contact who act as accessible points of contact for children, families or workers raising a child safe complaint or who oversee operational and HR escalation pathways under the child safe framework. Delegated Council officers must:

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

5. Worker Suitability and Ongoing Monitoring

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

5.2 Managers and supervisors must ensure that, where required:

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

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

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

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

6. Applying Duty of Care

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

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

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

6.1 Directly Supervised Services and Activities

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

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

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

6.1.1 Travel, Transport and Off-site Movement

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

Personnel must ensure that:

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

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

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

6.1.2 Excursions and Off-site Activities

Where Council organises, delivers or facilitates excursions or off-site activities involving children and young people, duty of care obligations apply for the duration of the activity.
Prior to an excursion or off-site activity, personnel must ensure that:

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

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

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

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

6.2 Parental and caregiver supervision

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

In these settings:

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

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

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

6.3 Participant Behaviour Expectations

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

Participants are expected to:

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

Council personnel must take reasonable steps to respond to inappropriate, unsafe or concerning behaviour where it occurs. This includes intervening where appropriate, providing clear direction, escalating concerns, and taking action in accordance with this Procedure and other relevant Council documents.
If Council personnel observe behaviour, interactions or circumstances that are suspicious, concerning or inconsistent with child safety or community safety expectations, they must report the matter in accordance with Council reporting and escalation procedures, even where no immediate harm has occurred. Behaviour expectations do not remove or reduce Council's duty of care and are applied in a manner proportionate to Council's level of control and supervision in each setting.

6.4 Participant Reporting of Concerns

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

Council personnel must ensure that:

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

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

6.5 Open and Public Access Environments

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

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

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

6.6 Hire and Third-Party Use of Council Facilities

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

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

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

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

7. Risk Identification and Management

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

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

Council personnel must:

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

Risk considerations must include, where relevant:

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

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

8. Supervision Requirements

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

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

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

Supervision arrangements must:

- be appropriate to the activity, environment and participants
- be clearly communicated and understood by relevant personnel

- be maintained actively and not assumed
- be reviewed where conditions, risks or participant needs change
- support timely response to incidents, distress, unsafe behaviour or emerging concerns.

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

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

9. Incident and Emergency Response

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

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

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

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

10. First Aid and Medical Preparedness

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

Managers and supervisors must ensure that:

- appropriate first aid kits and related equipment are available and accessible within Council facilities and activity locations
- first aid equipment is suitable for the setting and level of foreseeable risk

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

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

11. Child Safety Concerns and Mandatory Reporting

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

11.1 Immediate Action

Any Council personnel who:

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

must act **immediately**.

Immediate action may include, as appropriate to the circumstances:

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

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

11.2 Reporting Process

Council personnel must:

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

Internal reporting does not replace legal reporting obligations.

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

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

12. Reportable Conduct (Institutional Obligations)

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

Where conduct may meet the threshold of reportable conduct:

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

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

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

13. Reporting Breaches of Duty of Care

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

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

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

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

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

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

14. Breach of Duty of Care

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

A breach may include, but is not limited to:

- inadequate or inappropriate supervision
- failure to identify, assess or act on known risks
- failure to follow risk controls, local safety requirements or lawful directions
- failure to respond to incidents, hazards or unsafe behaviour appropriately
- failure to act on or report safety or child safety concerns

- non-compliance with this Procedure or related Council requirements.

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

15. Records and Documentation

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

Records must:

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

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

16. Training and Support

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

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

Council will, where relevant:

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

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

17. Monitoring and Review

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

Monitoring may include consideration of:

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

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

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

18. Related Documents

This Procedure should be read together with related Council policies, procedures, frameworks and supporting materials, including where applicable:

- Duty of Care Child Safe Policy
- Child Safety and Wellbeing Policy
- Child Safety and Wellbeing Statement of Commitment
- Child Safe Code of Conduct
- Child Safety Complaints and Reporting Process
- Child Safety Risk Framework

- relevant induction, training, supervision and workforce screening documents
- facility hire and use conditions
- contractor, hirer and third-party child safe requirements or guidance
- relevant incident reporting, first aid, emergency response, privacy and records management procedures
- relevant local work instructions, risk assessments and guidance materials.

External references

Refer to Council document "*Child Safe Legislation and Important Links*"

1.Purpose

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

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

2.Scope

2.1 This procedure applies to complaints made by a child or young person, or by a parent, carer, advocate, family member or trusted person supporting them, where the complaint relates to a Council service, activity, program, facility, event, worker, volunteer, contractor or other Council-connected environment involving children and young people.

2.2 Complaints from adults that are not made by or on behalf of a child should be managed under the Council's general Complaints Management Policy unless the matter also raises a child safety concern.

2.3 Where a complaint involves alleged harm, abuse, reportable conduct or criminal behaviour, Council will also respond under the Child Safe Reporting Policy and Procedure and any applicable external reporting obligations.

3. Definitions

For the purpose of this policy:

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

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

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

3.4 Child Safe Lead: the designated Council officers who act as accessible points of contact who act as accessible points of contact for children, families or workers raising a child safe complaint or who oversee operational and HR escalation pathways under the child safe framework.

3.5 Council personnel / workers means the persons listed in the scope section of this Policy. Includes all council staff, representatives, members, managers, directors, volunteers, contractors, work experience students, apprentices, trainees, third-party providers, workers for hire (e.g. event staff).

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

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

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

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

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

3.10 Reportable conduct: as defined by the Child Safe Organisations Act 2024 (Qld).

4. Commitments to Child Safety, Rights and Participation

4.1 We align to the Queensland Child Safe Standards, the National Principles for Child Safe Organisations and the Universal Principle of Cultural Safety so that Aboriginal and Torres

Strait Islander children are culturally safe and their cultural rights, identities and connection to family, community and Country are recognised and respected.
4.2 Children are informed of their rights, involved in decisions, and taken seriously. Council aims to ensure children and young people feel welcome, safe, valued, included and respected. Families and communities are engaged where safe and appropriate. Complaints inform continuous improvement and risk management.

5. Trauma-Informed Complaint Handling

5.1 Council will:
- provide safe, appropriate, child-friendly spaces;
- allow/expect the child to choose support (trusted adult, advocate, First Nations liaison, interpreter);
- explain the process in age-appropriate language and check understanding;
- minimise repetition; allow breaks; respect the child's pace; and;
- recognise cultural, disability-related and linguistic needs.

5.2 Council will provide child-friendly information sheets or other accessible resources explaining the complaints process for children and young people.

6. Natural Justice and Procedural Fairness

6.1 Decision-makers must be impartial and free from actual or perceived conflicts of interest.

6.2 Relevant facts and issues should be shared with the child and/or their advocate, in a way that is age-appropriate and accessible, so they have a fair opportunity to respond before decisions are made, unless there is a safety, privacy or legal reason limiting what can be shared.

6.3 Reasons for decisions should be clearly explained in age-appropriate and accessible language.

7. Making a Complaint

7.1 Who can complain:
A complaint may be made by:

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

7.2 How to complain:

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

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

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

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

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

8. Acknowledgement and Timeframes

8.1 Written complaints should be acknowledged promptly, ideally within 24 hours.

8.2 Verbal complaints should be acknowledged at the time they are made.

8.3 Council will aim to resolve complaints within 10 business days.

8.4 If the matter is complex, involves external reporting, or requires more time, the child, young person or their support person will be given regular progress updates, at least every 10 business days until the matter is finalised.

9. Assessment of Complaints

The Line Manager or other nominated decision-maker conducts an initial assessment to:

- clarify the issues raised
- identify any immediate or ongoing risks to the child or others
- consider power imbalances
- ask the child, where appropriate, how they would like the complaint to be resolved
- consider cultural, trauma-related, safety, communication and accessibility needs
- determine whether investigation is required and the expected timeframe
- determine whether the matter also raises a child safety concern requiring escalation under the Child Safe Reporting Policy and Procedure.

10. Investigation

10.1 Investigations must be impartial, confidential, transparent, timely and documented.

10.2 Any person who is the subject of a complaint must not conduct or influence the investigation. Depending on the nature of the complaint, the investigator may be the line manager, senior manager or another appropriately authorised person. Human resources and/or external advice from relevant parties, may be sought where relevant.

10.2.1 Council can use appropriate third parties to manage the complaints process, if this is in the best interest of the child and/or the complaint involves a council worker. The process of managing the complaint needs to be shared explicitly with the child and caregiver of the child.

10.3 If the complaint indicates potential criminal conduct, reportable conduct or another serious child safety concern, Council must follow the Child Safe Reporting Policy and Procedure and make any required external notifications before taking action that could compromise an external response.

11. Recording and Documentation

11.1 Record all complaints, including verbal complaints, in the Council's approved secure recordkeeping system **within two business days**.

11.2 Records should include the lodged form (as applicable), correspondence, relevant evidence, interview records, file notes, actions taken and outcomes. For complaints/allegations related directly to harm, risk of harm including sexual harm and/or grooming, the Council Mandatory Reporting Form must be completed. *Refer to Child Safe Reporting Policy and Procedure.*

11.3 Apply role-based access controls and follow retention and disposal requirements of Council and against applicable legislation.

11.4 Under the *Child Protection Act* 1999 (Qld), Council personnel handling child safety complaints are legally authorised to share relevant personal or confidential information with statutory authorities (Child Safety and QPS) without consent where necessary to assess or manage child safety risks.

12. Resolution

12.1 The responsible manager will work with the child, young person and/or complainant towards an appropriate resolution.

12.2 Outcomes must be communicated in age-appropriate and accessible formats and should include:

- the outcome and any actions taken
- the reasons for decisions, where appropriate
- any improvements or follow-up actions arising from the complaint.

12.3 All final documentation must be saved in the Council's approved recordkeeping system.

13. Appeals and Escalation

13.1 If a complaint is not resolved, it may be escalated to a more senior manager or other nominated Council decision-maker for further review. Children, young people and their support person should be told how to request a further review and who will consider it.

13.2 Where a complaint involves alleged worker misconduct relating to a child, Council must also assess whether the matter needs to be managed under the Child Safe Reporting Policy and Procedure, including any applicable reportable conduct obligations.

14. External Complaints Options (sector-specific)

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

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

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

15. Reporting Pathways (when a complaint raises safety/criminal issues)

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

- **Queensland Police**
  - Emergency: **000**
  - Non-urgent police matters / Policelink: **131 444**
  - Online reporting: Queensland Police / Policelink online reporting
- **Department of Child Safety**
  - Regional Intake Service North Queensland **1300 706 147**
  - After hours and weekends: **1800 177 135**
  - Reporting information: Report child abuse
  - Regional Intake Services: Regional Intake Services contact list
- **Queensland Family and Child Commission (QFCC)**, where reportable conduct obligations apply
  - General enquiries: **(07) 3900 6000**
  - Reportable Conduct Scheme information: QFCC Reportable Conduct Scheme

15.2 Staff handling complaints must seek advice from the relevant manager where these pathways may apply.

16. Accessibility, Monitoring, Review and Improvement

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

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

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

16.4 This procedure is available on the council's website.

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

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

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

17. Roles

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

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

17.3 Line managers assess complaints, manage immediate risks, ensure communication occurs, determine whether escalation or reporting is required, and close out actions.

17.4 Chief Executive Officer provides system oversight, ensures procedurally fair internal investigations are conducted and fulfills mandatory notification requirements to the AFCC for any applicable reportable conduct obligations are met.

18. Related Documents (Internal)

This Policy should be read together with related child safe documents, including as applicable:

- Child Safety and Wellbeing Statement of Commitment
- Child Safe Code of Conduct
- Child Safety Complaints and Reporting Process
- Child Safety Risk Framework
- Child safety incident, concern, complaint or reporting forms
- Child-friendly and family-friendly complaint, reporting or child safe information materials
- Child safe posters, signage and public-facing information materials
- Contractor, hirer and third-party child safe requirements or guidance
- Facility hire and use conditions
- Guidelines for the Rollout of the Child Safe Policy Suite
- Records management, privacy and information handling documents relevant to child safety
- Relevant guidance materials and local work instructions.
- Relevant recruitment, screening, induction, supervision and workforce management documents
- Supervision and Duty of Care Policy
- Supervision and Duty of Care Procedure

19. Related Documents (External)

Refer to Council document "*Child Safe Legislation and Important Links*"

Child Safety Risk Management Framework (QLD)

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1.0 PURPOSE

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

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

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

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

This framework is intended to:

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

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

2.0 SCOPE

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

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

It applies to all Council personnel, including:

- elected members and councillors
- chief executive officer and executive leadership
- managers and supervisors
- employees, whether permanent, temporary, casual or fixed term
- volunteers

- contractors, consultants and labour hire workers
- students, trainees, apprentices and work placement participants
- any other persons engaged by or acting on behalf of Council.

This framework applies to risk arising in:

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

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

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

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

3.0 CONTEXT

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

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

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

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

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

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

- libraries,
- pools,
- civic centres,
- childcare services,
- playgroups,
- school holiday programs,
- traineeships,
- learning centres,
- sports and recreation settings,
- parks and playgrounds,
- visitor centres,
- youth activities and community events.

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

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

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

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

4.0 RISK MANAGEMENT FRAMEWORK

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

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

This framework is intended to:

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

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

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

4.1 ARCHITECTURE OF THE RISK MANAGEMENT FRAMEWORK

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

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

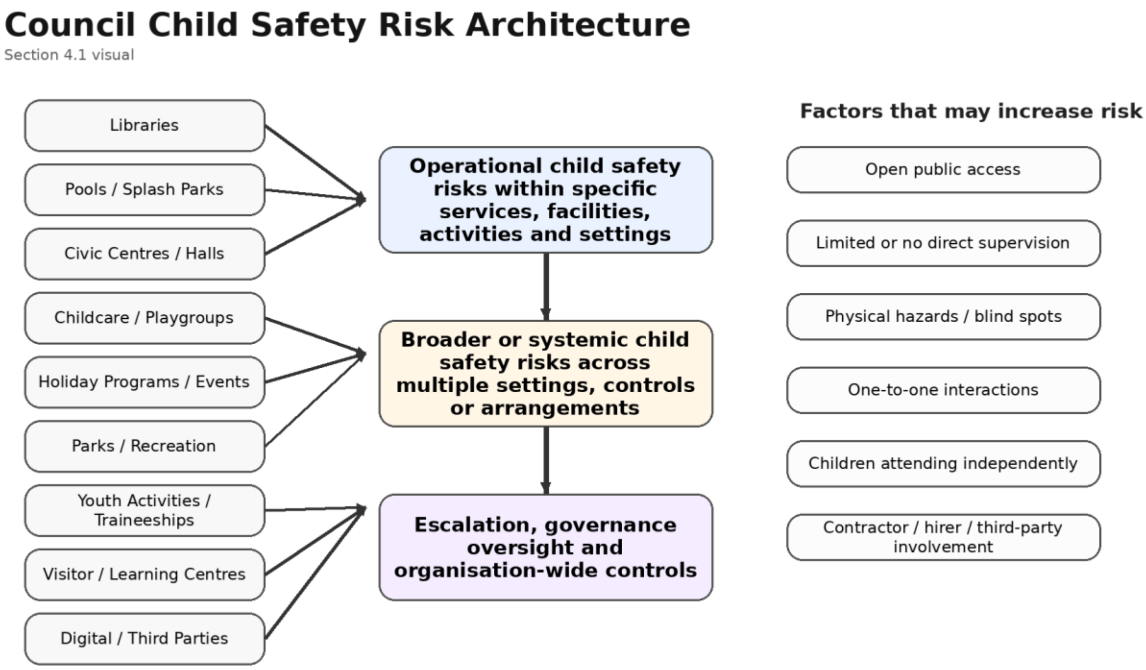
- public access,
- limited or no direct supervision,
- physical hazards,
- one-to-one interactions,
- online engagement,
- external contractor involvement,
- community use of facilities,
- workforce age,
- transport,
- or reduced visibility and oversight.

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

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

- libraries, including library programs, school holiday activities, after-hours activities, public access, independent attendance by children and young people, and the use of contractors or external activity providers
- swimming pools, including public access, aquatic programs, swimming lessons, physical safety risks, and contractor-operated or contractor-supported services, public change rooms
- civic centres, community halls and other multipurpose or hired spaces, including community hire, open access areas, toilets, public entry points, and use without direct Council supervision
- traineeships, apprenticeships, work experience, school-based traineeships, internships and employment of workers under 18 years of age
- childcare services, including kindergarten, daycare, after school care and any other regulated early childhood or child-related service operated by or on behalf of Council
- playgroups, including Council-run playgroups and playgroups operated by community groups, funded organisations or partner providers using Council spaces
- school holiday programs, youth activities and community events, including activities delivered directly by Council or by contractors, entertainers, funded providers, activity operators or community organisations
- Learning centres, distance education support spaces, school partnerships and other education-related facilities or arrangements involving children and young people
- multipurpose centres, sports and recreation spaces, skate parks, bike areas, sports sheds and other open-access recreation settings
- public open spaces such as parks, playgrounds
- visitor centres, museums, drop-in centres and similar community-facing facilities
- youth services, drop-in centres, youth officers and any Council personnel whose role involves direct engagement with children or young people
- health, disability, community care or support services involving children, young people, families, or mixed-age settings where child safety obligations may arise
- digital and online environments used in connection with Council communication, programs, bookings, service access, activities or engagement with children and young people
- contractor, subcontractor, hirer, tenant, partner and third-party arrangements where external persons or organisations deliver services to children, interact with children, or operate within Council facilities used by children and young people.

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



4.2 IMPLEMENTING RISK MANAGEMENT

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

Council will implement this framework by:

- identifying where children and young people may be present, participate, access services, attend facilities, or otherwise be affected by Council operations, services, activities, events or decisions
- identifying child safety risks across Council environments, including directly delivered services, public facilities, open-access settings, shared community spaces and third-party arrangements
- assessing the nature, likelihood, consequence and context of those risks, including risks of physical harm, grooming, abuse, neglect, exploitation, unsafe supervision arrangements, inappropriate behaviour, environmental hazards and failures to act
- applying proportionate controls and risk mitigations that reflect the nature of the service, activity, facility or operational context

- embedding child safety requirements into relevant Council systems, including planning, procurement, contracting, recruitment, induction, supervision, incident reporting, complaints handling and facility use arrangements
- ensuring Council personnel understand their responsibilities for identifying, reporting, escalating and responding to child safety risks
- providing information, instruction, training and guidance appropriate to roles and responsibilities
- consulting, where appropriate, with children and young people, families, communities, Council personnel, contractors, community groups and other relevant stakeholders
- monitoring child safety risks, controls, incidents, complaints, concerns, near misses and emerging issues
- reviewing and improving controls, procedures and practices in response to incidents, feedback, audits, complaints, legislative change, environmental change and lessons learned.

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

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

4.3 INTEGRATION INTO ORGANISATIONAL PROCESSES

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

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

- strategic and operational planning
- service planning and delivery
- program design, review and evaluation
- use, hire and management of Council facilities and spaces
- community events and public activities
- procurement, contracting and third-party engagement
- recruitment, screening, induction and supervision of Council personnel
- management of volunteers, trainees, apprentices and work experience participants
- complaints handling, incident reporting and response processes

- change management, project planning and service changes
- digital communication, online engagement and use of technology
- environmental design, signage, access controls and other practical risk mitigation measures.

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

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

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

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

4.4 RESOURCES

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

Resources must include:

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

- systems for monitoring, review, recordkeeping and continuous improvement.

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

In allocating resources, Council must consider:

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

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

4.5 RISK CULTURE

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

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

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

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

- learning from incidents, complaints, feedback and review is used to strengthen practice and reduce future risk.

In a Council context, child safe risk culture must extend across a wide range of settings, including staffed services, public facilities, open-access environments, community events, shared spaces and third-party arrangements. This means promoting clear expectations, visible reporting pathways, appropriate professional boundaries, and practical responses to risks that may arise in environments where Council does not directly supervise all activity.

Child safe risk culture is strengthened when Council:

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

5 RISK MANAGEMENT PROCESS

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

The child safety risk management process supports Council to:

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

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

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

- risks arising in specific settings, services, programs, facilities or activities, and

- broader or systemic child safety risks that may affect multiple parts of Council or require governance attention.

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

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

The child safety risk management process supports Council to:

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

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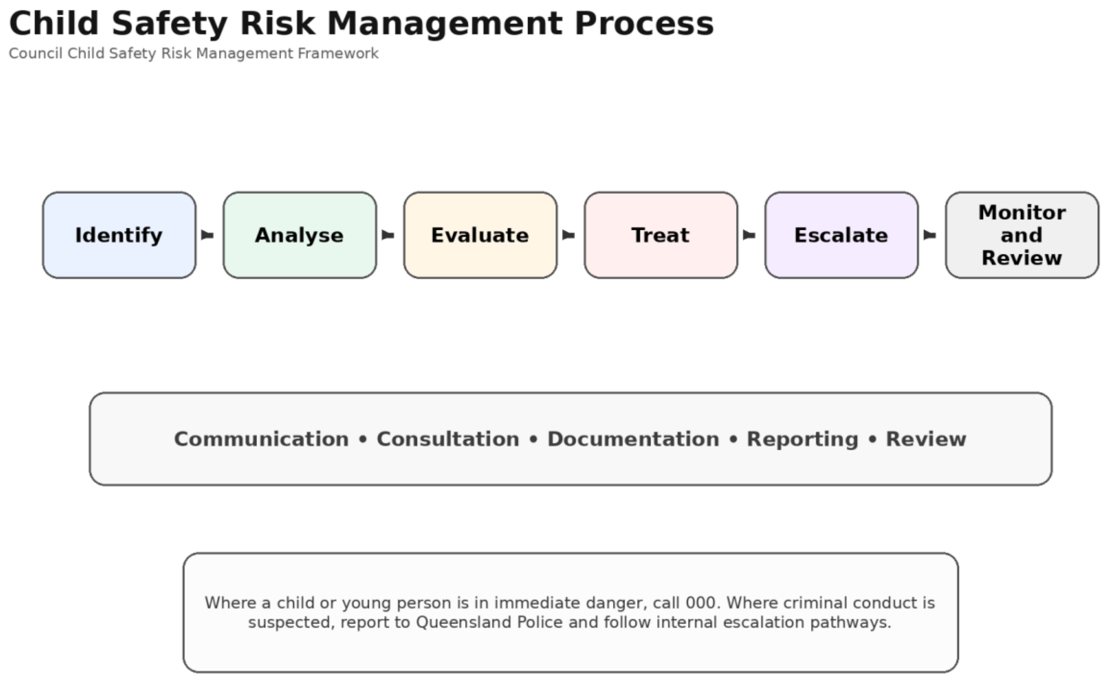
- broader or systemic child safety risks that may affect multiple parts of Council or require governance attention.

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



5.1 RISK IDENTIFICATION

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

Council must identify child safety risks proactively and not only in response to incidents, complaints or disclosures. Risk identification must consider both actual and potential sources of harm, including risks arising from people, practices, environments, systems, service models, community use of facilities, and failures in oversight or response.

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

- libraries, including public access, independent attendance by children and young people, library programs, school holiday activities and the use of external providers
- swimming pools, including physical safety risks, public access, unsupervised or partially supervised use, aquatic activities and contractor-operated services
- civic centres, halls and multipurpose community spaces, including hire arrangements, open access areas, toilets, after-hours use and limited or no direct Council supervision
- childcare services, kindergartens, daycare, after school care and other regulated child-related services
- playgroups, including Council-run and community-run activities using Council spaces

- school holiday programs, youth activities and community events, including entertainers, activity providers, stallholders, external contractors and funded partners
- traineeships, apprenticeships, work experience, school-based traineeships, internships and employment of workers under 18 years of age
- learning centres, Country University Centres, distance education support spaces and school-linked facilities or activities
- sports and recreation facilities, skate parks, bike areas, sports sheds and other open-access recreation settings
- parks, playgrounds and public open spaces
- visitor centres, museums, drop-in centres and similar public-facing facilities
- youth services, youth officers and any Council activities involving direct engagement with children and young people
- health, disability and community support services where children and young people may be present, participate, or be affected by service delivery
- digital and online environments connected to Council communication, activities, bookings, service access or engagement with children and young people
- contractor, subcontractor, hirer, tenant, partner and third-party arrangements involving children, young people, or use of Council facilities by child-related services or activities.

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

- open public access
- limited or no direct supervision
- children attending independently
- one-to-one interactions
- physical hazards or restricted visibility
- mixed-age or mixed-use environments
- online communication or technology use
- contractor, hirer or third-party involvement
- workforce age or inexperience
- cultural, communication or accessibility barriers
- uncertainty about roles, responsibilities or supervision expectations.

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

- child abuse, assault, neglect, grooming or exploitation
- unsafe physical environments or activities

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

Child safety risks must be identified:

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

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

5.2 RISK ANALYSIS

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

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

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

- the type of service, facility, activity, event or arrangement involved
- the ages, needs and likely vulnerabilities of the children and young people affected

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

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

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

In analysing child safety risks, Council should consider both:

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

Risk analysis must also consider whether existing controls are:

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

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

5.3 EVALUATING RISKS

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

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

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

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

In evaluating child safety risks, Council must consider:

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

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

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

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

5.4 RISK ESCALATION

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

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

Child safety risks must be escalated immediately where:

- a child or young person is in immediate danger
- there is an allegation, disclosure, suspicion or indication of abuse, harm, neglect, grooming or exploitation
- criminal conduct is suspected
- a serious incident, complaint, near miss or unsafe situation indicates a significant risk to a child or young person
- there is a serious failure in supervision, access control, staffing, contractor compliance or other key child safety controls
- the risk is assessed as high or extreme
- the risk may affect multiple children, services, facilities, programs or Council environments
- the risk indicates a broader or systemic issue
- external reporting, regulatory notification or executive oversight may be required.

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

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

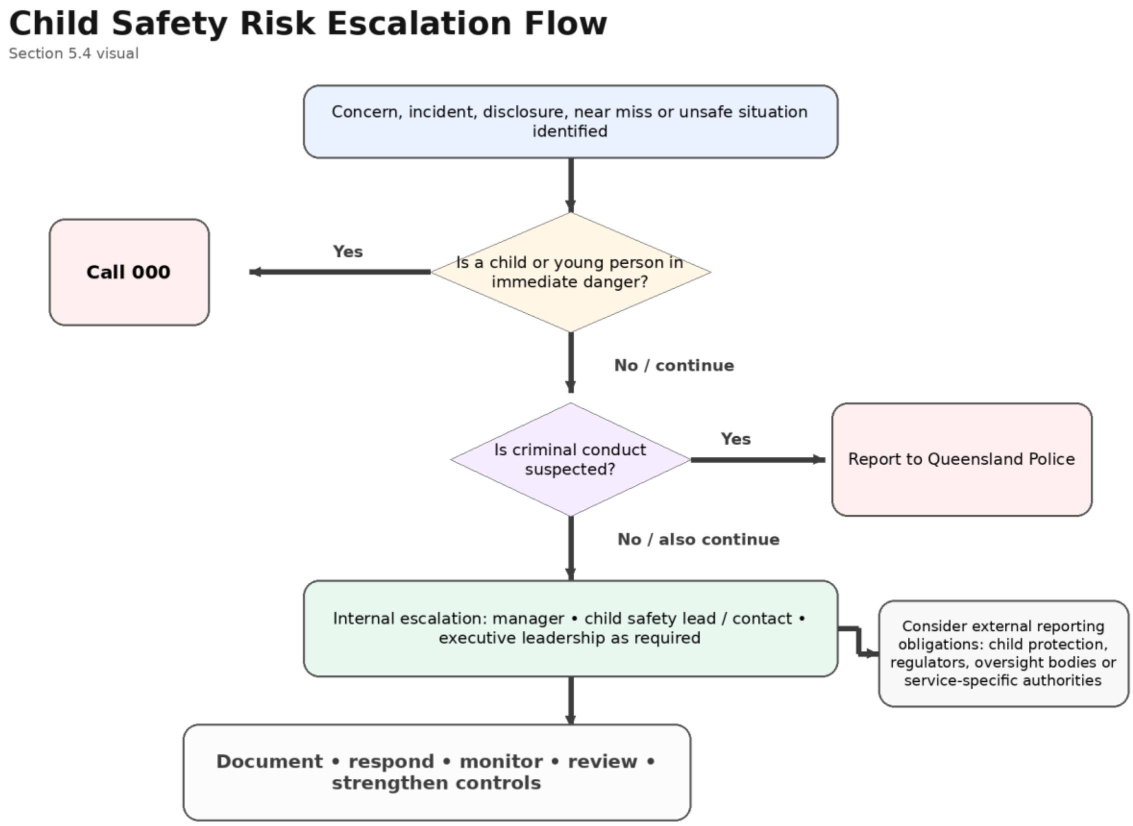
External reporting must occur where required by law, regulation, contract, funding conditions or service-specific obligations. This may include reporting to child protection, police, regulatory bodies, oversight agencies, or other authorities, depending on the nature of the matter and the Council setting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

Escalation must not be delayed because:

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

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

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



5.5 RISK CONTROLS AND MITIGATIONS

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

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

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

Controls and mitigations may include:

- policies, procedures and clear behavioural expectations
- recruitment, screening, induction, training and supervision of Council personnel
- child safe requirements for contractors, hirers, tenants, volunteers and third parties
- role clarity, escalation pathways and reporting processes
- environmental design and facility-based controls, including visibility, access control, signage and safe use arrangements
- supervision arrangements and workforce practices

- program rules, participation conditions and activity planning
- incident, complaint and concern response processes
- communication and public information materials
- monitoring, review, auditing and continuous improvement actions.

When determining appropriate controls and mitigations, Council must consider:

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

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

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

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

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

- contractual child safety requirements
- screening and compliance checks
- induction or information requirements
- role and responsibility clarification
- supervision and access expectations
- incident and concern reporting obligations

- suspension, removal or other action where child safety requirements are not met.

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

5.5.1 PREPARING AND IMPLEMENTING RISK MITIGATION TASKS

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

Risk mitigation tasks should describe:

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

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

- open-access public settings
- facilities with limited staffing
- shared-use or hired spaces
- contractor or third-party operated environments
- programs or activities involving children attending independently
- settings with physical, cultural, communication or access-related challenges.

Examples of risk mitigation tasks may include:

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

- developing additional guidance or tools to support consistent implementation.

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

Where a mitigation task relates to a contractor, hirer, tenant, partner or other third party, Council must ensure the required action is clearly communicated, documented and followed up, and that Council takes any further action available to it where requirements are not met.

Once implemented, mitigation actions must be reviewed to confirm whether they are operating as intended and whether further action is required.

5.6 RISK APPETITE AND TOLERANCE

Council recognises that some level of risk may arise in the delivery of services, operation of facilities, community engagement, public access environments and third-party arrangements.

Council has zero tolerance for child abuse, grooming, neglect, exploitation, deliberate harmful behaviour, or failures to act on known or suspected child safety concerns.

For the purposes of this framework, **child safety risks must not be accepted simply because**:

- a setting is open to the public
- supervision is limited or shared
- children attend independently
- a contractor, hirer, tenant, partner or other third party is involved
- the risk has existed for a long time without a reported incident
- the service or facility is informal, community-based or difficult to control in full.

Where child safety risks are identified, Council must take reasonable steps within its control to eliminate the risk where possible, or to reduce the risk as far as reasonably practicable where it cannot be eliminated.

Council may accept that some residual child safety risk remains in open-access, mixed-use or public environments after appropriate controls have been implemented. This does not mean the risk is ignored or tolerated without action. It means the risk must be:

- clearly identified and assessed
- subject to proportionate controls and mitigation
- monitored and reviewed
- escalated where required
- reconsidered if conditions, controls, incidents or concerns change.

Risks involving actual harm, suspected abuse, grooming, serious supervision failures, serious control breakdowns, repeated concerns, or foreseeable risk of significant harm to children and young people are outside Council's tolerance and **require immediate action, escalation and response.**

Risk appetite and tolerance decisions must not override legal obligations, reporting duties, child safe standards, or Council's duty to act on child safety concerns.

5.7 RISK MONITORING AND REVIEW

Monitoring and review are essential to ensure that child safety risks, controls and mitigation actions remain effective, relevant and responsive to Council's operating environment.

Council must monitor child safety risks on an ongoing basis and review them regularly to determine whether:

- identified risks remain current
- controls are operating as intended
- mitigation actions have been completed and are effective
- new or changed risks have emerged
- further action, escalation or review is required.

Monitoring and review must consider:

- incidents, complaints, disclosures, concerns and near misses
- changes to services, programs, facilities, events or operational arrangements
- changes to staffing, supervision, contractors, hirers, partners or third-party providers
- changes to physical environments, access arrangements, technology or online engagement
- feedback from children, young people, families, communities, Council personnel and other stakeholders
- audit findings, compliance reviews, observations and lessons learned
- changes to legislation, standards, regulatory expectations or local context.

Child safety risks must also be reviewed:

- at regular intervals determined by Council
- when new programs, activities or partnerships are introduced
- before significant changes to child-connected environments or service models
- after any serious incident, allegation, complaint, near miss or identified control failure
- where patterns of concern or repeated issues are identified
- where monitoring indicates that controls are not operating effectively.

Monitoring and review should not be limited to Council-run programs. It must also include third-party, contractor, hirer, tenant and partner arrangements where child safety obligations apply or where children and young people may be affected by the use of Council facilities, services or spaces.

The outcomes of monitoring and review must be documented and used to:

- update risk assessments and risk registers

- strengthen controls and mitigation actions
- inform supervision, training, contracting and communication arrangements
- improve signage, facility use conditions, environmental design or public messaging where needed
- support escalation, governance oversight and continuous improvement.

5.8 COMMUNICATION, CONSULTATION AND STAKEHOLDER ENGAGEMENT

Communication, consultation and stakeholder engagement are essential to effective child safety risk management. They help Council identify risks early, understand how risks arise in different settings, clarify responsibilities, strengthen controls, and support consistent responses across Council environments.

Council must ensure that child safety risk information is communicated clearly, appropriately and at the right level to support prevention, reporting, escalation, decision-making and continuous improvement.

Communication and consultation should occur throughout the child safety risk management process, including when:

- identifying and assessing child safety risks
- planning new services, programs, events, partnerships or facility uses
- engaging contractors, hirers, tenants, funded providers or other third parties
- reviewing incidents, complaints, concerns, disclosures or near misses
- developing, implementing or reviewing controls and mitigation actions
- responding to changes in services, staffing, facilities, community use or regulatory expectations.

Council should communicate and consult, as appropriate, with:

- council personnel
- children and young people
- parents, carers and families
- community members and user groups
- contractors, consultants, hirers, tenants and partner organisations
- child safe leads, managers and executive leadership
- Aboriginal and Torres Strait Islander community representatives, advisory groups or local community members
- disability advocates, support persons or other relevant stakeholders
- regulators, statutory agencies or other external bodies where required.

Communication and consultation processes must be appropriate to the setting, the nature of the risk, and the people involved. This includes recognising that some children, young people and community members may face barriers to participation, understanding, safety or help-seeking due to age, disability, language, culture, trauma, literacy, remoteness or previous experiences with services or authorities.

In a Council context, effective communication and consultation may include:

- providing clear child safety information to Council personnel, contractors and third parties
- using signage, posters, public messaging and facility information to communicate supervision expectations, reporting pathways and behaviour standards
- consulting with relevant personnel and stakeholders when assessing risks in specific facilities, services or activities
- seeking feedback on safety issues, barriers, access and visibility in public or shared-use environments
- ensuring that children and young people are informed, where appropriate, about how to raise concerns and who they can speak to
- communicating child safety expectations in contracts, hire agreements, program conditions and partnership arrangements.

Communication and consultation must support, not delay, action. Where a child safety concern, allegation, disclosure, incident or immediate risk is identified, Council personnel must take prompt action in accordance with this framework and related reporting procedures.

The outcomes of communication, consultation and stakeholder engagement should be used to improve risk identification, strengthen controls, support culturally safe and inclusive practice, and inform ongoing monitoring and review.

6.0 RISK REPORTING

Risk reporting is an essential part of Council's Child Safety Risk Management Framework. It supports accountability, oversight, timely action and continuous improvement by ensuring that child safety risks, control gaps, mitigation actions, incidents, concerns, complaints and emerging issues are recorded, communicated and escalated appropriately.

Council must ensure that child safety risk information is documented and reported in a way that is accurate, timely, proportionate and suited to the seriousness of the matter.

Risk reporting must support:

- early identification of child safety risks and control gaps
- timely escalation of serious or urgent matters
- monitoring of risk mitigation and outstanding actions
- oversight of recurring issues, patterns and systemic concerns
- governance and leadership visibility of significant child safety risks
- evidence of compliance, review and continuous improvement.

Child safety risk reporting may include reporting on:

- identified risks and risk assessments
- control effectiveness and mitigation actions

- incidents, complaints, disclosures, concerns and near misses
- contractor, hirer, tenant or third-party compliance issues
- environmental or facility-related safety issues
- training, screening or induction compliance
- recurring themes, patterns or emerging risks
- actions taken to address identified issues and strengthen controls.

The level and frequency of reporting should reflect the nature and seriousness of the risk, the setting in which it arises, and the level of oversight required. Serious child safety risks, high-risk matters, repeated concerns and systemic issues must be reported at the appropriate management, executive or governance level.

Risk reporting under this framework must also align with related Council reporting obligations, including incident management, complaints handling, reportable conduct, contractor management, workplace health and safety, and any service-specific or statutory reporting requirements.

6.1 INTERNAL COMMUNICATION AND REPORTING MECHANISMS

Council must have clear internal communication and reporting mechanisms to support the timely identification, recording, escalation and management of child safety risks, concerns, incidents, complaints, disclosures and near misses.

Internal reporting mechanisms must enable Council personnel to:

- recognise and report child safety risks and concerns
- escalate urgent or serious matters promptly
- document identified risks, incidents, concerns and actions taken
- report failures in controls, supervision, contractor compliance or other child safety arrangements
- raise recurring issues, patterns or systemic concerns
- seek guidance or support where they are unsure how to respond.

Internal communication and reporting mechanisms should be clear, accessible and understood by Council personnel across different roles and settings, including employees, volunteers, trainees, work placement participants, contractors and others engaged by or acting on behalf of Council.

These mechanisms should support reporting through appropriate internal pathways, including to:

- a direct manager or supervisor
- a designated child safety lead, contact person or relevant officer
- executive leadership, where required
- other relevant internal roles responsible for incident management, complaints, risk, compliance, human resources or service oversight.

Council must ensure that internal reporting mechanisms are workable across a range of Council contexts, including:

- staffed services and programs
- open-access public facilities
- remote or isolated work settings
- community events and after-hours activities
- contractor-operated or shared-use environments
- settings involving children attending independently or without direct parental supervision.

Internal communication mechanisms may include policies, procedures, reporting forms, incident systems, escalation pathways, supervision arrangements, briefings, inductions, training, signage for personnel, and other practical tools that support consistent reporting and response.

Internal reporting mechanisms must support early action and must not create barriers to speaking up. Council personnel must be encouraged and expected to raise concerns, even where:

- they are uncertain whether a matter is serious
- the concern relates to a near miss or unsafe situation rather than a confirmed incident
- the risk arises in a public or third-party setting
- the concern involves another worker, contractor, volunteer, hirer or community member.

Council must also ensure that internal reporting is linked to appropriate action, including risk assessment, escalation, response, review and follow-up.

6.2 ESTABLISHING EXTERNAL COMMUNICATION AND REPORTING MECHANISMS

Council must establish and maintain appropriate external communication and reporting mechanisms to support compliance with legal, regulatory, contractual and service-specific child safety obligations.

External communication and reporting mechanisms help ensure that child safety risks, concerns, incidents and allegations are communicated to the appropriate external authority, regulator, service partner, funding body or community stakeholder where required.

Depending on the nature of the matter and the Council setting involved, external reporting may include communication or reporting to:

- Queensland Police
- child protection authorities
- regulators or oversight bodies
- funding bodies or contracting entities
- partner organisations or lead agencies
- service-specific regulators, statutory bodies or complaint bodies

- parents, carers or other responsible persons, where appropriate and lawful.

Council must ensure that external reporting pathways are:

- clearly identified
- consistent with relevant legislation and service-specific requirements
- linked to internal escalation processes
- understood by relevant Council personnel
- supported by appropriate documentation, templates or guidance where needed.

External communication and reporting mechanisms must take into account that different Council services, facilities and activities may be subject to different external obligations. This includes, for example, obligations that may arise in relation to childcare services, regulated programs, police matters, reportable conduct matters, disability-related services, contracted services or other child-connected activities.

Where the child safety risk or concern arises in connection with a contractor, hirer, tenant, partner, funded provider or other third party, Council must ensure that:

- internal escalation occurs promptly
- any external reporting obligations are considered and actioned
- communication with the external party is managed appropriately
- Council's contractual, governance and protective actions are considered.

External communication must also be handled carefully to protect privacy, support child safety, avoid compromising investigations, and ensure information is only shared as permitted or required.

Council should maintain or have access to current guidance identifying the key external reporting pathways relevant to its services, facilities and activities.

6.3 KEY PERFORMANCE INDICATORS

Council should monitor the effectiveness of this Child Safety Risk Management Framework through appropriate indicators, review mechanisms and other sources of assurance.

Key performance indicators and other monitoring measures should help Council assess whether:

- child safety risks are being identified and assessed
- controls and mitigation actions are being implemented and reviewed
- child safety reporting and escalation pathways are being used appropriately
- council personnel understand and meet their child safety responsibilities
- contractor, hirer and third-party child safety requirements are being applied
- recurring issues, control gaps and emerging risks are being identified and addressed
- the framework is contributing to safer Council environments for children and young people.

Indicators may include, for example:

- completion of child safety risk assessments for relevant services, facilities, programs, events and activities
- progress and completion rates for risk mitigation actions
- frequency and timeliness of risk reviews
- completion of child safety induction, training and refresher requirements
- compliance with screening requirements for relevant roles
- completion of contractor, hirer or third-party child safety compliance checks where required
- reporting trends relating to incidents, concerns, complaints, disclosures and near misses
- identification and follow-up of recurring issues or systemic risks
- review of child safety controls in open-access, shared-use or higher-risk environments
- evidence of review and improvement following incidents, complaints, audits or feedback
- evidence that child safety information, signage and reporting pathways are available where needed
- evidence of culturally safe and inclusive risk controls being considered and implemented.

Council must also monitor child safety compliance indicators such as:

- evidence that Council policies, procedures and implementation measures align with the National Principles for Child Safe Organisations
- completion and review of actions required to meet applicable child safe legislative, regulatory and service-specific obligations
- compliance with Working with Children Check requirements for relevant roles
- completion of required child safety induction, onboarding and refresher training for relevant Council personnel
- evidence that mandatory reporting, incident escalation, reportable conduct and external reporting requirements are reflected in Council procedures and applied where required
- completion of contractor, hirer and third-party child safety compliance requirements where applicable
- documented review of child-related risks at planned intervals and following incidents, complaints, near misses or significant changes
- timely reporting, escalation and closure of child safety concerns, incidents and near misses
- evidence that regulatory notification and service-specific reporting obligations are met where applicable
- evidence that cultural safety commitments, including actions relevant to Aboriginal and Torres Strait Islander children and young people, are reflected in risk controls, implementation and review.

Indicators should be used to support improvement, not just compliance reporting. Council should consider both quantitative and qualitative information, including trends, audit findings, stakeholder feedback, lessons learned and the lived experience of Council environments.

Where indicators identify gaps, delays, recurring issues, poor compliance, or ineffective controls, Council must take appropriate follow-up action.

7.0 ROLES AND RESPONSIBILITIES

Effective child safety risk management requires clear roles, responsibilities and accountability across Council.

All Council personnel have a role in identifying, preventing, reporting, escalating and responding to child safety risks within the scope of their role. Responsibilities will vary depending on position, authority and operational context, but child safety risk management is not the responsibility of one role or team alone.

Council must ensure that:

- governance bodies and senior leaders provide oversight, direction and accountability for child safety risk management
- managers and supervisors implement the framework in practice and respond to identified risks
- designated child safety, risk, compliance or relevant advisory roles provide coordination, guidance and support
- Council personnel understand and carry out their responsibilities
- contractor, hirer, tenant, partner and third-party responsibilities are clearly communicated and enforced where relevant.

The roles and responsibilities set out below are intended to support clear accountability across Council's child-connected services, facilities, programs, events, public environments and third-party arrangements.

7.1 COUNCIL

Council is accountable for oversight of this Child Safety Risk Management Framework and for ensuring that child safety risks are appropriately governed, prioritised and addressed across Council operations, services, facilities, programs, events and third-party arrangements.

Council's responsibilities include:

- approving and supporting the implementation of this framework
- ensuring child safety risks are appropriately considered in governance, planning and decision-making
- providing oversight of significant child safety risks, systemic issues and emerging concerns
- ensuring appropriate systems, controls and reporting mechanisms are in place to support effective child safety risk management
- supporting a child safe culture across Council
- ensuring adequate resourcing for implementation, monitoring, review and continuous improvement
- overseeing compliance with relevant child safe legal, regulatory and policy obligations

- receiving and considering reporting on significant child safety risks, incidents, trends, control gaps and improvement actions
- ensuring that child safety risks are not treated as an isolated operational issue, but as an important part of Council's overall governance responsibilities.

Where governance functions are delegated, Council must ensure that delegated bodies, committees, executives or officers understand and discharge their responsibilities in line with this framework.

7.2 EXECUTIVE LEADERSHIP TEAM

The Executive Leadership Team is responsible for leading and supporting the implementation of this Child Safety Risk Management Framework across Council.

The Executive Leadership Team's responsibilities include:

- ensuring this framework is implemented, communicated and maintained across relevant Council operations, services, facilities and activities
- promoting child safety as a leadership and governance priority
- ensuring child safety risks are considered in operational and strategic decision-making
- overseeing the identification, assessment, mitigation and escalation of significant child safety risks
- ensuring appropriate systems, procedures, controls and reporting arrangements are in place
- allocating or recommending appropriate resources to support implementation, monitoring and improvement
- monitoring significant child safety risks, trends, incidents, recurring issues and systemic concerns
- ensuring that relevant managers, child safety leads and other responsible personnel are supported to carry out their responsibilities
- escalating significant matters to Council, governance bodies or external authorities where required
- supporting review and continuous improvement of child safety risk management across Council.

The Executive Leadership Team must also ensure that child safety risk management is applied across different Council environments, including public facilities, open-access settings, community programs, child-related services, events and third-party arrangements.

7.3 RISK PLAN OWNERS

Risk Plan Owners are responsible for overseeing identified child safety risks within the services, facilities, programs, activities, functions or operational areas assigned to them.

Risk Plan Owners' responsibilities include:

- ensuring child safety risks within their area are identified, assessed, documented and reviewed
- ensuring appropriate controls and mitigation actions are developed, implemented and monitored
- escalating child safety risks where required under this framework

- monitoring the effectiveness of controls and mitigation actions within their area of responsibility
- ensuring child safety risk information is kept current and reflects changes in operations, environments, staffing, contractors, community use or other relevant conditions
- responding to identified control gaps, recurring issues, complaints, incidents, near misses or emerging concerns
- ensuring child safety considerations are incorporated into relevant planning, activities, service delivery, contractor arrangements and facility use decisions
- seeking advice, support or escalation where the risk is complex, serious, systemic or outside their authority to manage.

Risk Plan Owners must take a proactive approach to child safety risk management and must not wait for a serious incident before acting on known or foreseeable risks.

7.4 QUALITY AND RISK SUB-COMMITTEE

Where Council has a Quality and Risk Sub-Committee, or an equivalent governance, audit, risk or child safety oversight body, that body is responsible for supporting oversight, review and continuous improvement of child safety risk management.

Its responsibilities may include:

- reviewing significant child safety risks, trends, control gaps and emerging issues
- monitoring the effectiveness of this framework and related child safety controls
- considering reports on incidents, complaints, near misses, audits, reviews and compliance issues relevant to child safety risk
- providing advice or recommendations to Council, the Executive Leadership Team or other relevant decision-makers
- supporting oversight of improvement actions arising from identified risks, reviews, audits or serious incidents
- considering whether broader or systemic child safety issues require stronger governance attention or organisation-wide response
- monitoring the effectiveness of reporting, escalation and assurance mechanisms relevant to child safety risk management.

Where Council does not have a specific Quality and Risk Sub-Committee, these functions should be allocated to another appropriate governance or oversight mechanism.

7.5 RISK AND COMPLIANCE MANAGER

Where Council has a Risk and Compliance Manager, or an equivalent role, that role is responsible for supporting the administration, coordination and continuous improvement of child safety risk management processes.

Responsibilities may include:

- supporting implementation and review of this framework
- providing advice on child safety risk management processes, documentation and reporting
- coordinating risk registers, risk reviews or other child safety risk management records where applicable
- supporting the development, monitoring and follow-up of mitigation actions
- assisting with reporting on child safety risks, trends, control gaps and compliance issues
- facilitating or supporting risk assessment, review or improvement activities
- assisting Council personnel and managers to understand and apply child safety risk management requirements
- supporting alignment between this framework and related child safety, complaints, incident, contractor and compliance processes
- identifying areas where additional guidance, tools, training or review may be needed.

Where Council does not have a dedicated Risk and Compliance Manager, these functions should be allocated to another appropriate role or roles.

7.6 COUNCIL PERSONNEL

All Council personnel are responsible for contributing to a child safe organisation and for applying this framework within the scope of their role.

Council personnel responsibilities include:

- identifying and raising child safety risks, concerns, unsafe situations, incidents and near misses
- complying with relevant child safety policies, procedures, directions and reporting requirements
- taking reasonable steps to support the safety and wellbeing of children and young people in connection with Council work, services, facilities and activities
- following child safety reporting, escalation and response pathways
- implementing and following relevant controls, supervision arrangements and risk mitigation
- participating in child safety induction, training, supervision and review processes as required
- maintaining appropriate professional boundaries and behaviour
- cooperating with risk reviews, investigations, audits or improvement activities where required
- acting promptly where a child safety concern, allegation, disclosure or immediate risk is identified.

Council personnel must not ignore, minimise or delay action on child safety risks or concerns, including where the matter appears uncertain, involves another person or organisation, or arises in a public, shared-use or third-party environment.

Where Council personnel engage with children and young people directly, or work in child-connected environments, they must understand the child safety risks relevant to their role and the controls, expectations and reporting pathways that apply.

8.0 EVALUATION OF THE RISK MANAGEMENT FRAMEWORK

Council will review and evaluate this Child Safety Risk Management Framework on a regular basis to ensure it remains effective, relevant and fit for purpose.

Evaluation of the framework should consider whether:

- the framework is being implemented in practice across relevant Council services, facilities, programs, events and activities
- child safety risks are being identified, assessed, escalated, treated, monitored and reviewed appropriately
- reporting pathways, controls and mitigation actions are functioning effectively
- the framework remains aligned with current legislation, standards, regulatory expectations and Council operations
- the framework is supporting safer environments for children and young people across staffed, open-access, mixed-use and third-party settings
- there are recurring issues, control gaps, implementation barriers or systemic concerns requiring improvement.

Evaluation should be informed by:

- risk reviews and risk reporting
- incidents, complaints, disclosures, concerns and near misses
- audit findings, compliance reviews and other assurance activities
- feedback from Council personnel, children and young people, families, communities and other stakeholders where appropriate
- contractor, hirer, tenant and third-party compliance issues
- changes in services, facilities, staffing, community use, technology or operating conditions
- changes in legislation, regulation, standards or local context.

Council should review this framework:

- at planned intervals
- following any significant child safety incident, systemic issue or serious control failure
- where there are substantial changes to Council operations, services, facilities or child-connected activities
- where review findings indicate that updates or improvements are required.

Where evaluation identifies gaps or improvement opportunities, Council must take appropriate action to strengthen the framework, related controls, implementation tools, guidance materials and supporting procedures.

9.0 GLOSSARY

Term	Definition
Abuse	Any act or omission that causes harm to a child or young person, including physical, sexual, emotional or psychological abuse, neglect, grooming, exploitation or exposure to family and domestic violence.
Child	A child is a person under 18 years of age.
Child Harm	Any physical, sexual, emotional, psychological or cultural harm, abuse, neglect, exploitation or other mismitigation of a child or young person, including exposure to unsafe environments or inappropriate behaviour.
Child Safe Culture	The shared values, attitudes, behaviours and practices within Council that support the safety, participation and wellbeing of children and young people and encourage early identification and response to risk.
Child Safe Environment	An environment in which children and young people are respected, included and protected from harm, and where people, systems, practices and physical settings support their safety and wellbeing.
Child Safety Concern	Any observation, allegation, disclosure, suspicion, complaint, incident, near miss, behaviour, situation or pattern that indicates a risk to the safety or wellbeing of a child or young person.
Child Safety Risk	Any actual, potential or foreseeable circumstance, behaviour, practice, environmental factor, control gap or systemic issue that may cause or contribute to harm to a child or young person, or reduce Council's ability to prevent, identify, respond to or report child safety concerns.
Control	A measure, action, process, system, practice or safeguard that reduces the likelihood of a risk occurring or reduces the consequence if it does occur.
Council Personnel	Council personnel includes employees, contractors, volunteers, students, trainees, apprentices, work placement participants and any other person engaged by or acting on behalf of Council.
Cultural Safety	An environment, relationship or practice in which the identity, experience and rights of Aboriginal and Torres Strait Islander children and young people, and other children from diverse backgrounds, are recognised, respected and supported, and where they are not diminished, excluded or made unsafe.
Disclosure	Information provided by a child, young person or another person indicating that harm, abuse, neglect, grooming or another child safety concern may have occurred or may be occurring.
Duty of Care	The obligation to take reasonable steps to prevent foreseeable harm and to respond appropriately where risks to safety and wellbeing are identified.
Escalation	The process of raising a child safety risk, concern, incident or issue to a higher level of authority, oversight or response because of its seriousness, urgency, complexity, potential impact or reporting requirements.
Grooming	Behaviour intended to establish trust, emotional connection or access to a child or young person, their family, carers or other gatekeepers for the purpose of abuse, exploitation or inappropriate involvement.
Likelihood	The chance or probability of a child safety risk occurring.

Near Miss	An event, situation or circumstance that could have resulted in harm to a child or young person, but did not do so on that occasion.
Neglect	A failure to provide for a child or young person's basic physical, emotional, psychological, cultural, educational or safety needs where this exposes them to harm or risk of harm.
Open-Access Environment	A Council environment that is open to the public or able to be accessed without direct Council supervision or controlled entry at all times.
Reportable Conduct	Conduct of a kind that must be notified, managed or responded to under applicable reportable conduct laws, procedures or regulatory requirements.
Residual Risk	The level of risk that remains after existing controls have been considered.
Risk	The effect of uncertainty on objectives. In this framework, risk includes any uncertainty, event, situation or circumstance that may affect the safety and wellbeing of children and young people or Council's ability to provide child safe environments.
Risk Analysis	The process of understanding the nature of a risk, how it may arise, who may be affected, and the effectiveness of existing controls.
Risk Assessment	The overall process of identifying, analysing and evaluating a risk.
Risk Evaluation	The process of determining the significance, priority and required response to a risk after considering the risk analysis and existing controls.
Risk Owner / Risk Plan Owner	The person responsible for ensuring that a child safety risk within their area is identified, assessed, managed, monitored and reviewed, and that required actions are implemented or escalated.
Risk Mitigation	An action taken to remove, reduce, control or better manage a risk. Once implemented, a risk mitigation may become part of the ongoing control environment.
Third Party	Any external person, organisation or entity that delivers services, activities or programs for children, interacts with children, or uses Council facilities or spaces in circumstances where child safety obligations may arise. This may include contractors, subcontractors, hirers, tenants, partner organisations, funded providers, consultants, activity providers or community groups.
Young Person	A person under 18 years of age. Council may use the terms child and young person together in recognition that risks and safeguarding approaches may vary depending on age, development and context.

APPENDIX 1 – RISK TOOLS

The following tools support the consistent identification, assessment and evaluation of child safety risks under this framework.

These tools are intended to assist Council personnel to assess the likelihood and consequence of child safety risks in a structured and consistent way, having regard to the specific Council environment, activity, service, facility or arrangement in which the risk arises.

These tools should be used alongside professional judgement, consultation, escalation requirements and any related Council procedures. They do not replace the obligation to take immediate action where a child or young person is at risk of harm, where criminal conduct is suspected, or where external reporting obligations apply.

In applying these tools, Council must consider the context of the risk, including:

- the age, vulnerability and likely needs of the child or young person
- the nature of the setting, including whether it is staffed, open-access, mixed-use or third-party operated
- the seriousness of the potential harm
- the effectiveness of existing controls
- whether the risk reflects an isolated issue or a broader/systemic concern.

APPENDIX 1.1 – CONSEQUENCE / IMPACT SCALE

Level	Descriptor	Child Safety Impact	Examples
Extreme	Severe / critical impact	Actual or highly likely severe harm to a child or young person, including serious physical or psychological harm, sexual abuse, grooming, exploitation, or a serious failure to protect. May involve multiple children, a systemic failure, or a situation requiring immediate emergency response, executive escalation and external reporting.	Serious sexual abuse allegation involving a worker, contractor or volunteer; a child suffers serious injury in a Council setting where major safety controls failed; multiple children exposed to significant harm in a Council-run or Council-facilitated activity; serious grooming behaviour identified across more than one service, facility or program; a major systemic failure in a high-risk setting such as childcare, a school holiday program or a pool environment.
High	Major impact	Significant risk of serious harm to a child or young person, or a serious child safety incident, allegation, disclosure, grooming concern, major supervision failure, or major control breakdown. May affect more than one child, involve a high-risk environment, or indicate a broader issue requiring urgent management and escalation.	Child left unsupervised in a high-risk setting such as a pool, splash park, excursion or community event; serious allegation of inappropriate behaviour by Council personnel or a third-party provider; repeated unsafe access by unauthorised adults to child-related spaces; major failure by a contractor delivering child-related activities to comply with child safety requirements; serious blind-spot or visibility issue in a library, civic facility or recreation setting creating heightened grooming or harm risk.
Moderate	Moderate impact	A child safety risk or incident that could result in harm to a child or young person if not addressed, including unsafe supervision arrangements, unsafe environments, inappropriate behaviour, limited visibility, contractor non-compliance, or repeated low-level concerns. Usually requires prompt management action and review of controls.	Repeated concerns about children attending a library or recreation facility without clear local supervision guidance; gaps in supervision or sign-in/out processes for a holiday program or playgroup; contractor or hirer using Council facilities without clear child safety expectations being communicated; inappropriate boundary behaviour or concerning conduct that does not yet appear to meet a higher threshold; poor visibility, access control or monitoring in toilets, change rooms, halls or open community facilities.
Low	Minor impact	A low-level child safety risk, concern, near miss or control gap that has limited immediate impact but still requires action to prevent escalation. May include unclear responsibilities, minor environmental issues, isolated boundary concerns, or gaps in signage, communication or supervision expectations.	Missing or unclear signage about supervision expectations in parks, playgrounds, libraries or splash parks; minor gaps in local guidance for contractors, hirers or community users of facilities; isolated near miss involving child access to a restricted area; unclear staff or volunteer understanding of reporting pathways; minor documentation or communication gap that could contribute to risk if not addressed.
Negligible	Minimal impact	A very low-level issue with little or no immediate impact on child safety, but which should still be noted and corrected if relevant. May include minor process or documentation gaps that do not of themselves expose a child to harm but could contribute to risk if left unaddressed.	Minor formatting or administrative issue in a risk record; outdated reference in local guidance that does not affect immediate safety; small documentation gap in contractor or activity records; low-level issue identified and corrected before it creates any practical child safety exposure.

APPENDIX 1.2 – LIKELIHOOD SCALE

Likelihood	Descriptor	Definition	Examples
Almost Certain	Expected to occur in most circumstances	The child safety risk is very likely to occur, is already occurring, or there is a strong pattern of repeated concerns, incidents, unsafe conditions or control failures.	Repeated unsupervised child attendance in a known high-risk setting without clear controls; ongoing contractor non-compliance despite previous concerns; repeated unsafe access to child-related spaces; persistent lack of supervision clarity in a setting regularly used by children.
Likely	Will probably occur at some point	The child safety risk is more likely than not to occur if current conditions continue. There may already be warning signs, known weaknesses, previous near misses or recurring low-level concerns.	Known blind spots in a library, pool or recreation facility with no additional controls; repeated community use of a hall by child-related groups without clear child safety requirements; ongoing use of external providers without clear induction or child safety expectations.
Possible	Could occur at some point	The child safety risk could occur in the current circumstances, particularly if controls are inconsistent, informal, unclear or not always followed.	A school holiday activity using casual staff or contractors with variable supervision arrangements; an open-access setting where children attend independently and responsibilities are not clearly communicated; public access to areas near child-focused activities creating foreseeable but not yet repeated risk.
Unlikely	Not expected, but still possible	The child safety risk is not expected to occur in normal circumstances, but it remains possible if conditions change or controls fail.	A generally well-managed program or facility where there is still some exposure to public access, third-party use or occasional staffing gaps; a contractor-operated activity with clear requirements in place but limited monitoring.
Rare	May occur only in exceptional circumstances	The child safety risk would only be expected to occur in unusual or exceptional circumstances because strong controls are in place and the setting is low exposure.	A tightly controlled child-related activity with strong supervision, clear access restrictions, screened personnel and well-understood procedures; a low-exposure environment where children are only occasionally present and risks are already well managed.

APPENDIX 1.3 – RISK ASSESSMENT MATRIX

Example 1

Risk Assessment Matrix

Appendix 1.3 visual

		IMPACT				
		Negligible	Low	Moderate	High	Extreme
LIKELIHOOD	Almost Certain	Medium	High	High	Extreme	Extreme
	Likely	Medium	Medium	High	High	Extreme
	Possible	Low	Medium	Medium	High	High
	Unlikely	Low	Low	Medium	Medium	High
	Rare	Low	Low	Low	Medium	Medium

Legend: Low Medium High Extreme

Use this matrix with the Impact Scale and Likelihood Scale to determine the overall level of child safety risk after considering the effectiveness of existing controls.

Example 2

Impact \ Likelihood	Rare	Unlikely	Possible	Likely	Almost Certain
Minor	Low	Low	Low	Medium	Medium
Moderate	Low	Low	Medium	Medium	High
Major	Low	Medium	High	High	Extreme
Severe	Medium	High	High	Extreme	Extreme

Council will use a matrix to determine the overall level of child safety risk after considering the impact of the risk and the likelihood of the risk occurring, taking into account the effectiveness of existing controls.

The matrix is intended to support consistent decision-making about:

- the priority of the risk
- whether additional controls or mitigation actions are required
- whether escalation is required
- the level of monitoring and review needed.

A higher rating does not remove the need for judgement or immediate action. Where a child or young person is at immediate risk of harm, or where abuse, grooming, serious control failure or criminal conduct is suspected, Council personnel must act immediately in accordance with this framework and related reporting procedure

APPENDIX 1.4 – APPLYING THE RISK TOOLS

The risk tools in this appendix are intended to support a consistent and practical approach to assessing child safety risks across council services, facilities, activities, events and third-party arrangements.

These tools should be used when:

- Identifying and assessing child safety risks in council environments
- Planning new services, programs, events, partnerships or facility uses
- Reviewing existing services, facilities or activities
- Considering incidents, complaints, disclosures, concerns or near misses
- Assessing risks arising from contractors, hirers, tenants, partners or other third parties
- Reviewing changes to staffing, supervision, environmental design, access arrangements or service delivery.

When using the risk tools, council should:

- Clearly describe the risk being assessed
- Identify who may be affected and in what setting
- Consider the ages, needs and likely vulnerabilities of the children and young people involved
- Consider the nature of the environment, including whether it is staffed, open-access, mixed-use or third-party operated
- Identify the controls already in place
- Assess the likely impact if the risk event occurs
- Assess the likelihood of the risk occurring in the current circumstances
- Use the matrix to determine the overall level of risk
- Decide whether further mitigation, escalation, monitoring or review is required.

The risk tools are intended to support decision-making, not replace professional judgement. Council personnel must always act promptly where:

- A child or young person is in immediate danger
- Abuse, grooming, neglect or exploitation is suspected
- Criminal conduct is suspected
- A serious incident, disclosure, complaint or control failure has occurred
- External reporting or urgent escalation may be required.

Where there is uncertainty about how to assess a risk, council personnel should seek advice from the relevant manager, designated child safety lead, risk plan owner, or other appropriate role.

Risk assessments should be documented, reviewed and updated when:

- Circumstances change

- New information becomes available
- Controls are introduced, changed or found to be ineffective
- Incidents, complaints, disclosures, concerns or near misses occur
- New services, activities, contractors or partnerships commence
- Review identifies a recurring issue, systemic concern or need for improvement.

These tools should be applied in a way that reflects the practical realities of council environments, including open public spaces, community facilities, child-related services, youth activities, public events and third-party use of council spaces.

APPENDIX 2 – COUNCIL CHILD SAFETY RISK CONTEXTS AND EXAMPLES

Council setting / activity	Examples of child safety risks	Possible controls / considerations
Libraries	Children attending independently without clear supervision expectations; exposure to members of the public; grooming opportunities in low-visibility areas; contractors or external providers running activities without clear child safety requirements; library spaces being treated informally as supervised care.	Clear local guidance on unattended children and supervision expectations; signage for parents/carers and community; staff guidance on responding to unattended children and concerns; visibility of reporting pathways; contractor and activity provider requirements; review of blind spots, toilets, after-hours use and access arrangements.
Swimming pools	Physical safety risks; inadequate supervision; unclear age expectations for independent attendance; children attending with older siblings rather than adults; open public access; contractor-run swimming lessons or pool operations; grooming opportunities in change rooms or less visible areas.	Clear supervision and entry expectations; signage; contractor compliance requirements; safe access and visibility controls; change room monitoring arrangements where appropriate; escalation pathways for unattended or unsafe situations; review of age-based local rules and public messaging.
Civic centres, halls and multipurpose community spaces	Open access areas; public toilets or breezeways; community hire with no direct council supervision; third-party use by child-related groups; contractors and casual activity providers; poor visibility or restricted areas; uncertainty about who is responsible for child safety.	Conditions of hire; child safety expectations for users and hirers; contractor and external provider requirements; signage and behaviour expectations; safe access controls; guidance for staff where facilities are open, hired or community used; escalation pathways when concerns arise.
Childcare services, kindergarten, daycare and after school care	High-risk direct child contact; supervision failures; staff or contractor misconduct; unsafe staffing arrangements; poor escalation or reporting; poor integration of regulatory obligations; third-party provider risks where council funds or hosts but does not directly operate the service.	Alignment with relevant childcare regulatory requirements; child-safe recruitment, induction and supervision; clear reporting and escalation procedures; provider oversight where council contracts or funds services; regular review of service-specific child safety risks and controls.
Playgroups	Informal arrangements leading to unclear supervision responsibility; community-run groups using council spaces;	Clear role and responsibility guidance; facility use expectations; local communication about supervision responsibilities; partner or

Council setting / activity	Examples of child safety risks	Possible controls / considerations
	children mixing with the public in open-access settings; contractor or partner involvement; lack of clear child safety expectations.	community group requirements where relevant; visibility and safe environmental setup; reporting pathways for concerns.
School holiday programs	Mixed staffing and contractor use; one-to-one interactions; off-site activities; sign-in/out failures; age-mixed activities; children moving between activities; inadequate screening or induction of casual providers; high child volume increasing supervision risk.	Risk assessments for each program; sign-in/out procedures; supervision plans; contractor and external provider requirements; activity-specific safety controls; clear escalation and incident response; staffing and visibility arrangements; child-safe conduct expectations.
Community events	Large crowds; children separated from carers; entertainers, stallholders and activity providers interacting with children; open public access; temporary infrastructure; unclear supervision boundaries; grooming opportunities in busy or poorly visible settings.	Event risk assessment; lost child procedures; contractor and stallholder expectations; signage and public messaging; visibility of staff/contact points; behavioural expectations; escalation pathways; defined responsibilities for child-related activities.
Traineeships, apprenticeships, work experience and employment of workers under 18	Grooming or exploitation of young workers; unsafe power dynamics; poor supervision; unclear professional boundaries; underage workers in isolated or adult-dominated settings; inadequate induction or support.	Child-safe recruitment and induction; supervision arrangements; clear professional boundaries; reporting pathways for young workers; manager oversight; role-appropriate screening and risk review; attention to placement setting and vulnerability of young workers.
Country university centres, learning centres and education-linked facilities	Unsupervised attendance by children or young people; shared facilities; public access; unclear boundaries between educational use and general community use; limited staffing; after-hours access.	Local guidance on supervision expectations; signage; access and visibility review; clarification of council role versus school/education provider role; contractor and partner expectations; reporting pathways and response guidance.

Council setting / activity	Examples of child safety risks	Possible controls / considerations
Sports and recreation facilities, skate parks, bike areas and sports sheds	Open-access use; children left unsupervised; mixed-age environments; poor visibility; community assumptions that staff will supervise; contractor-run activities; injury risks and grooming opportunities in low-oversight settings.	Clear public messaging that supervision remains with parent/carer where applicable; signage; environmental review for blind spots and access issues; controls for contractor-led activities; reporting pathways; facility-specific risk reviews.
Parks, playgrounds and public open spaces	Open public access; no direct supervision; children interacting with unknown adults; isolated or poorly visible areas; physical hazards; unclear expectations about council versus parent responsibility.	Supervision signage; behaviour expectation signage; environmental design and maintenance; visibility review; public reporting mechanisms; escalation and response guidance for council personnel when concerns are observed.
Visitor centres, museums and drop-in centres	Public-facing settings with mixed-age attendance; informal interactions with children; contractors or volunteers engaging with children; reduced clarity about child-related responsibilities where facilities are primarily tourism or community focused.	Staff and volunteer guidance; visibility of reporting pathways; behavioural expectations; role clarity where children attend or participate; contractor and volunteer requirements; risk review for child-facing activities or informal youth use.
Youth services, youth officers and youth activities	Direct engagement with young people; boundary issues; one-to-one contact; transport or outreach risks; digital communication risks; after-hours activities; reliance on casual staff, grants or contractors.	Clear conduct expectations; supervision and escalation pathways; guidance on digital communication and professional boundaries; activity risk assessment; contractor requirements; recordkeeping; support and oversight for youth-facing roles.
Health, disability and community support settings	Children present in mixed-age settings; third-party provider involvement; complex vulnerabilities; transport or outreach risks; privacy and information sharing issues; informal supervision expectations.	Role clarity; provider and partner requirements; screening and training where relevant; privacy and information handling controls; escalation pathways; culturally safe and accessible responses; review of mixed-age and outreach settings.
Digital and online environments	Direct messaging, image sharing, privacy breaches, inappropriate online contact, unclear moderation, children	Digital communication rules; approved platforms; privacy safeguards; moderation and escalation arrangements; staff guidance; contractor

Council setting / activity	Examples of child safety risks	Possible controls / considerations
	accessing council programs or communications digitally, use of personal devices or accounts.	and provider requirements; child-friendly reporting options where relevant.
Contractor, hirer, tenant, partner and third-party arrangements	External persons delivering activities to children without clear child safety expectations; inconsistent screening or induction; unclear reporting responsibilities; reliance on third parties without oversight; child-related activities occurring in council spaces without adequate controls.	Child safety requirements in contracts, hire agreements and partnership documents; compliance checks; induction or briefing requirements; clear escalation and reporting obligations; role clarification; monitoring and follow-up; action where requirements are not met.

APPENDIX 3 – RELATED TOOLS, RESOURCES AND SUPPORTING DOCUMENTS

The following tools, resources and supporting documents may assist council to implement this child safety risk management framework in a practical and consistent way. Councils may already have some of these documents or tools in place, or may choose to develop, adapt or localise them to reflect their services, facilities, activities and operating context. This framework should be read and applied alongside relevant child safe governance documents, operational procedures and implementation resources.

Resource / document	Purpose
Child safety risk assessment template	To support consistent assessment of child safety risks across services, facilities, programs, events, hires and third-party activities.
Child safety risk register template	To record identified child safety risks, existing controls, mitigation actions, responsible officers and review dates.
External reporting pathways / contact register	To provide current service-specific external reporting pathways, key contacts, and guidance on when external reporting or notification may be required.
Contractor / hirer / third-party child safety requirements resource	To communicate child safety expectations and compliance requirements for contractors, hirers, tenants, partner organisations and other third parties.
Conditions of hire / facility use child safety clauses	To support safer use of council halls, civic centres, multipurpose spaces and other facilities used by community groups or external providers.
Library supervision / unattended children guidance	To clarify local supervision expectations, unattended children guidance, staff response, signage and activity provider requirements in library settings.
Open-access environment guidance	To support child safety risk management in parks, playgrounds, splash parks, recreation spaces, public facilities and other mixed-use or unsupervised settings.
Signage and poster suite	To communicate supervision expectations, expected behaviour standards, reporting pathways and other child safety messages in council facilities and public-facing settings.
Escalation and reporting flowchart	To provide a practical visual guide to internal escalation, emergency response, police reporting and other external reporting pathways where required.
Child safety induction / briefing for contractors and external providers	To support consistent communication of child safety responsibilities to external providers, entertainers, activity operators and other non-council personnel.
Role-specific child safety guidance or quick reference tools	To support workers in roles such as youth services, libraries, pools, customer-facing services and other child-connected settings.

Resource / document	Purpose
Lost child / separated child response guidance	To support practical response in public facilities, community events, pools, libraries and other settings where children may become separated from parents or carers.
Local implementation / customisation guidance	To support each council to adapt the shared framework to its local services, governance arrangements, facilities, staffing and community context.
Related child safe governance documents	To ensure this framework is read together with relevant policies and procedures, such as the child safety policy, child safety code of conduct, child safety complaints and reporting procedure, reportable conduct procedure, and supervision and duty of care documents.

Council should determine which supporting tools and resources are required based on its services, facilities, risk profile, workforce structure and operating environment, and should review these periodically as part of ongoing child safety risk management and continuous improvement.

1. Purpose

1.1. This procedure sets out how Council **identifies, receives, responds to, records, escalates and manages** child safety concerns, disclosures, incidents, allegations and reportable conduct matters involving children and young people. It explains internal and external reporting obligations under Queensland law, including the *Child Protection Act* 1999 (Qld), *Child Safe Organisations Act* 2024 (Qld) and *Working with Children Check Act* 2000 (Qld) and embeds the Universal Principle of Cultural Safety, and supports responses that are trauma-informed, child-centered, procedurally fair and practical in QLD Council environments.

1.2. All personnel in our organisation **must:**

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

2. Scope

2.1. This procedure applies to:

- child safety concerns
- disclosures of harm and/or risk of harm to children and/or young people
- allegations of harm and/or risk of harm to children and/or young people
- incidents relating to children and/or young people engaged in council activities and/or on council property (*Refer to 2.2*)
- reports and/or concerns raised by or about children and young people in connection with Council services, programs, facilities, land, events, workers, volunteers, contractors, labour-hire personnel, trainees, students, placement workers, facility hirers, tenants, lessees, user groups, event organisers and other third parties (all personnel and council related programs/activities and facilities).

2.2 This procedure applies in both:

2.2.1. Council-delivered services, programs and activities involving children and young people; and

2.2.2. Council-managed or Council-controlled facilities, land and environments where children and young people may be present, including shared-use, mixed-use and open public access settings.

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

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

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

3. Commitments to Child Safety, Rights and Participation

3.1 Council aligns with:

3.1.1 The National Principles for Child Safe Organisations)
https://www.childsafety.gov.au/resources/national-principles-child-safe-organisations

3.1.2 The Queensland Child Safe Standards
https://www.childsafety.gov.au/resources/national-principles-child-safe-organisations and, the,

3.1.3 Universal Principle of Cultural Safety so that Aboriginal and Torres Strait Islander children are culturally safe and their cultural rights, identities and connection to family, community and Country are recognised and respected.
https://www.qfcc.qld.gov.au/childsafe/standards/what-are-child-safe-standards/cultural-safety

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

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

4. Definitions

For the purpose of this Policy:

4.1 Allegation: An assertion that a person has engaged in conduct that may place a child at risk or may constitute reportable conduct

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

4.3 Child safety concern: Any concern, suspicion, observation, disclosure, complaint, incident or allegation relating to the safety, wellbeing or rights of a child or young person

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

4.5 Complaint: an expression of dissatisfaction requiring a response *(Refer to: Council Complaints Procedure).*

4.6 Contractor / third party: Includes contractors, subcontractors, labour-hire workers, tenants, lessees, licensees, hirers, user groups, event organisers and other non-employee persons carrying out work or activities in connection with Council functions, premises or services

4.7 Disclosure: a child or other person tells us about harm, abuse, neglect or risk.

4.8 Harm/abuse types: include physical, sexual, psychological/emotional harm and neglect.

(These also pertain to "Reportable conduct", Child Safe Organisations Act 2024 (Qld) https://classic.austlii.edu.au/au/legis/qld/num_act/csoa2024227/s26.html).

4.8.1 Grooming: This is a process where a person manipulates a child or group of children and sometimes those looking after them, including parents, carers, teachers and leaders. They do this to establish a position of 'trust' so they can then later sexually abuse the child.

4.8.2 Lack of appropriate care – Neglect: This includes not providing adequate and proper supervision, nourishment, clothing, shelter, education or medical care.

i.e. Supervision: In Queensland there is no specific legal age set in legislation for when a child can be left home alone. Authorities such as Queensland Government provide guidance (not law) suggesting Children under 12 are generally not mature enough to be left alone for extended periods and very young children (e.g. under 5) should never be left alone. Instead, the law focuses on whether a parent or carer has met their duty of care under the Criminal Code Act 1899 (Qld).

4.8.3 Physical abuse: This includes behaviours such as pushing, shoving, punching, slapping, kicking and unauthorised use of restraint.

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

4.8.5 Sexual abuse: This includes the sexual touching or sexual assault of a child, grooming, and production, distribution or possession of child abuse material.

4.9 Immediate danger: A situation where a child faces an urgent risk of serious harm requiring immediate action, including contacting emergency services

4.10 Open-access environment: A Council-managed or Council-controlled environment that is open to the public, shared with other users, or not continuously supervised by Council personnel

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

5. When and What to Report (External Reporting)

5.1 All Council Personnel (Workers), including:

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

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

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

5.3 If a child is in immediate danger

- Call Triple Zero (000) immediately.

- For non-urgent police matters, contact Policelink on 131 444 or use the Queensland Police online reporting options.

Online: www.police.qld.gov.au/reporting

Or via

Mobile App

5.4 Suspected child abuse/neglect or risk of significant harm

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

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

5.5 Mandatory reporters

5.5.1 Where a Council role meets the definition of a mandatory reporter under the Child Protection Act 1999 (Qld), that person must make a report to Child Safety when they form a reportable suspicion. (This includes: teachers, doctors, registered nurses, designated police officers, child advocates and early childhood education and care professionals.)

5.5.1 Whether or not a worker is a mandatory reporter, all child safety concerns must still be reported internally in accordance with this procedure.

5.5.2 Whilst not all council personnel will meet the definition of a Mandated Report under the Act, in the interest of the safety of all children, Council will report all risk of harm, harm and any alleged criminal acts against/toward a child to the relevant statutory authority.

5.4 Documenting a Concern

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

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

5.4.2 Workers (Council Personnel) must:

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

5.5 Documenting a Disclosure

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

- remain calm and listen carefully
- take the disclosure seriously
- avoid leading questions or asking for unnecessary detail

- reassure the child or person that telling someone was the right thing to do
- explain, in age-appropriate language, that the information may need to be shared to help keep the child safe
- record the disclosure as soon as possible, using the child's or person's own words where possible
- report the matter immediately in accordance with this procedure.

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

5.6 Reportable Conduct Scheme (QLD):

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

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

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

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

Under the *Child Safe Organisations Act* 2024 (Qld), where an allegation or concern involves a Council worker (employee, volunteer, contractor, councillor, student on placement) engaged in reportable conduct (sexual abuse, sexual misconduct, physical abuse, emotional harm, or significant neglect), the Head of Entity (CEO) must:

- Notify the Queensland Family and Child Commission (QFCC) within 3 business days of becoming aware of the allegation.
- Ensure an appropriate, procedurally fair internal investigation is conducted.
- Provide an update report and final investigation report to the QFCC upon completion.

Reporting a matter under the Reportable Conduct Scheme operates concurrently with, and does not replace, any statutory obligations to report to the Queensland Police Service (QPS) or Child Safety

6. Internal Reporting (All Workers/Personnel)

6.1 All Council personnel must immediately report any child safety concern, disclosure, allegation, complaint, incident or suspected misconduct involving a child to their line manager or in accordance with Council's local reporting pathway.

6.2 If the concern relates to the worker's line manager, the report must be made to the next senior manager, or another nominated reporting contact.

6.3 Reports may be made verbally or in writing using the Council's approved reporting form, feedback and complaints channel, or other designated reporting process. Anonymous reports are accepted and will be assessed to the extent possible.

6.4 Failure to report a concern, or discouraging another person from reporting, is a breach of this procedure and may constitute misconduct.

6.5 Council is committed to protecting anyone who reports a child safety concern in good faith. Workers who raise a child safety concern, disclose harm, or report misconduct are protected against victimisation, harassment, disciplinary action, or adverse employment consequences under Council policy and the Public Interest Disclosure Act 2010 (Qld). Any attempt to discourage, intimidate, or retaliate against a reporter is a severe breach of Code of Conduct and may lead to formal disciplinary action

7. Making an External Report

7.1 External reports may need to be made to:

- **Queensland Police** where **criminal conduct is suspected, this includes sexual harm (and/or risk of) and/or grooming** or **a child is in immediate danger.**
    - Emergency: **000**
    - Non-urgent police matters / Policelink: **131 444**
    - Online reporting: Queensland Police / Policelink online reporting
- **Department of Families, Seniors, Disability Services and Child Safety** where there is suspected abuse, neglect or risk of significant harm.
    - Child Safety After Hours Service Centre: **1800 177 135** (Queensland only) or **(07) 3235 9999**
    - Child Safety information and reporting: Report child abuse / Child Safety

- **Queensland Family and Child Commission (QFCC)** where a reportable conduct notification is required under the *Child Safe Organisations Act 2024 (Qld)*.
    - General enquiries: **(07) 3900 6000**
    - Reportable Conduct Scheme information: QFCC Reportable Conduct Scheme
- **When a child's permanent residence is interstate/outside of QLD, the legal requirements to report are to that residing state's jurisdiction. (All sexual abuse is reported to Police).** *Refer to: Appendix 6 State by State Obligation Table.*

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

8. Trauma-informed and culturally safe reporting

8.1 Council will respond in ways that promote safety, trust, choice, collaboration, empowerment, accessibility and cultural safety.

8.2 Children and young people may choose a support person, trusted adult, advocate, First Nations liaison, interpreter or other communication support where appropriate when seeking support, sharing a disclosure, submitting feedback and/or complaint, and/or allegation.

8.3 Council will use developmentally appropriate, accessible and inclusive formats, including Easy Read, visuals, AAC, Auslan and interpreters where needed, and will minimise re-traumatisation wherever possible.

8.4 Council will use external third-party providers/workers as needed, alongside Council Personnel, to better support safe reporting procedures. This may include external child/youth workers, cultural representatives, NDIS support workers and/or any external party specific to support safe reporting procedures particular to the child and young person's needs.

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

9. Privacy, information sharing and records

9.1 Information relating to child safety concerns and reports must be handled in accordance with privacy law and only shared on a need-to-know basis, where authorised by law, or where necessary to protect a child or young person.

9.2 Records must be created and stored in Council-approved secure recordkeeping systems with appropriate role-based access controls. Records must be retained and disposed of in accordance with the Records Management Policy and applicable legal requirements, including the *Public Records Act* 2023 (Qld).

9.3 When a child's wellbeing is at risk: Under the *Child Protection Act 1999 (Qld)*, including the information sharing provisions in Chapter 5A, and applicable Queensland information sharing guidance, information may be shared without consent where this is authorised by law and necessary to protect a child or young person, respond to their needs, or reduce the likelihood of the child becoming in need of protection.

9.4 Workers who identify a need to share information about a child and/or their family must seek support and guidance from their line manager and/or the nominated Child Safe Lead as soon as practicable. This does not prevent immediate action or lawful sharing of information where urgent steps are required to protect a child.

10. Roles and responsibilities

10.1 All Council personnel / workers:

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

10.2 Line managers / supervisors:

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

10.3 Chief Executive Officer

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

While designated officers handle operational coordination of the Reportable Conduct Scheme, they do so under the delegated authority from the CEO

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

- oversee child safety compliance, reisk management and reporting pathways for:
    - third party hirers,
    - contractors,
    - hirers,
    - tenants,
    - user groups or other third parties
- ensure child safety concerns are escalated and managed under this procedure and any relevant contract, hire, access or site controls.

11. Availability and Review

11.1 This policy is available on the council's website.

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

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

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

REFER TO APPENDIX FOR FACT SHEETS AND REPORTING FORMS

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

12. Related documents

(Internal Documents)

- Child-Focused Complaints Procedure (QLD)
- Child Safety and Wellbeing Policy
- Child Safe Code of Conduct
- Child Safety Risk Management Framework
- Privacy Policy
- Supervision and Duty of Care Child Safe Policy
- Supervision and Duty of Care Child Safe Procedure

Refer to Council document "*Child Safe Legislation and Important Links*"

Appendix 1: CHILD SAFETY Fact Sheet - Possible Indicators of Harm

Appendix 2: CHILD SAFETY Mandatory Reporting Incident Form

Appendix 3: CHILD SAFETY REPORTING QUICK REFERENCE GUIDE – QLD

Appendix 4: CHILD SAFETY Concerns Checklist

Appendix 5: CHILD SAFETY Notifications Checklist

Appendix 6: CHILD SAFTETY State-by-State Obligations

Appendix 1: Possible Indicators of Abuse: Fact Sheets

Purpose

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

Physical Indicators

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

Behavioural Indicators

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

Emotional Indicators

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

Indicators of Neglect

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

Indicators of Grooming

- Unusual gifts or attention from adults
- Secretive relationships
- One-on-one time outside normal expectations
- Increased private communication
- Attempts to isolate the child

Online Indicators

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

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

END OF DOCUMENT

APPENDIX 2: COUNCIL – Mandatory Reporting Incident Form

Child Safety | Sexual Misconduct | NDIS (if applicable)

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

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

This form ensures Council meets its legal obligations across Queensland.

Confidentiality: All completed forms must be:

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

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

SECTION 1 – REPORT DETAILS

Field	Details
Date of Report	
Time of Report	
Date of Incident	
Time of Incident	
State Where Incident Occurred	☐ QLD
Location of Incident	
Report Completed By (Name & Role)	
Contact Details	

SECTION 2 – PERSON AT RISK OR AT HARM

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

Is the person under 18?	☐ Yes ☐ No
Is the person under 16? (QLD Criminal Trigger)	☐ Yes ☐ No ☐ N/A
Aboriginal	☐ Yes ☐ No ☐ Unknown
Torres Strait Islander	☐ Yes ☐ No ☐ Unknown
Cultural Background	………………………………………………………………
Living with Disability	☐ Yes ☐ No ☐ Unknown
NDIS Participant	☐ Yes ☐ No ☐ Unknown
Under State Guardianship	☐ Yes ☐ No ☐ Unknown

SECTION 3 – FAMILY & CONTEXT

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

SECTION 4 – TYPE OF CONCERN

(Tick all that apply)

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

SECTION 5 – IMMEDIATE DANGER CHECK

Is the child/person in immediate danger?

☐ Yes
☐ No

If YES:

Action	**Completed**
000 called	☐ Yes ☐ No
Time called:	
Police reference number	
Person moved to safety	☐ Yes ☐ No

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

SECTION 6 – FACTUAL DESCRIPTION

Details: *(Record facts only. Include direct quotes where possible.)*

Details Continued:

SECTION 7 – RISK CLARIFICATION PROMPTS

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

Further Details:

SECTION 8 – SPECIAL RISK CONSIDERATIONS

(Tick if applicable)

☐ Risk of unlawful medical procedures (e.g., FGM)
☐ Risk of forced/child marriage
☐ Risk of removal from Australia
☐ Risk of criminal exploitation
☐ Persistent unexplained school absence

☐ Child is homeless or in unsafe accommodation
☐ Concerns about unborn child
☐ Parents unable or unwilling to care
☐ Abandonment

SECTION 9 – STATE LEGISLATIVE TRIGGERS

QLD

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

SECTION 10 – EXTERNAL REPORTING RECORD

Authority Date Time Officer Name / Ref No.

Police				
Child Protection				
NDIS Commission				
eSafety				
Other				

Additional Details / Advice Received

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

SECTION 11 – NDIS REPORTABLE INCIDENT CHECK

Did the incident occur in connection with NDIS supports?

☐ Yes
☐ No

If YES:

☐ Serious incident reported within 24 hours
☐ Confirmation received

Reference number: ________________________

⚠️ **NDIS reporting does not replace child protection reporting.**

SECTION 12 – ADULT DISCLOSURE CHECK (IF 18+)

☐ Disclosure of historical child abuse
☐ Disclosure of current child at risk
☐ Disclosure of adult sexual assault
☐ Alleged offender may still pose risk to children

If child currently at risk → statutory reporting required.

SECTION 13 – INTERNAL ESCALATION

Action	**Completed**
Senior Manager/CEO notified	☐ Yes ☐ No
Staff member stood down (if applicable)	☐ Yes ☐ No
Risk mitigation plan initiated	☐ Yes ☐ No

SECTION 14 – SUPPORT & SAFETY PLANNING

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

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

Details:

SECTION 15 – CONFIDENTIALITY & RECORD KEEPING

☐ Stored securely
☐ Access restricted
☐ Privacy legislation considered

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

Name: ………………………………………………………………(Role)………………………………………………………….

Council………...

Signature: ………………………………………………………………Date:……………………………………………………………

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

STEP 1: IS THE CHILD IN IMMEDIATE DANGER?

CALL 000 IMMEDIATELY IF:

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

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

After calling 000:

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

WHO IS A CHILD?

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

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

You must act if you suspect:

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

You do NOT need proof.

Reasonable suspicion is enough.

REPORT TO THE CORRECT AUTHORITY

QUEENSLAND (QLD)

Child Protection:

• Regional Intake Service (business hours)

• After Hours: 1800 177 135

Police (non-urgent): 131 444

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

ONLINE SEXUAL EXPLOITATION

Report to:

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

NDIS INCIDENTS (IF APPLICABLE)

If the incident occurred within an NDIS service context:

- Report to NDIS Commission
- Serious incidents within 24 hours

⚠️ NDIS reporting does NOT replace child protection reporting.

STEP 3: INTERNAL REPORTING

After external reporting:

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

REMEMBER

✓ You do not investigate

✓ You do not promise confidentiality

✓ You do not need proof

✓ The safety of the child comes first

When in doubt: Report.

END OF DOCUMENT

APPENDIX 4: CONCERNS CHECKLIST

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

Reporter Name		Date	
Site / Service			

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

APPENDIX 5: Notifications Checklist

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

APPENDIX 6: STATE-BY-STATE LEGAL OBLIGATION TABLE

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

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

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

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

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

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

CHILD SAFE LEGISLATION AND IMPORTANT LINKS

External References

- Anti-Discrimination Act 1991 (Qld)
  https://www.legislation.qld.gov.au/view/html/inforce/current/act-1991-085

- Australian Centre to Counter Child Exploitation (ACCCE)
  https://www.accce.gov.au/

- Blue Card Services (Queensland Government)
  https://www.qld.gov.au/law/laws-regulated-industries-and-accountability/queensland-laws-and-regulations/regulated-industries-and-licensing/blue-card

- Child and Youth Risk Management Strategy requirements

  https://www.qld.gov.au/law/laws-regulated-industries-and-accountability/queensland-laws-and-regulations/regulated-industries-and-licensing/blue-card/child-and-youth-risk-management-strategy

- Child Safe Organisations Act 2024 (Qld)
  https://www.legislation.qld.gov.au/view/whole/html/asmade/act-2024-049

- Child Protection Act 1999 (Qld)
  https://www.legislation.qld.gov.au/view/html/inforce/current/act-1999-010

- Child Safe Standards and Universal Principle (Queensland)
  (Adopts the National Principles, including the Aboriginal and Torres Strait Islander cultural safety principle) https://www.qfcc.qld.gov.au/childsafe/standards/what-are-child-safe-standards

- Criminal Code Act 1899 (Qld)
  https://www.legislation.qld.gov.au/view/html/inforce/current/act-1899-009

- eSafety Commissioner
  https://www.esafety.gov.au/

- Human Rights Act 2019 (Qld)

https://www.legislation.qld.gov.au/view/html/inforce/current/act-2019-005

- Information Privacy Act 2009 (Qld)
  https://www.legislation.qld.gov.au/view/whole/html/current/act-2009-014

- Mandatory Reporting QLD - Department of Child Safety – Report on Abuse
  https://www.families.qld.gov.au/our-work/child-safety/about-child-protection/mandatory-reporting

- National Principles for Child Safe Organisations
  https://www.childsafety.gov.au/resources/national-principles-child-safe-organisations

- National Disability Insurance Scheme Act 2013 (Cth)
  https://www.legislation.gov.au/Series/C2013A00020

- NDIS Code of Conduct Rules 2018
  https://www.legislation.gov.au/F2018L00629/latest/text

- NDIS Provider Registration and Practice Standards Rules 2018
  https://www.legislation.gov.au/F2018L00631/latest/text

- NDIS Practice Standards
  https://www.ndiscommission.gov.au/providers/ndis-practice-standards

- Public Records Act 2023 (Qld)
  https://www.legislation.qld.gov.au/view/whole/html/asmade/act-2023-033

- Privacy Act 1988 (Cth)
  https://www.legislation.gov.au/Series/C2004A03712

- Public Interest Disclosure Act 2010 (Qld)
  https://www.legislation.qld.gov.au/view/whole/html/inforce/current/act-2010-038

- Queensland Police emergency and Policelink reporting information
  QPS Policelink (131 444) for non-urgent reporting; Triple Zero (000) in emergencies.
  https://www.police.qld.gov.au/policelink-reporting

- Queensland Child Safe Standards and Queensland Family and Child Commission guidance https://www.qfcc.qld.gov.au/childsafe/standards

- Queensland Family and Child Commission (QFCC)
  QFCC Child Safe Standards
  https://www.qfcc.qld.gov.au/childsafe/standards

  QFCC Cultural Safety University Principle
  https://www.qfcc.qld.gov.au/childsafe/standards/what-are-child-safe-standards/cultural-safety

  QFCC Reportable Conduct Scheme Guide
  https://www.qfcc.qld.gov.au/publication/guide-queenslands-reportable-conduct-scheme

- Reportable Conduct Scheme Guidance (QFCC)
  https://www.qfcc.qld.gov.au/publication/guide-queenslands-reportable-conduct-scheme

- Report child abuse – Department of Child Safety
  Regional Intake Service; After Hours 1800 177 135
  https://www.qld.gov.au/community/getting-support-health-social-issue/support-victims-abuse/child-abuse/reporting-child-abuse

- Working with Children Check Act 2000 (Qld)
  https://www.legislation.qld.gov.au/view/html/inforce/current/act-2000-060

8.4 Subject: Council Briefing Sessions Policy Review
Attachments: Council Briefing Sessions Policy
Author: Director Corporate & Community Services
Date: 3rd September 2026

Executive Summary:
Council is presented with a reviewed Council Briefing Sessions Policy V3, for consideration and adoption.

Recommendation:
That Council adopt the Council Briefing Sessions Policy version 3.0 as presented.

Background:
Council Briefing Sessions provide an informal, non-decision-making forum for Councillors and Council officers to exchange information, discuss operational and strategic matters, and better inform Councillors about matters that may come before future Council meetings. The attached Council Briefing Sessions Policy has been reviewed to strengthen clarity, transparency and good governance in the conduct of briefing sessions, including the roles of participants, agenda management, confidentiality, attendance, and the management of conflicts of interest.

The review ensures the policy clearly reflects that briefing sessions are not Council meetings and must not be used to make, pre-determine, direct or commit Council to any decision or course of action. Matters requiring a Council decision must continue to be referred to an ordinary or special meeting of Council, unless they may lawfully be dealt with by the Chief Executive Officer or another authorised officer under delegation.

The previous version of this policy was adopted in June 2022.

Consultation:
Chief Executive Officer

Legal Implications:
The policy is made in the context of Council's obligations under the *Local Government Act 2009* and the *Local Government Regulation 2012*. As briefing sessions are informal, non-decision-making forums, they do not replace ordinary or special meetings of Council and must not be used to make decisions or predetermine matters that require formal Council resolution.

Councillors must continue to comply with applicable conflict of interest and material personal interest requirements, including disclosure and participation obligations under the *Local Government Act 2009*. The policy also supports confidentiality, transparency and accountability in the handling of information discussed at briefing sessions.

Policy Implications:

On adoption of version 3.0 it will revoke all previous versions of policies of this title.

Financial and Resource Implications:

N/A

InfoXpert Document ID: 138558

Council Briefing Sessions Policy

1. BACKGROUND AND PRINCIPLES

It is important to establish a clear operating framework to ensure that there is clarity and transparency associated with the conduct of Council Briefing Sessions.

2. SCOPE

This policy applies to all Councillors (including the Mayor) and employees of McKinlay Shire Council.

3. POLICY OBJECTIVES

The objective of this policy is to establish guidelines for the orderly and proper conduct of non-decision making discussion forums, which create an opportunity for:

- Councillors and officers to discuss matters and obtain and exchange information; and
- Councillors to otherwise better inform themselves as to:
  a) the implementation of previous decisions of Council;
  b) the ongoing operations of Council; and
  c) matters coming before future Council meetings.

4. POLICY STATEMENT

Intent

4.1 There are no formal decisions made at Council Briefing Sessions. They must not be used to make, pre-determine, direct, or commit Council to any decision or course of action. Any matter that requires a decision of Council must be referred to an ordinary or special meeting of Council for determination, unless the matter may lawfully be managed by the Chief Executive Officer or another authorised officer under a valid delegation.

4.2 Any matters requiring a Council decision (i.e. matters not able to be dealt with by a Council Officer under delegated authority) will be reported by the responsible officer to a meeting of Council for determination.

Councillors shall deal with conflicts of interest (COI) and material personal interests (MPI) in the same manner as at a Council Meeting; by leaving the meeting and not taking part in the content or discussion of the subject matter, consistent with section 150EI of the LGA.**Schedule**

4.3 Council Briefing Sessions are generally scheduled on the first Tuesday of the month.

4.4 The Briefing Session held on the first Tuesday of the month shall nominally be for the purpose of discussing business in all departments.

4.5 The Mayor or CEO may call briefing sessions as necessary for discussion of emergent matters.

Participants

4.6 Council Briefing Sessions are generally attended by all Councillors, the CEO (or a delegate of the CEO), the Directors, any Managers who have an interest in an item on the agenda and any other relevant officers.

4.7 External persons may attend Council Briefing Sessions upon invitation.

Administration

4.8 For each agenda item, the Agenda shall state the title of the item, the name of the officer who will lead the discussion and whether a briefing note is attached.

4.9 A copy of the Agenda and any briefing notes/attachments shall be circulated to Councillors at least two (2) working days prior to the Briefing Session.

4.10 Where (due to urgency or a Council resolution) no briefing note or agenda has been circulated in accordance with paragraph 4.9, the responsible Director shall provide hard copies of the briefing note to each Councillor at the briefing session with an additional copy provided to the Office of the Mayor and CEO to distribute to Councillors not present at the Briefing Session.

4.11 Agenda items relevant to the department/s to which the briefing session is nominally assigned shall receive precedence over agenda items submitted by other departments with the exception of agenda items from the Office of the Mayor and CEO which can be included on any agenda and which take precedence over all other agenda items.

4.12 The Mayor shall chair the Briefing Sessions. In the event that the Mayor is not present, the Deputy Mayor shall chair the Briefing Session. In the event that the Mayor and Deputy Mayor are absent, Councillors shall appoint a chair.

4.13 Minutes or notes of discussion at the Briefing Session will not be recorded as Briefing Sessions are an informal meeting and no decisions are taken. Basic attendance and disclosure register be kept, including any declared material personal interest or conflict of interest, how it was managed and any departure and re-entry times in accordance with section 150 EI LGA.

4.14 If an external person (for example a consultant, contractor or guest) is to be present at the Briefing Session, the person's name, title and company shall be included on the Agenda.

4.15 An external person who will be attending a Briefing Session shall only be present at the Briefing Session during discussion of the agenda item that their name appears next to on the agenda.

4.16 If a Director believes it is necessary to schedule a Briefing Session with Councillors outside of the scheduled Briefing Sessions, the Director shall liaise with the Mayor and CEO who shall decide whether to call a Briefing Session.

4.17 In the event that a Briefing Session is cancelled, the Office of the Mayor and CEO shall advise Councillors of the cancellation as soon as practicable.

4.18 Information presented or discussed at a Briefing Session shall be considered confidential.

5. RELEVANT LEGISLATION

Local Government Act 2009.

Local Government Regulation 2012

Human Rights Act 2019

6. DEFINITIONS

For the purposes of this policy, the following definitions apply:

Briefing Session means an informal, non-decision-making forum convened for the purpose of providing information to Councillors, enabling discussion between Councillors and Council officers, and assisting Councillors to better understand matters relating to Council business, including matters that may later be considered at a Council Meeting.

CEO refers to a person who holds an appointment as Chief Executive Officer of McKinlay Shire Council, under section 194 of the Local Government Act 2009. This includes a person acting in this position.

Conflict of Interest means a conflict between a Councillor's personal interests and the public interest that may affect, or may reasonably be perceived to affect, the Councillor's ability to properly consider, discuss, or participate in a matter in the public interest.

Confidential Information means information that is not publicly available and that is confidential by law, Council resolution, contractual obligation, privacy requirement, legal professional privilege, commercial sensitivity, security requirement, or because it has otherwise been identified by the Chief Executive Officer or Council as confidential.

Council Officer/Employee means a person employed or engaged by McKinlay Shire Council to perform duties or functions for Council, including the Chief Executive Officer, directors, managers, employees, and any person acting in one of those roles.

Council Meeting means a meeting of Council convened and conducted in accordance with the *Local Government Act 2009*, the *Local Government Regulation 2012*, and Council's meeting procedures, at which Council may formally consider business and make decisions by resolution.

External Person means any person who is not a Councillor or Council Officer/Employee and who attends a Briefing Session by invitation, including a consultant, contractor, adviser, presenter, representative of another organisation, or guest.

Material Personal Interest means a personal interest of a Councillor in a matter that is, or could reasonably be perceived to be, of such significance that it may affect the Councillor's ability to act in the public interest when the matter is being discussed or decided. A Councillor who has a material personal interest must comply with the disclosure and participation requirements applying under the *Local Government Act 2009*.

8.5 Subject: Legal Assistance (Defamation) Policy Review
Attachments: Legal Assistance (Defamation) Policy 2026
Author: Director Corporate & Community Services
Date: 3rd September 2026

Executive Summary:
Council is presented with the reviewed Legal Assistance (Defamation) Policy 2026, version 3.0, for consideration and adoption.

Recommendation:
That Council adopt the Legal Assistance (Defamation) Policy 2026 version 3.0 as presented.

Background:
The Legal Assistance (Defamation) Policy provides a framework for considering requests from Councillors and employees for Council-funded legal assistance in relation to defamation matters. The policy has been reviewed to ensure applications are assessed consistently, transparently and in accordance with Council's local government responsibilities, including the responsible use of public funds.

The reviewed policy clarifies the circumstances in which legal assistance may be considered, including the requirement for exceptional circumstances, a demonstrated connection to official Council functions or duties, and appropriate safeguards to reduce the risk of public funds being used for matters that are personal in nature. The policy also strengthens requirements relating to good faith, concerns notices, offers to make amends, cost limits, conditions of approval, repayment obligations and decision-making authority.

The reviewed policy is intended to replace the previous version and provide updated guidance for the assessment and management of legal assistance requests relating to defamation proceedings. The previous version of this policy was adopted in June 2025.

Consultation:
Chief Executive Officer

Legal Implications:
The policy is made in the context of Council's obligations under sections 9 and 28 of the *Local Government Act 2009*, the *Local Government Regulation 2012* and the *Defamation Act 2005*.

Decisions to approve legal assistance must be made for a proper local government purpose, demonstrate community benefit and be consistent with principles of transparency, accountability, responsible financial management and value for money.

The policy recognises that defamation proceedings are personal actions by nature and limits Council support to exceptional circumstances where the matter is sufficiently connected to the applicant's official Council role, functions or duties. The policy also provides for written applications, delegated decision-making, cost limits, approval conditions, repayment obligations and recovery of monies where required.

Policy Implications:
On adoption of version 3.0 it will revoke all previous versions of policies of this title.

Financial and Resource Implications:
Any approval of legal assistance under the policy may result in Council expenditure for approved legal representation costs. The policy requires decision-makers to set cost limits, consider any applicable insurance arrangements, impose conditions where appropriate, and seek repayment where required under the policy.

InfoXpert Document ID: 138560

Council Legal Assistance (Defamation) Policy

1. AUTHORITY

This is McKinlay Shire Council's Legal Assistance (Defamation) Policy for how Council handles the provision of legal assistance for defamation actions that are commenced by council members and employees. It is designed to ensure compliance with council's obligations under the *Local Government Act 2009*, *Local Government Regulation 2012* and *Defamation* Act 2005.

2. BACKGROUND AND PRINCIPLES

2.1 As a result of their functions and duties, councillors and employees may be the subject to defamatory publications. In some cases of defamatory publication, councillors and employees may seek to take legal action. It may be appropriate for the Council to provide financial assistance to meet the cost of councillors or employees obtaining the legal representation to institute defamation proceedings against third parties.

2.2 Section 9 and 28 of the *Local Government Act 2009* give a local Council power to take executive action in respect of local government matters. However, any allocation of financial assistance for legal representation must strictly align with the proper exercise of council functions, public purpose, and community benefit, nothing that defamation proceedings remain personal actions by nature.

2.3 Decisions under this policy must be made consistently with the Local government Act 2009, including the local government principles, and must demonstrate a proper local government purpose, transparency, accountability, value for money and responsible use of public funds.

3. SCOPE

This policy applies to all Councillors (including the Mayor) and employees of McKinlay Shire Council.

3. POLICY OBJECTIVES

The objective of this policy is to establish guidelines to receive, assess, and decide any requests for legal assistance from a councillor or employee concerning defamatory publications.

4. Roles and Responsibilities

4.1 The CEO is appointed to receive, assess, and decide any requests for legal assistance from a councillor or employee in accordance with this policy. The CEO then makes any other related decisions, on behalf of the Council under this policy.

4.2 If the applicant is the CEO, the Mayor will receive, assess, and decide the request for legal assistance from the CEO. The Mayor then makes any other related decisions, on behalf of the Council under this policy.

4.3 Any application made is assessed in the first instance by an appropriate employee so nominated by either the CEO or the Mayor.

4.4 The CEO and the Mayor are delegated by the Council to make the relevant decisions provided for under this policy, and incur the relevant liabilities on behalf of the Council in accordance with this policy.

5. Exceptional Circumstances

5.1 While the categories of exception circumstances are not closed, it will generally be the case that providing financial assistance to a councillor or employee to undertake defamation proceedings will be appropriate only if:

(a) the publication:

(i) is persistent;
(ii) would lower or harm the councillor or employees' personal or professional reputation, hold the councillor or employee up to ridicule, or lead others to shun and avoid the person;
(iii) is causing, or is likely to cause, the councillor or employee distress in the workplace;

(b) a concerns notice under the Defamation Act 2005 (**Defamation Act**) has been provided by the councillor or employee to the publisher;

(c) the councillor or employee has not refused to accept a reasonable offer to make amends by the publisher under the Defamation Act;

(d) the resources of Council have been, or are likely to be, unreasonably directed towards dealing with the publications; and

(e) there is no other reasonable legal cause of action or course available to the person to prevent the ongoing publication.

(f) the defamatory publication explicitly targets the councillor or employee regarding official decisions or actions taken in good faith in their official capacity, and the matter goes beyond mere personal grievance or ordinary political debate.

6. Types of legal representation costs that may be approved

6.1 If the exceptional circumstances outlined in section 5 exist, the CEO or the Mayor may approve the payment of legal representation costs for a councillor or employee to institute or consider the institution of a defamation action against a third party seeking damages under the Council's Legal Assistance (Defamation) Policy, ensuring the expenditure is demonstrably in the public interest.

6.2 The CEO or the Mayor should not approve a funding decision under clause 6.1, unless there are exceptional circumstances that justify the expenditure of public funds.

Exceptional circumstances – Example

John Smith is a councillor. Terry Murphy is a local environmentalist and has made on-going and persistent publications indicating that the councillor has a drinking problem and alleging that he is drunk at every Council meeting – which he asserts explains Council's pitiful response to environmental issues in the City. He also says that the Councillor has no morals and regularly cheats people of the City, by accepting bribes and gifts from developers. He says that something serious has to be done about the Councillor to save the City from environmental and economic ruin. Terry posts these publications on line and also has been leaving flyers around the City.

John has given Terry a concerns notice under the Defamation Act, but has not received any reasonable offer to make amends from Terry. John has also raised the matter with the police, but no action has been taken because Terry's behaviour is not considered sufficiently threatening.

John has indicated to Council that he is concerned about the impact of the publications on his family and that it is causing him stress in performing his duties and functions as a councillor. Council is spending a lot of time responding to John's concerns and in trying to manage the issue. For example, Council is continually fielding calls from journalists and ratepayers about the publications.

Not exceptional circumstances – Example

Mary Bloggs is a councillor. Bob James, her neighbour, was dissatisfied at the state of Mary's garden, which had trees overhanging on Bob's property. Bob sent Mary an email in which he asked her to get the trees cut, but Mary did not respond. Bob then complained about the state of Mary's garden on social media and suggested that the poor delivery of council services was a direct result of Mary's incompetence as a councillor.

Mary is frustrated that the post was made. Some local newspapers have reported the comments about the neighbourly dispute, but the council have not fielded any calls from residents and ratepayers.

6.3 The Council will not approve for a councillor, unless there are exceptional circumstances, the payment of legal representation costs that arise from, or are associated with, election issues or the conduct of an election campaign especially having regard to the implied freedom of political communication that has been recognised by the Australian Courts.

7. Application of Payment

7.1 A councillor or employee who seeks assistance for the payment of legal representation costs under the Council's policy is required to make an application(s) in writing, in a form similar to that set out in Schedule 1. If the applicant is the CEO, the application will be made to the Mayor.

7.2 A written application under the policy for the payment of legal representation costs should provide the required details which may include:

(a) the details of the matter for which legal representation is sought;

(b) how that matter relates to the Council functions an duties of the councillor or employee making the application;

(c) the steps that the councillor or employee have taken in respect of the publication (e.g. whether a concerns notice has been served and/or whether an offer to make amends has been received);

(d) the lawyer (or law firm) who is to be asked to provide the legal representation;

(e) the nature of legal representation to be sought (such as legal advice, representation in court, preparation of legal proceedings etc);

(f) an estimate of the cost of the relevant legal representation; and

(g) why the council should provide the relevant support and assistance.

7.3 The application should include a declaration by the applicant that they have acted in good faith.

7.4 Any application should normally be made before the incurring of any legal costs to which the application relates.

7.5 The application should be accompanied by a signed written statement by the applicant that he or she:

(a) has read, and understands the terms of council's Legal Assistance (Defamation) Policy;

(b) acknowledges that any approval of legal representation costs is conditional on the repayment provisions (see guidance in clauses 10.1 – 10.2) and any other conditions which are provided for in any approval given under the policy; and

(c) the applicant undertakes to repay to the council any legal representation costs (see guidance in clauses 10.1 – 10.2)

7.6 In relation to clause 7.5(c), if the amount of the legal assistance is material, then an applicant will be requested to sign a more formal document which requires repayment of monies to the Council in return for the provision of assistance.

8. Limitation of Legal Representation Costs

8.1 Council requires the CEO or the Mayor to set a limit on legal costs that will be paid when approving an application.

8.2 A councillor or employee is allowed to make a further or subsequent application to the council in respect of the same matter.

9. Possible Decisions

9.1 The CEO or the Mayor may:

(a) refuse;

(b) grant; or

(c) grant subject to conditions,

an application for the payment of legal representation costs.

9.2 The CEO or the Mayor may, in appropriate circumstances, decide to approve the provision of legal representation to a councillor or employees, but may require that the Council's legal team provide the relevant advice or representation using internal or external resources.

9.3 The conditions that may be imposed under clause 9.1 may include, but are not restricted to, setting a financial limit and/or a requirement to enter into a formal agreement, including a security agreement, relating to the payment, and repayment of the legal representation costs paid for by the Council.

9.4 In assessing an application, the CEO or the Mayor can have regard to any insurance benefits that may be available to the applicant under the Council's insurance policies or other similar arrangements.

9.5 The CEO or the Mayor may, subject to clause 9.6, determine that a councillor or employee whose application for legal representation costs has been approved:

(a) did not act in good faith; or

(b) provided false or misleading information in respect of their application for assistance.

9.6 A determination under clause 9.5 should be made only on the basis of, and consistently with, the finding of a court, tribunal inquiry, regulatory investigation or other similar independent body.

9.7 Where a determination is made under clause 9.5, the legal representation costs paid by the Council should be required to be repaid by the councillor or employee in accordance with clauses 10.1 – 10.2.

10. Repayment of Legal Representation Costs

10.1 A councillor or employee whose legal representation costs have been paid by the Council will be required to repay to the Council:

(a) all or part of those legal costs – in accordance with a determination made under clause 9.7; and

(b) if the councillor or employee receives monies from costs orders, damages, or any settlement, in respect of the matter for which the council has paid legal representation costs, the councillor or employee must repay such sum to the council up to the amount of legal representation costs that have been paid by the council under the policy.

10.2 The Council reserves its rights to take action in a court of competent jurisdiction to recover any monies due and owing to it by a councillor or employee.

11. RELEVANT LEGISLATION

Local Government Act 2009.

Local Government Regulation 2012.

Defamation Act 2005.

12. DEFINITIONS

CEO refers to a person who holds an appointment as Chief Executive Officer of McKinlay Shire Council, under section 194 of the Local Government Act 2009. This includes a person acting in this position.

Approved Lawyer is to be –

(a) an ‘Australian legal practitioner’ under the *Legal Profession Act 2007* (QLD);

(b) from a law firm on the Council’s panel of legal service providers, unless the Council considers that this is not appropriate in the circumstances; and

(c) as otherwise approved in writing by the Council or the CEO under delegated authority.

Councillor or **employee** means a current or former councillor, non-elected member of a council committee or employee of the Council.

Legal Representation Costs are the costs, including reasonable professional fees and disbursements, that are properly incurred in providing the approved legal representation and the associated legal costs arising therefrom.

Legal Services includes advice, representation or the preparation of documentation that is provided by an approved lawyer.

Payment by the Council of the legal representation costs may be either by:

(a) a direct payment to the approved lawyer; or

(b) a reimbursement to the councillor or employee.

SCHEDULE 1

APPLICATION FOR LEGAL ASSISTANCE (DEFAMATION)

FROM: Name of Councillor or Employee:

- Current Position:
- Current Department or entity:
- Position at the time of the incident:
- Department at the time of the incident:
- Address:
- Telephone:
- Fax:
- Email:
- Include brief details of assigned duties and functions:
- If applicable, include details of legal representatives:

TO: Name of Decision Maker:

- Position:
- Department or entity:
- Address:

Details of Matter

I am applying for Legal Assistance in relation to the following matter/s:

(a) [insert the details of the matter for which legal representation is sought];

(b) [how that matter relates to the council functions and duties of the councillor or employee making the application];

(c) [the steps that the councillor or employee have taken in respect of the publication (e.g. whether a concerns notice has been served and/or whether an offer to make amends has been received)];

(d) [the lawyer (or law firm) who is to be asked to provide the legal representation];

(e) [an estimate of the cost of the relevant legal representations]; and

(g) [why the council should provide the relevant support and assistance].

Undertakings by Councillor or Employee:

1. I have diligently and conscientiously endeavoured to carry out my Council functions and duties in good faith.
2. I have not been convicted of a criminal offence nor had a finding of official misconduct against me in relation to this matter
3. I am / am not aware of any criminal, official misconduct or disciplinary proceedings being brought against me in relation to this matter. Include details if applicable.
4. I have attached a copy of any relevant documents (e.g. copies of publications, concerns notice, offer to make amends, cost estimate from legal representative etc.).
5. I agree to provide any further information requested by the decision maker and to keep the decision maker informed of any change in circumstances which may affect my application.

I agree that any grant that I receive of legal assistance under this policy will be subject to any terms and conditions placed on the grant by the relevant decision maker as well as the terms and conditions of the Policy on the Provision of Legal Assistance for Councillors and Employees

I declare that the publications complained of do not arise from any wilful misconduct, breach of the Local Government Code of Conduct, or unauthorised release of confidential information on my part.

Signature of councillor/employee: ______________________________________

Date: ______________________________________

8.6 Subject: Dealing with Complaints Involving the Public Official Policy Review
Attachments: Dealing with Complaints Involving the Public Official Policy
Author: Director Corporate & Community Services
Date: 3rd September 2026

Executive Summary:
Council is presented with a reviewed Dealing with Complaints Involving the Public Official Policy V3, for consideration and adoption.

Recommendation:
That Council adopt the Dealing with Complaints Involving the Public Official Policy version 3.0 as presented.

Background:
Under section 48A of the *Crime and Corruption Act 2001* (CC Act), McKinlay Shire Council is required to have an appropriate policy for dealing with a complaint, information, or matter that involves, or may involve, corrupt conduct of the Chief Executive Officer (CEO), who acts as Council's public official.

The attached policy has been reviewed and updated to give clarity to proper governance, accountability, and transparency in managing complaints against the CEO. Specifically, the policy:

- Nominate the Mayor as the "nominated person" under section 48A of the CC Act to receive, notify, and deal with complaints involving the CEO on behalf of Council.
- Outlines clear reporting pathways, workflows, and protocols for handling potential allegations of corrupt conduct, ensuring independence and public confidence.
- Establishes provisions for resourcing the nominated person and delegation of necessary powers to manage complaints effectively.
- Outlines strict confidentiality, consultation, and liaison requirements with the Crime and Corruption Commission (CCC)

The previous version of this policy was adopted in June 2022.

Consultation:
Chief Executive Officer

Legal Implications:
The policy is established pursuant to Council's statutory obligations under section 48A of the *Crime and Corruption Act 2001* and the *Local Government Act 2009*. Compliance ensures adherence to

mandatory CCC directions, statutory notification timeframes, and proper jurisdictional separation when managing complaints concerning the public official

Policy Implications:

On adoption of version 3.0 it will revoke all previous versions of policies of this title.

Financial and Resource Implications:

N/A

InfoXpert Document ID: 138568

DEALING WITH COMPLAINTS ABOUT THE PUBLIC OFFICIAL POLICY (Crime and Corruption Act 2001, S48A)

1. Objective

The objective of this policy is to set out how McKinlay Shire Council (Council) will deal with a complaint, information or matter[1] that involves, or may involve, corrupt conduct, as defined in the *Crime and Corruption Act 2001* (CC Act). By the Chief Executive Officer as Councils public official.

For the purpose of this policy, the Chief Executive Officer (CEO) is the public official of McKinlay Shire Council.

2. Policy rationale

The policy is designed to assist Council to:

1. Comply with s48A of the *Crime and Corruption Act 2001.*
2. Promote public confidence in the way suspected corrupt conduct of the CEO for the Council is dealt with (s34(c) CC Act).
3. Promote accountability, integrity, and transparency in the way Council deals with a complaint that is reasonably suspected to involve, or may involve, corrupt conduct of the CEO.

3. Definitions

Crime and Corruption Commission (CCC)	the Commission continued in existence under the *Crime and Corruption Act 2001*
CC Act	*Crime and Corruption Act 2001*
Chief Executive Officer (CEO)	The Chief Executive Officer of McKinlay Shire Council
Complaint	includes information or matter. See definition provided by s48A(4) of the *Crime and Corruption Act 2001*
Contact details	Contact Details of the nominated person are: Telephone 07 4746 4223 Email address mayor@mckinlay.qld.gov.au Postal address PO Box 177, Julia Creek Qld 4823
Corruption	see Schedule 2 (Dictionary) of the *Crime and Corruption Act 2001*
Corrupt conduct	see s15 of the *Crime and Corruption Act 2001 and the CCC's*

[1] See s48A of the CC Act and definitions below

	current Corruption in focus guide.
Corruption in Focus	https://www.ccc.qld.gov.au/publications/corruption-focus; A guide to dealing with corrupt conduct in the Queensland public sector, published by the Crime and Corruption Commission, as updated from time to time.
Deal with	see Schedule 2 (Dictionary) of the *Crime and Corruption Act 2001*
Nominated person	see item 5 of this policy
Police misconduct	see Schedule 2 (Dictionary) of the *Crime and Corruption Act 2001*
Public Official/CEO	For the purpose of this policy, the Chief Executive Officer is the public official of McKinlay Shire Council. See Schedule 2 (Dictionary) and also s48A of the *Crime and Corruption Act 2001*
Unit of public administration (UPA)	see s20 of the *Crime and Corruption Act 2001*

4. Policy application

This policy applies:

- if a complaint, information or matter involves, or may involve, corrupt conduct of the CEO of Council
- to all persons who hold an appointment in, or are employees of Council

For the purpose of this policy a complaint includes information or matter.[2]

5. Nominated person

Having regard to s48A(2) and (3) of the CC Act, this policy nominates the Mayor of McKinlay Shire Council as the nominated person to notify[3] the Crime and Corruption Commission (CCC) of complaint about the CEO and to deal with the complaint under the CC Act on behalf of the CEO.[4]

Once the Council nominates a person, the CC Act applies as if a reference about notifying or dealing with the complaint to the public official/CEO is a reference to the nominated person[5].

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2 See s48(4) CC of the CC Act

3 Under ss37 or 38 of the CC Act

4 Under Chapter 2, Part 3, Division 4, Subdivisions 1 & 2 of the CC Act

5 See s48A(3) CC Act

6. Complaints about the CEO

If a complaint may involve an allegation of corrupt conduct of the CEO of Council, the complaint should be reported to:

- the nominated person, or
- a person to whom there is an obligation to report under an Act[6] (this does not include an obligation imposed by ss37, 38 and 39(1) of the CC Act).

If there is uncertainty about whether or not a complaint should be reported, it is best to report it to the nominated person.

If the nominated person reasonably suspects the complaint may involve corrupt conduct of the CEO, the nominated person must:

(a) notify the CCC of the complaint, subject to any applicable CCC directions under section 40 of the CC Act[7], and

(b) deal with the complaint, subject to the CCC's monitoring role, when —
  - directions issued under s40 apply to the complaint, if any, or
  - pursuant to s46, the CCC refers the complaint to the Mayor to deal with[8].

If the CEO reasonably suspects that the complaint may involve corrupt conduct on their part, and there is a nominated person, the CEO must:

(i) report the complaint to the nominated person as soon as practicable and may also notify the CCC, and

(ii) take no further action to deal with the complaint unless requested to do so by the Mayor.

If directions issued under s40 apply to the complaint:

(i) the nominated person is to deal with the complaint, and

(ii) the CEO is to take no further action to deal with the complaint unless requested to do so by the Mayor.

7. Resourcing the Nominated Person

If pursuant to ss40 or 46, the CEO or Mayor has responsibility to deal with the complaint[9]:

(i) the Council will ensure that sufficient resources are available to the CEO or Mayor to enable them to deal with the complaint appropriately[10], and

6 See s39(2) of the CC Act

7 Under ss37 or 38, subject to s40 of the CC Act

8 Under ss41 and 42 and/or ss43 and 44 of the CC Act

9 Under ss41 and 42 and/or ss43 and 44 of the CC Act

10 See the CCC's corruption purposes and function set out in ss4(1)(b), 33, 34, 35 and the Council's relevant statutory, policy and procedural framework which help inform decision making about the appropriate way to deal with the complaint

(ii) the CEO or Mayor is to ensure that consultations, if any, for the purpose of securing resources sufficient to deal with the complaint appropriately are confidential and are not disclosed, other than to the CCC, without:

- authorisation under a law of the Commonwealth or the State, or
- the consent of the CEO or Mayor responsible for dealing with the complaint

(iii) the CEO or Mayor must, at all times, use their best endeavours to act independently, impartially and fairly having regard to the:

- purposes of the CC Act[11]
- the importance of promoting public confidence in the way suspected corrupt conduct in the Council is dealt with[12], and
- the Council's statutory, policy and procedural framework.

If the Mayor has responsibility to deal with the complaint, they:

- are delegated the same authority, functions and powers as the CEO to direct and control staff of the Council as if the nominated person is the CEO of the Council for the purpose of dealing with the complaint only
- are delegated the same authority, functions and powers as the CEO to enter into contracts on behalf of the Council for the purpose of dealing with the complaint
- do not have any authority, function or power that cannot — under the law of the Commonwealth or the State — be delegated by either the elected Council or to the nominated person; and

If the CEO has responsibility to deal with the complaint because the CCC has requested or permitted the CEO to take action, the CEO must:

- disclose the complaint to the Mayor
- deal with the complaint, and
- before finally dealing with the complaint, report to the Mayor about
    - the action taken or not taken
    - the reasons the CEO considers the action to be appropriate in the circumstances and
    - the results of the action taken that are known at the time of the report[13].

8. Liaising with the CCC

The CEO, or the nominated person where the matter involves or may involve corrupt conduct by the CEO, is to keep the CCC informed of:

- the contact details for the public official/CEO and the nominated person/s (if there is a nominated person)
- any proposed changes to this policy.

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11 See ss57 and the CCC's corruption purposes and function set out in ss4(1)(b), 33, 34, 35 of the CC Act

12 See s34(c) CC Act

13 See ss42 and 44 of the CC Act

9. Consultation with the CCC

Council will consult with the CCC when preparing or updating this policy about how Council will deal with a complaint that involves or may involve corrupt conduct by the public official/CEO.[14]

10. Statutory references

Unless otherwise stated, all statutory references are to the *Crime and Corruption Act 2001* and the *Local Government* Act 2009.

[14] Section 48A of the CC Act

8.7 Subject: Expenses and Reimbursement Policy Review
Attachments: Expenses and Reimbursement Policy
Author: Director Corporate & Community Services
Date: 3rd September 2026

Executive Summary:
Council is presented with a reviewed Expenses and Reimbursement Policy V5, for consideration and adoption.

Recommendation:
That Council adopt the Expenses and Reimbursement Policy version 5.0 as presented.

Background:
The Expenses and Reimbursement Policy ensures that councillors are provided with the necessary facilities, equipment, and expense reimbursements required to perform their civic duties effectively without being financially disadvantaged.

Version 5.0 has been reviewed to ensure transparency, accountability, and alignment with community expectations and contemporary local government practices. No changes to the substantive policy were made with only minor changes in capitalisation and formatting to keep policy formatting consistent were made to this policy

The previous version of this policy was adopted in October 2022.

Consultation:
Chief Executive Officer

Legal Implications:
The policy is established pursuant to Council's statutory obligations under Chapter 6 of the *Local Government Act 2009* and Chapter 8 of the *Local Government Regulation 2012*, which mandate that local governments must adopt and maintain an expenses reimbursement policy and detail councillor expenses and facility provisions in the annual report.

Policy Implications:
On adoption of version 5.0 it will revoke all previous versions of policies of this title.

Financial and Resource Implications:
N/A

InfoXpert Document ID: 138562

EXPENSES & REIMBURSEMENT POLICY

1. INTRODUCTION

Council is committed to ensuring that councillors are provided with the facilities required to enable them to perform their duties.

Councillors should not be financially disadvantaged when carrying out the requirements of the role of councillor and should be fairly and reasonably compensated in accordance with statutory requirements and community expectations.

The payment and/or reimbursement of expenses and provision of facilities for councillors:

- Is open and transparent, prudent, responsible, acceptable to the community and in accordance with statutory requirements;
- Based on ensuring economy and efficiency;
- Subject to budget provisions;
- Subject to the *section 4 of the Local Government Act 2009* principles:

a) Transparent and effective processes, and decision-making in the public interest;
b) Sustainable development and management of assets and infrastructure, and delivery of effective services;
c) Democratic representation, social inclusion and meaningful community engagement;
d) Good governance of, and by, local government; and
e) Ethical and legal behavior of councillors and local government employees.

2. POLICY OBJECTIVES/PURPOSE

The purpose of this policy is to:

- Ensure compliance with community expectations and statutory requirements relating to the payment or reimbursement of legitimate expenses and provision of facilities for councillors while carrying out their duties and responsibilities as elected representatives of McKinlay Shire Council; and
- Ensure that all councillors have the facilities and other support necessary to perform their civic duties.

3. SCOPE

This policy provides for:

- Payment of expenses incurred, or to be incurred, by the councillors in the course of discharging their duties as councillors; and
- The provision of facilities to the councillors for that purpose.

This policy applies to all councillors of McKinlay Shire Council.

This policy does not provide for councillor remuneration. Councillor remuneration is determined annually by the Local Government Remuneration and Disciplinary Tribunal.

4. STATEMENT OF PRINCIPLES

Council has formulated this policy in line with the following core principles and the provisions of the *Local Government Act 2009* and the *Local Government Regulation 2012*.

Key Principles

1. The use of public money in the public interest by responsible budgeting and accounting.
2. Fair and reasonable allocation of Council resources (allowances, facilities and other benefits) to enable councillors to conduct the duties of their office.
3. Transparent decision making by public disclosure of policy resolutions; and
4. Accountability for expenditure and use of facilities through full justification and acquittal.

Councillors should not receive a private benefit through their role as a councillor and as such this policy provides for actual reimbursement of legitimate expenses and full disclosure through appropriate accountability requirements.

5. PAYMENT OF EXPENSES

All expenses will be paid to a councillor through the administrative processes of Council's payment system and subject to:

- the limits outlined in this policy
- ensuring that payments have been authorised by the Chief Executive Officer, or an approved delegate, as per the administrative procedures for payments
- all claims for reimbursement are to have receipts attached to the approved claim form and be signed by the councillor.

All claims for reimbursement shall be included on the councillors monthly Reimbursement claim form.

5.1 Expense Categories

Mileage Allowance

Councillor's private vehicle usage will be reimbursed at the Australian Taxation Office rate (cents per kilometer) where a councillor's private vehicle is used for Council business or commuting to official Council meetings/functions from their place of residence. The kilometres claimed is to be on the approved claim form signed by the councillor.

Mileage Allowance rate be set at the ATO rate "Rates per business kilometre" and increased accordingly.

Professional Development

Council encourages councillors to undertake relevant professional development and will reimburse expenses incurred for:

- Mandatory professional development, and
- Discretionary professional development deemed essential for the councillor's role.

Mandatory Professional Development

Council will reimburse expenses for attendance and will pay for or reimburse councillors for all associated reasonable costs (including registration, travel, accommodation, meals etc) at the following subject to attendance being approved by Council:

- Training courses or workshops for skill development related to a councillors role or portfolio;
- Training courses or workshops relating to their legislative obligations i.e. councillor induction, Code of Conduct.
- Regional, State or National Local Government associated conferences, symposiums, workshops and training courses.

Note: Registrations should be made in sufficient time to take advantage of any 'early bird' discounts.

Discretionary Professional Development

Where a councillor identifies the need to attend a conference, workshop or training to improve skills relevant to their role as a councillor, other than mandatory professional development as above, the councillor may request approval from the Chief Executive Officer, or by council resolution where required by policy) to attend.

Travel Costs

Council will reimburse travel expenses deemed reasonable and necessary to achieve the business of Council where:

- A councillor is an official representative of Council and
- The activity/event and travel have been endorsed by resolution of Council

Councillors are required to travel the most direct route, using the most economical end efficient mode of transport.

All councillor travel approved by Council will be booked and paid for by Council where possible.

Economy class is to be used where possible.

Airline tickets are not transferable and can only be procured for the councillor's travel on Council Business. They cannot be used to offset other unapproved expenses. (e.g. cost of partner or spouse accompanying councillor)

Any travel transfer expenses associated with councillors travelling for council approved business will be reimbursed in line with "Payment of Expenses".

Council shall permit councillors and employees to link their personal frequent flyer program (which the individual is financially responsible for) to flights arranged by Council for work or official Council business. The benefit provided to the individual is considered not to be material and is an acknowledgement that the majority of travel is undertaken outside normal business hours.

Council will reimburse parking costs incurred by councillors while attending to official Council business.

Any fines incurred while travelling in Council owned vehicles or privately owned vehicles when attending to Council business, will be the responsibility of the councillor incurring the fine.

Accommodation

All councillor accommodation for Council business will be booked and paid for by Council where possible. Council will pay for the most economical deal where available. The minimum standards for councillor accommodation will be three star rating.

Where particular accommodation is recommended by conference organisers, Council will take advantage of the package deal that is most economical and convenient to the event.

Meals

Council will reimburse costs of meals for a councillor when:

- the councillor incurs the cost personally; and
- the meal was not provided:
    - within the registration costs of the approved activity/event
    - during an approved flight
- a copy of a Tax Invoice is provided

Council reimbursement for meal expenses shall be interpreted as reasonable expenses incurred for the purchase of breakfast, lunch, and dinner where these are not provided at the event and must be within the *Australian Taxation Office Guidelines for Reasonable Allowances* set for each income tax year.

Hospitality Expenses

The Mayor and councillors may have occasion to incur hospitality expenses while conducting official council business. Hospitality expenses incurred will typically take the form of meals and beverages. The maximum amount of hospitality expenses that may be reimbursed is:

- Mayor- $4,000 per annum
- Councillor-$500 per annum

This will be reimbursed according to earlier clause "Payment of Expenses"

Hospitality and entertainment expenses shall be in accordance with Council's Entertainment and Hospitality Expenditure Policy.

6. PROVISION OF FACLITIES

All facilities provided to councillors remain the property of Council and must be returned to Council when a councillor's term expires.

Administrative Tools and Access to Council Office

The following facilities will be provided to councillors:

1. Provision of Mayoral office space for Mayor.
2. Councillors use of Council Boardroom and Council office space when required and where available. Meeting rooms will be required to be booked in advance with Council reception.
3. Access to Council Office equipment such as photocopier, printers, computers, and telephones for the purpose of Council business where available.
4. Council will provide all councillors with Corporate business cards.

Secretarial Support

The Mayor's office will be assisted by Council's Executive Assistant. Assistance provided will be secretarial support. Limited secretarial support will be provided to councillors by the Executive Assistant.

Home Office

Council will supply the Mayor with such home office equipment as necessary to assist with the role. This may include, laptop, tablet and printer.

Council will be responsible for the ongoing maintenance and reasonable wear and tear costs of Council-owned equipment that is supplied for official business use.

Vehicle

Councillors will have access to an allocated Council vehicle which will be available for official Council business within Queensland. All maintenance of the vehicle will be the responsibility of Council.

Fuel Costs

Fuel for a Council owned vehicle used for Official Council Business will be provided or paid for by Council

Telecommunication

Council approves the provision of necessary telecommunication equipment to be supplied to the Mayor for the purpose of conducting Council Business. Such equipment may include mobile telephone, , tablet, computer, wireless internet and land line. Council will be responsible for all associated costs.

Where Council deems necessary and appropriate reimbursement may occur for expenses of phone, internet and email for councillor's. This reimbursement will be based on "Payment of Expenses" and must be approved by Council resolution.

Insurance

Council will indemnify and insure councillors in the event of injury sustained while discharging their civic duties.

Council will pay the excess for injury claims made by a councillor resulting from conducting official business

7. REPORTING

The *Local Government Regulation 2012* legislates that Council must maintain a policy providing for payment of reasonable expenses incurred, or to be incurred, by Councillors for discharging their duties and responsibilities as councillors and provision of facilities to the councillors for that purpose.

The *Local Government Regulation 2012* legislates that Council must in its Annual Report detail the expenses incurred by, and the facilities provided to each councillor during the year under the local government's expenses reimbursement policy.

8. RELATED LEGISLATION

Local Government Act 2009
Local Government Regulation 2012

9. RELATED DOCUMENTS

10. DEFINITIONS

Council Business
This is the official business conducted on behalf of, and approved by, Council where a councillor is required to undertake certain tasks to satisfy legislative requirements or archive business continuity for the Council

Entertainment and hospitality

Section 196 of the Local Government Regulation 2012 provides:
Examples of entertainment or hospitality—

- entertaining members of the public in order to promote a local government project
- providing food or beverages to a person who is visiting the local government in an official capacity
- providing food or beverages for a conference, course, meeting, seminar, workshop or another forum that is held by the local government for its councillors, local government employees or other persons
- paying for a councillor or local government employee to attend a function as part of the councillor's or employee's official duties or obligations as a councillor or local government employee

(2) A local government may spend money on entertainment or hospitality only in a way that is consistent with its entertainment and hospitality policy.

Expense
Expenses are payments made by Councils to reimburse councillors for their reasonable expenses incurred or to be incurred when discharging their duties. *These payments are not regarded as remuneration.* The expenses may be either reimbursed by Council or paid direct by Council for something that is deemed a necessary cost or charge when performing their roles.

Facility
Facilities provided by Council to councillors are the "tool of trade" required to enable them to perform their duties with relative ease and at a standard appropriate to fulfill their professional role for the community.

Reasonable
Council must make sound judgments and consider what is prudent, responsible and acceptable to their communities when determining reasonable levels of facilities and expenditure. The community expects limits and does not want to see excessive use of public funds.

8.8 Subject: Human Rights Policy Review
Attachments: Human Rights Policy
Author: Director Corporate & Community Services
Date: 3rd September 2026

Executive Summary:
Council is presented with a reviewed Human Rights Policy V2, for consideration and adoption.

Recommendation:
That Council adopt the Human Rights Policy version 2.0 as presented.

Background:
As a public entity under the *Human Rights Act 2019*, McKinlay Shire Council is legally bound to act and make decisions in a way that is compatible with human rights and to give proper consideration to human rights when delivering services, applying policies, and conducting its operations.

The Human Rights Policy has been reviewed to ensure continued alignment with statutory requirements and internal processes. No changes to the substantive policy were made with only minor changes in capitalisation and formatting to keep policy formatting consistent were made to this policy.

The previous version of this policy was adopted in August 2022.

Consultation:
Chief Executive Officer

Legal Implications:
The policy is established pursuant to Council's statutory obligations under the *Human Rights Act 2019 (Qld)*, alongside the *Local Government Act 2009*. Ensuring a clear operational policy minimizes legal risks associated with administrative decisions, public complaints, and oversight by the Queensland Human Rights Commission (QHRC).

Policy Implications:
On adoption of version 2.0 it will revoke all previous versions of policies of this title.

Financial and Resource Implications:
N/A

InfoXpert Document ID: 138564

HUMAN RIGHTS POLICY

1. Scope

The Human Rights Policy (this 'Policy') applies to all Councillors, employees, volunteers and contractors of McKinlay Shire Council.

2. Purpose

This Policy is to assist all areas of Council to meet our human rights obligations. As a public entity, Council must:

a) act or make a decision in a way that is compatible with human rights; and

b) give proper consideration to human rights.

3. References (legislation/related documents)

Legislative references
Human Rights Act 2019
Local Government Act 2009
Local Government Regulations 2012

Related documents
Councillor Code of Conduct
Employee Code of conduct
Queensland's *Human Rights* Act 2019: A guide for public entities (Queensland Human Rights Commission)

4. Definitions

To assist in interpretation, the following definitions shall apply:

Council McKinlay Shire Council.

Human Rights The rights stated in part 2, divisions 2 and 3 of the *Human Rights* Act 2019.

The Act *Human Rights* Act 2019.

5. Policy Statement
Council is committed to building a culture within the organisation that respects and promotes human rights.
Human rights will be taken into consideration when delivering services, applying policies and creating new laws. The Act requires Council to act and make decisions in a way that is compatible with human rights. When making a decision Council must give proper consideration to a human right relevant to that decision.

5.1 Objectives of the Act

The main objectives of the Act are:

a) to protect and promote human rights; and

b) to help build a culture in the Queensland public sector that respects and promotes human rights; and

c) to help promote a dialogue about the nature, meaning and scope of human rights.

5.2 Protected human rights

All individuals in Queensland have human rights. The Act protects twenty-three (23) fundamental human rights as outlined below:

1) Right to recognition and equality before the law (section 15 of the Act);

2) Right to life (section 16 of the Act);

3) Right to protection from torture and cruel inhuman or degrading treatment (section 17 of the Act);

4) Right to freedom from forced work (section 18 of the Act);

5) Right of freedom of movement (section 19 of the Act);

6) Right to freedom of thought, conscience, religion and belief (section 20 of the Act);

7) Right to freedom of expression (section 21 of the Act);

8) Right to peaceful assembly and freedom of association (section 22 of the Act);

9) Right to take part in public life (section 23 of the Act);

10) Property rights (section 24 of the Act);

11) Right to privacy and reputation (section 25 of the Act);

12) Right to protection and families and children (section 26 of the Act);

13) Cultural rights – generally (section 27 of the Act);

14) Cultural rights – Aboriginal peoples and Torres Strait Islanders peoples (section 28 of the Act);

15) Right to liberty and security of persons (section 29 of the Act);

16) Right to humane treatment when deprived of liberty (section 30 of the Act);

17) Right to fair hearing (section 31 of the Act);

18) Rights in criminal proceedings (section 32 of the Act);

19) Rights of children in the criminal process (section 33 of the Act);

20) Right not to be punished more than once (section 34 of the Act);

21) Protection from retrospective criminal laws (section 35 of the Act);

22) Right to education (section 36 of the Act); and

23) Right to health Services (section 37 of the Act).

5.3 Acting compatibly with human rights

One of the key requirements of the Act is that actions, decisions or statutory provision must be compatible with human rights.

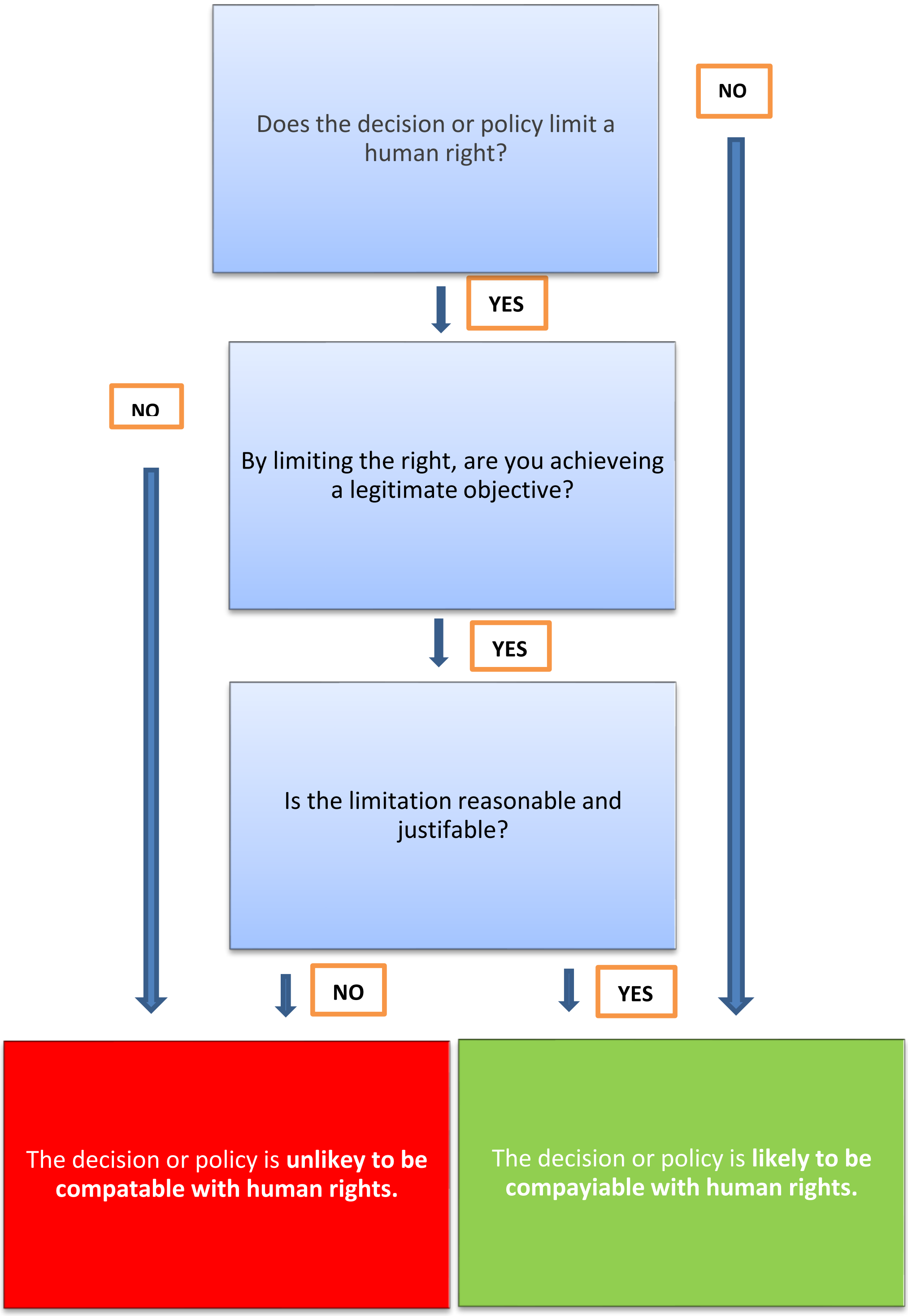
An action, decision or provision will be compatible with human rights if:

a) it does not limit a human right; or

b) it limits a human right only to the extent that is reasonable and demonstrably justifiable in accordance with the Act.

Section 13 of the Act provides guidance for deciding whether a limit on a human right is reasonable and justifiable.

Council has adopted the following approach tabled below to assess the compatibility of decisions or policies.


Does the decision or policy limit a human right?
NO
YES
NO
By limiting the right, are you achieveing a legitimate objective?
YES
Is the limitation reasonable and justifable?
NO
YES
The decision or policy is **unlikey to be compatable with human rights.**
The decision or policy is **likely to be compayiable with human rights.**

5.4 Human Rights Complaints

If an individual believes that Council has breached their human rights obligations, they have the right to complain and seek remedies.

There are several ways that an individual can make a complaint under the Act, which includes:

- Internal complaints;
- Independent complaints; and
- Raising the Act in courts and tribunals.

5.4.1 Internal complaints

An individual must first raise a complaint directly with Council. Once forty-five (45) business days has elapsed the matter may be referred to the Queensland Human Rights Commission if the complaint has not been responded to, or if the individual is not satisfied with the response.

An individual may make a human rights complaint to Council as follows:

a) Verbally – either by a telephone call to Council's call centre or by visiting Council's Administration centre. Council's phone number is:
   - 07 4746 7166

   Council's Administration centre address is:
   - 29 Burke Street, Julia Creek

b) In writing – either mailed to the Chief Executive Officer, or via Council's enquiries email address or via Council's internet site.
   The mailing address is:
   The Chief Executive Officer
   McKinlay Shire Council
   PO Box 177
   Julia Creek QLD 4823

   Council's enquiries email address is:
   reception@mckinlay.qld.gov.au

   Council's internet site is: www.mckinlay.qld.gov.au

   Council's Human Rights complaint management process is outline in Appendix 1: Complaints handling flowchart.

5.4.2 Independent complaints

An individual may also raise a complaint about human rights with the Queensland Human Rights Commission or another independent body. In order to accept complaints under the Act, the Queensland Human Rights Commission must be satisfied that:

- A complaint has first been made to the public entity alleged to have breached the Act.
- At least 45 business days have elapsed since the complaint was made to the public entity.
- The complainant has not received a response to their complaint, or has received an inadequate response.

Further details on the Queensland Human Rights Commission complaint process can be found on their website.

5.4.3 Raising the Act in courts and tribunals

In some cases, the complaint can be taken to a court or tribunal. While individuals cannot make complaints directly to courts and tribunals for breaches of the Act, it is possible to raise breaches of the Human Rights Act in the process of a hearing based on another law.

5.5 Remedies

Where there is a breach of the Act, a person cannot claim financial compensation. However, where the complaint is not resolved, the Queensland Human Rights Commission can make recommendations regarding actions required of the respondent to uphold human rights.

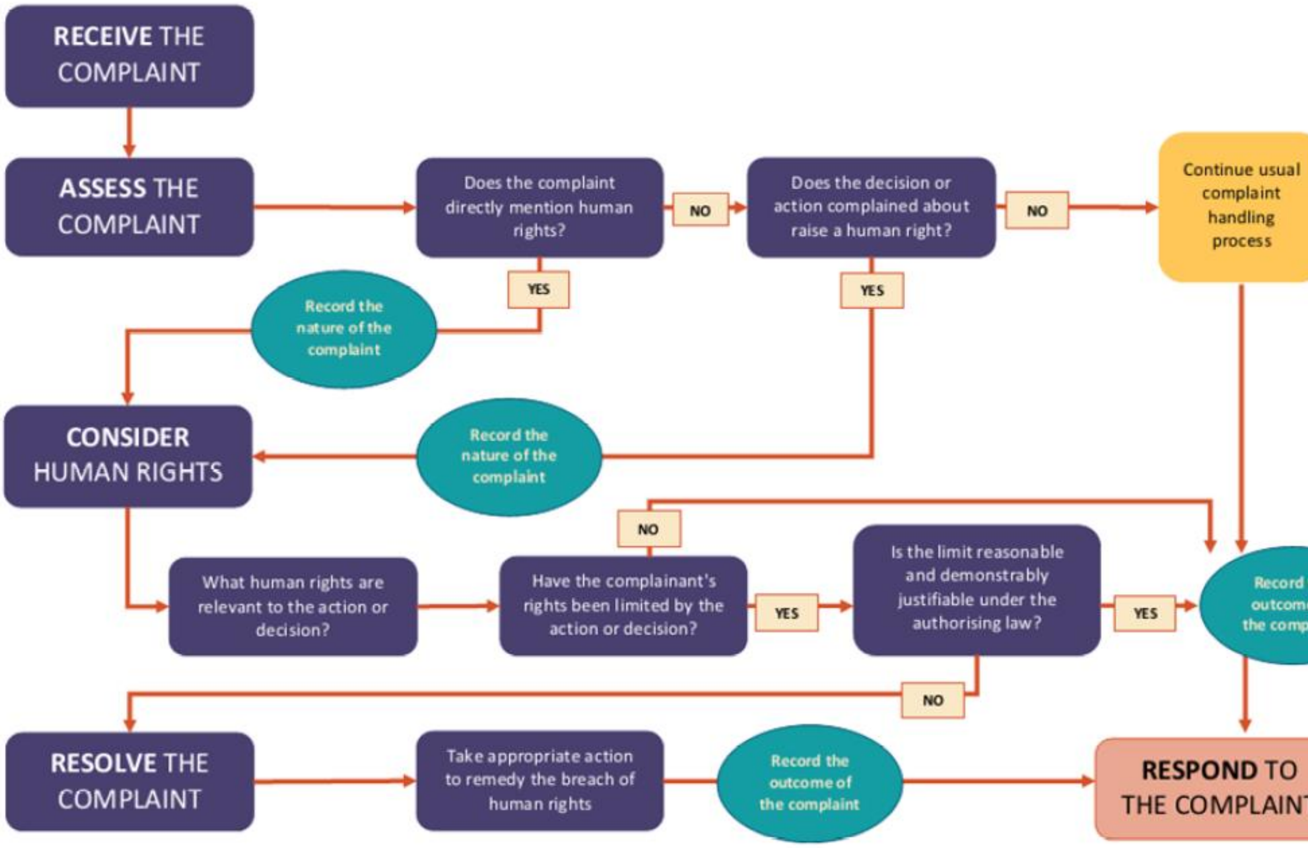
6. Changes to this Policy

This Policy will be reviewed when any of the following occur:

1) The related information is amended or replaced; or

2) Other circumstances as determined from time to time by the Council.

Appendix 1: Complaints handling flowchart



8.9 Subject: Information Privacy Policy Review
Attachments: Information Privacy Policy
Author: Director Corporate & Community Services
Date: 3rd September 2026

Executive Summary:
Council is presented with a reviewed Information Privacy Policy V3, for consideration and adoption.

Recommendation:
That Council adopt the Information Privacy Policy version 3.0 as presented.

Background:
As a public entity under the *Information Privacy Act 2009*, McKinlay Shire Council is legally bound to protect personal information and comply with privacy mandates.

The Information Privacy Policy has been comprehensively reviewed and updated to reflect contemporary legislative standards and operational practices. Key updates in Version 3.0 include:

- Formal change, adoption and integration of the Queensland Privacy Principles (QPPs), as opposed to the former Information Privacy Principles, which govern the collection, use, security, and disclosure of personal information.
- Inclusion of a robust Data Breach Management and Mandatory Notification framework aligning with Chapter 3A of the Act and Office of the Information Commissioner guidelines.
- Insertion of clear procedural guidelines and step-by-step workflows for handling Right to Information (RTI) applications and administrative access requests.

The previous version of this policy was adopted in August 2022.

Consultation:
Chief Executive Officer

Legal Implications:
The policy is established pursuant to Council's statutory obligations under the *Information Privacy Act 2009 (Qld)*, the *Information Privacy Regulation 2025*, the *Right to Information Act 2009 (Qld)*, the *Right to Information Regulation 2025*, and the *Local Government Act 2009*. Maintaining an updated framework ensures compliance with mandatory notification schemes, statutory RTI processing timeframes, and minimizes legal risks associated with privacy breaches or administrative complaints.

Policy Implications:
On adoption of version 3.0 it will revoke all previous versions of policies of this title.

Financial and Resource Implications:
N/A

InfoXpert Document ID: 138566

INFORMATION PRIVACY POLICY

1. POLICY PURPOSE

The protection of personal information which can identify an individual is a matter of great significance to Council and Council is therefore committed to protecting the privacy of individuals.

To ensure this protection, Council will take all reasonable steps to ensure that the collection, use, disclosure, storage, security, access, correction and handling of personal information complies with all relevant legislation, including the *Information Privacy Act 2009*, the Queensland Privacy Principles and applicable requirements under the *Right to Information Act 2009.*

2. SCOPE

This policy applies to all personal information held by McKinlay Shire Council. All Councillors and Council officers are responsible for ensuring this policy is understood and adhered to at all times.

3. POLICY

The *Information Privacy Act 2009* details how Council must handle personal information and now requires Queensland agencies, including local governments, to comply with the Queensland Privacy Principles. The Act supports individuals' rights to access and correct their personal information, subject to the access and amendment framework under the *Right to Information Act 2009* and the *Information Privacy Act 2009*.

In assessing whether it is in the public interest to disclose personal information, Council will consider the following factors detailed in the *Information Privacy Act 2009*, namely factors that:-

- are irrelevant to deciding the public interest;
- favour disclosure in the public interest; and
- favour non-disclosure in the public interest.

Openness
Council's Information Privacy Policy will be made available to the public free of charge on request and on Council's website.
The type of personal information held by Council includes (but is not limited to):-

- name and address;
- telephone numbers;
- email address;
- age and/or date of birth;
- property ownership and/or occupier details;
- library membership
- animal ownership;
- payment history; and
- pensioner and concession details.

Disclosure of personal information is only made after prior written consent of the individual is obtained or for the purposes stated in the collection notice.

Disclosure of personal information by placement on Council's website will be treated in accordance with Section 33 *Transfer of personal information outside Australia* of the *Information Privacy Act 2009*, whereby:-

- the individual gives prior written consent for their personal information to be placed on Council's website; or
- the placement of personal information on Council's website is authorised or required under a law; or
- where Council is satisfied there is reasonable grounds that the transfer is required to lessen or prevent a serious threat to life, health, safety or welfare; or
- in accordance with section 33(d) of the *Information Privacy Act 2009*.

Sensitive Information
Council will not collect sensitive information about an individual unless:-

- consent is provided by the individual;
- collection is required by law;
- collection is necessary to lesson or prevent a serious threat to life, health, safety or welfare of an individual; or
- collection is necessary for the establishment, exercise or defence of a legal or equitable claim.

Anonymity
Council may, wherever it is practicable and lawful, offer individuals the option of not identifying themselves when entering into transactions with Council, however Council's ability to respond, action and/or provide a requested service may be limited.

Queensland Privacy Principles

QPP 1 - Open and Transparent Management of Personal Information
Council will take reasonable steps to implement practices, procedures and systems that ensure compliance with the Queensland Privacy Principles and enable Council to respond to privacy enquiries and complaints.

Council will only collect personal information in a lawful and fair manner for a purpose directly related to and necessary to fulfil a function or activity of Council.

QPP 2 - Anonymity and Pseudonymity
Where lawful and practicable, Council will give individuals the option of not identifying themselves or of using a pseudonym when dealing with Council. Council may require identification where it is necessary to deliver a service, verify authority, administer legislation or protect public funds, safety or wellbeing.

Council will advise the individual if the collection of the personal information is authorised or required under a law and the applicable law authorising the collection.

Council will also advise the individual if their personal information will be disclosed to another entity and the name of that entity either before the personal information is collected or as soon as practicable after the personal information is collected.

QPP 3 - Collection of Solicited Personal Information
Council will only collect personal information that is reasonably necessary for, or directly related to, Council's functions or activities. Council will collect personal information by lawful and fair means and, where reasonable and practicable, directly from the individual concerned.

QPP 4 - Dealing with Unsolicited Personal Information
Where Council receives unsolicited personal information, it will determine whether the information could have been collected under QPP 3. If the information could not have been collected and is not contained in a record that must be retained under law, Council will take reasonable steps to destroy or de-identify it.

Council will take all reasonable steps to prevent unauthorised use or disclosure of personal information by service contractors contracted for the provision of a service to Council.

Information is stored on Council's databases which are protected by passwords and other security measures with back-up copies stored at off-site facilities.

QPP 5 - Notification of Collection of Personal Information
At or before the time Council collects personal information, or as soon as practicable afterwards, Council will take reasonable steps to notify individuals of the matters required by the *Information Privacy Act 2009*, including the purpose of collection, any law authorising or requiring collection, and the usual disclosures of the information.

QPP 6 - Use or Disclosure of Personal Information
Council will only use or disclose personal information for the purpose for which it was collected, or for a secondary purpose permitted by the *Information Privacy Act 2009*, including where the individual has consented, the use or disclosure is authorised or required by law, or another permitted general or health situation applies.

QPP 10 - Quality of Personal Information
Council will take reasonable steps to ensure that personal information it collects, uses or discloses is accurate, up to date, complete and relevant, having regard to the purpose for which it is used or disclosed.

QPP 11 - Security of Personal Information
Council will take reasonable steps to protect personal information it holds from misuse, interference, loss, unauthorised access, modification or disclosure. Council will also take reasonable steps to destroy or de-identify personal information when it is no longer required, subject to Council's obligations under records management and archival legislation.

QPP 12 - Access to Personal Information
Individuals may request access to their personal information held by Council. Council will provide access administratively where appropriate, or otherwise deal with the request under the *Right to Information Act 2009* or *Information Privacy Act 2009*, subject to any lawful grounds for refusal.

QPP 13 - Correction of Personal Information

Individuals may request correction of personal information held by Council if they consider it is inaccurate, out of date, incomplete, irrelevant or misleading. Council will take reasonable steps to correct the information where appropriate, or otherwise deal with the request under the access and amendment framework.

Accountability

Data Breach Management and Mandatory Notification

Council will manage privacy and data breaches in accordance with the *Information Privacy Act 2009*, including the mandatory notification of data breach scheme in Chapter 3A, and current guidance issued by the Office of the Information Commissioner Queensland. Council will maintain a data breach response plan, publish a data breach policy, and keep an eligible data breach register as required. Council will consider the following factors when responding to a privacy breach:-

1. breach containment and preliminary assessment;
2. evaluation of the risks associated with the breach;
3. notification (if applicable) ; and
4. prevention.

Where Council suspects or becomes aware of a data breach, Council will promptly contain the breach, assess whether it is likely to result in serious harm, document the assessment, notify affected individuals and the Information Commissioner where required, and take steps to prevent recurrence. Assessments should be completed as soon as practicable and, where required by legislation, within the applicable statutory timeframe.

Right to Information Requests

Council supports the release of information administratively and proactively wherever appropriate. A formal application under the *Right to Information Act 2009* should generally be used as a last resort where information cannot be released administratively, is not already publicly available, and is not available under another access arrangement.

When Council receives a Right to Information request, the request must be referred immediately to the delegated Right to Information decision-maker or RTI Coordinator. Council officers must not make informal promises about release, refuse access, alter or destroy relevant documents, or disclose information outside authorised processes.

Where a formal Right to Information application is received, Council will follow the simple procedure below. The RTI Coordinator should confirm whether the application is valid, acknowledge receipt, clarify scope where needed, identify and preserve relevant documents, conduct reasonable searches, consult affected third parties where required, assess exemptions and public interest factors, and issue a written decision notice within the statutory processing period.

1. Receive and record the application, date stamp the application, record it in Council’s records management system, and immediately refer it to the Chief Executive Officer, delegated Right to Information decision-maker or nominated RTI Coordinator.

2. Check whether a formal application is required, consider whether the requested information can be provided administratively, through Council’s publication scheme, disclosure log, website, or

another existing access process. If it can be released administratively and lawfully, Council should do so wherever appropriate.

3. Check validity, confirm that the application is in the approved form or otherwise meets legislative requirements, includes enough information to identify the documents sought, is accompanied by any required application fee, and includes evidence of identity if the applicant is seeking personal information.

4. Acknowledge and diarise timeframes, acknowledge the application in writing once it is valid and diarise the statutory processing period. The usual processing period starts at 25 business days from the valid application day, subject to any additional periods or extensions that apply under the *Right to Information Act 2009*.

5. Search for documents, identify the business areas likely to hold relevant documents and ask those officers to conduct reasonable searches of Council's records, email systems and other relevant locations. Search steps should be documented.

6. Assess and consult, review the located documents, remove information that is outside scope where appropriate, consider exemptions and public interest factors, and consult third parties where disclosure may reasonably be expected to be of concern to them.

7. Make and record the decision, the authorised decision-maker must make the access decision, record the reasons for the decision, and ensure any refusal, deletion or redaction is supported by the *Right to Information Act 2009* or other applicable law.

8. Issue the decision notice, give the applicant written notice of the decision, reasons for the decision, any charges payable, the form of access, and internal and external review rights. Released documents must only be provided after any required charges are paid and any third-party review period has been managed.

9. Finalise the file, save the application, correspondence, search records, consultation records, decision notice and released documents in Council's records management system.

The usual processing period under the *Right to Information Act 2009* starts at 25 business days from the valid application day, subject to any additional periods that apply under the Act. Where a decision is not made within the applicable processing period, the application may be deemed refused and review rights will apply.

Complaints
In the event that an individual is not satisfied with the manner by which Council has handled their personal information, they may lodge a formal complaint under Council's General Complaints Management Process.

4. RELATED LEGISLATION:
Local Government Act 2009
Information Privacy Act 2009
Information Privacy Regulation 2025
Right to Information Act 2009

Right to Information Regulation 2025

5. RELATED DOCUMENTS (LOCAL LAWS, POLICIES, DELEGATIONS ETC):
Complaints Management Policy
Data Breach Response Plan

6. DEFINITIONS:
Access – providing an individual with personal information about themselves that is held by Council. This may include allowing that individual to inspect personal information or to obtain a copy of the personal information.

Collection – gathering, acquiring, or obtaining personal information from any source and by any means, including information that Council has obtained by accident or has not requested.

Collection notice - is a written and/or verbal notice advising a person:-
- why the information is being collected;
- details of any law that allows or requires the collection of personal information;
- details of any person or body to whom Council usually gives the information; and
- if any person or body to whom Council regularly gives information in turn regularly gives it to any other person or body and Council is aware of this, details of the other person or body.

Consent – voluntary agreement to some act, practice or purpose.

Council officer - includes employees, contractors, volunteers and all others, past and present, who perform work on behalf of Council.

Disclosure – the release of personal information to persons or organisations outside of Council, including the placing of information on Council's website. This does not include giving individuals personal information about themselves.
Personal information – as defined in the IP Act *'information or an opinion (including information or an opinion forming part of a database), whether true or not, and whether recorded in a material form or not, about a natural living person whose identity is apparent, or can reasonably be ascertained, from the information or opinion'*, and includes a photograph or other pictorial representation of a person, but does not include information that is in:-
- generally available publications;
- material kept in public records and archives such as Commonwealth and State archives; or
- anything kept in a library, art gallery, museum for the purpose of reference, study of exhibition.

An **individual** is a natural living person. Information about a company or someone deceased is not regarded as personal information.

Privacy breach – means when personal information is not handled, whether by accident or otherwise, in accordance with the privacy principles.

Sensitive information – means information or an opinion that may give rise to discriminatory practices based on an individual's:-

- racial or ethnic origin;
- political opinions;
- membership of a political association, a professional or trade association or a trade union;
- religious beliefs and affirmations;
- philosophical beliefs;
- sexual preferences or practices;
- criminal records; or
- health.

Use – the handling of personal information within Council including the inclusion of personal information in a publication.

8.10 Subject: Public Interest Disclosure Policy and Procedure Review
Attachments: Pubic Interest Disclosure Policy
Pubic Interest Disclosure Procedure
Author: Director Corporate & Community Services
Date: 3rd September 2026

Executive Summary:

Council is presented with a reviewed the Public Interest Disclosure Policy V5 and Public Interest Disclosure Procedure V4, for consideration and adoption.

Recommendation:

That Council adopt the Public Interest Disclosure Policy V5 and Public Interest Disclosure Procedure V4, as presented.

Background:

Under the *Public Interest Disclosure Act 2010* (PID Act) and the Public Interest Disclosure Standards issued by the Queensland Ombudsman, McKinlay Shire Council is required to maintain a robust PID management program, policy, and procedures to facilitate proper disclosures of wrongdoing (such as corrupt conduct, maladministration, and substantial misuse of public resources).

The PID Policy V5 and PID Procedure V4 have been reviewed and updated to align with contemporary legislative requirements, standardisation guidelines, and best practices. Key elements of the updated framework include:

- Clear definitions of proper authorities, discloser protections, and confidentiality requirements under sections 11, 12, 13, and 65 of the PID Act, ensuring language consistency government reference materials and standards.
- Clear designation of internal roles, including the PID Coordinator and PID Support Officer, alongside structured risk assessment and reprisal mitigation workflows.
- Comprehensive guidance on making, assessing, investigating, referring, or declining PIDs in strict alignment with Queensland Ombudsman standards.
- Updated references to ensure consistent use of terms throughout both the policy and procedure documents.
- Refined the language surrounding the PID Coordinator and PID Support Officer responsibilities to make reporting pathways and day-to-day contact details clearer for staff.
- Correctly updated references to related internal policies.

The previous version of this policy was adopted in May 2024 and the procedure was adopted in April 2024.

Consultation:
Chief Executive Officer

Legal Implications:
The policy and procedure are established pursuant to Council's statutory obligations under the *Public Interest Disclosure Act 2010 (Qld)*, the *Crime and Corruption Act 2001 (Qld)*, the *Public Records Act 2023*, the *Local Government Act 2009*, and the mandatory standards issued by the Queensland Ombudsman. Compliance ensures proper handling of sensitive disclosures, adherence to natural justice, and protection against reprisal liability.

Policy Implications:
On adoption of Public Interest Disclosure Policy version 5 and Public Interest Disclosure Procedure version 4, it will revoke all previous versions of policies of this title.

Financial and Resource Implications:
The administration of the PID framework, training, and support arrangements will be managed within existing operational budgets and staff resources.

InfoXpert Document ID: 138571

PUBLIC INTEREST DISCLOSURE POLICY

1. OBJECTIVES

1.1 The objectives of this policy are:

(a) To acknowledge Council's obligations as a public sector entity under the *Public Interest Disclosure Act 2010* (Qld) (**PID Act**).

(b) To establish Council's commitment to the promotion and proper management of Public Interest Disclosures.

(c) To communicate the rights and obligations of Councillors, employees and other public officers of McKinlay Shire Council (**Council**), and members of the public, and to outline the framework for making and managing Public Interest Disclosures.

2. SCOPE

This policy applies to all Councillors, Council employees, contractors and volunteers engaged by Council, and members of the public who make or may make a Public Interest Disclosure to Council.

3. POLICY STATEMENT

3.1 By virtue of their office or position, Council recognises the important role Councillors, Council employees and members of the public can play in the identification of cases of maladministration, corrupt conduct and the misuse of public resources or contraventions giving rise to dangers to public health and safety, the environment or to persons with disabilities.

3.2 In accordance with the objectives of the PID Act, it is Council policy to:

(a) promote the public interest by facilitating Public Interest Disclosures of wrongdoing in the public sector; and

(b) ensure that Public Interest Disclosures are properly, assessed, and where appropriate, properly investigated and dealt with; and

(c) ensure that appropriate consideration is given to the interests of persons who are the subject of a Public Interest Disclosure; and

(d) ensure protection from reprisals to persons making Public Interest Disclosures.

(e) These outcomes, including information about how a PID may be made, are achieved through Council's Public Interest Disclosure Management Program and supporting procedures, which must be established, implemented and published by the Chief Executive Officer in accordance with section 28 of the PID Act and the Public Interest Disclosure Standards issued by the Queensland Ombudsman under section 60 of the PID Act.

3.3 Council recognises the sensitivities which can be associated with Public Interest Disclosures and the need to maintain public confidence in its process for managing Public Interest Disclosures. To that end Council will:

(a) ensure that Public Interest Disclosures are managed in accordance with the PID Act and the Public Interest Disclosure Standards issued by the Queensland Ombudsman;

(b) maintain confidentiality of confidential information relating to Public Interest Disclosures in accordance with section 65 of the PID Act;

(c) manage any false or misleading statement or information in accordance with section 66 of the PID Act and any applicable Council disciplinary or complaints process;

(d) take appropriate disciplinary, administrative or other lawful action where a person takes, or attempts to take, reprisal action, noting sections 40 and 41 of the PID Act;

(e) ensure that records of Public Interest Disclosures are kept in accordance with section 29 of the PID Act, the Public Interest Disclosure Standard No. 3/2019 – Public Interest Disclosure Data Recording and Reporting, the *Public Records Act 2002* (Qld), and Council's recordkeeping requirements.

4. DEFINITIONS

(a) **Public Interest Disclosure** means a disclosure of information to a proper authority about a matter that qualifies as a public interest disclosure under section 11 of the PID Act, including disclosures made under sections 12 and 13 of the PID Act.

(i) A Public Interest Disclosure may be made by any person under section 12 of the PID Act about—

A a substantial and specific danger to the health or safety of a person with a disability; or

B an offence, or contravention of a condition imposed under a provision mentioned in schedule 2 of the PID Act, if the offence or contravention would be a substantial and specific danger to the environment; or

C reprisal because of a belief that a person has made, or intends to make a disclosure.

(ii) A Public Interest Disclosure may also be made by a public officer under section 13 of the PID Act about—

A the conduct of another person that could, if proved, be—

B corrupt conduct; or

C maladministration that adversely affects a person's interests in a substantial and specific way; or

D a substantial misuse of public resources; or

E a substantial and specific danger to public health or safety; or

F a substantial and specific danger to the environment.

(b) Public Interest Disclosures under sections 12 and 13 of the PID Act must:

(i) be made to a **proper authority**,as defined in S5 of the PID Act; and

(ii) be information about the conduct of another person or another matter if—

A the person honestly believes on reasonable grounds that the information tends to show the conduct or other matter; or

B the information tends to show the conduct or other matter, regardless of whether the person honestly believes the information tends to show the conduct or other matter.

Notes:

*Schedule 2 of the *PID* Act identifies particular statutory offences and contraventions relevant to substantial and specific danger to the environment.

(c) A **proper authority** includes a public sector entity or a Member of the Legislative Assembly. A public sector entity, including a local government, is a proper authority if the information relates to its conduct or it has power to investigate or remedy the matter under section 15 of the PID Act.

Notes:

**A proper authority may include Council, another public sector entity with power to investigate or remedy the matter, a Member of the Legislative Assembly, the Crime and Corruption Commission, the Queensland Ombudsman, the Queensland Audit Office, the Office of the Public Guardian, or another agency with relevant jurisdiction, depending on the nature of the disclosure.

(d) **Public officers** of local governments include Councillors, employees and other officers of the local government, consistent with section 7 of the PID Act.

5. RELATED POLICIES/LEGISLATION/OTHER DOCUMENTS

Legislation

Public Interest Disclosure Act 2010 (Qld)

Public Sector Ethics Act 1994 (Qld)

Local Government Act 2009 (Qld)

Crime and Corruption Act 2001 (Qld)

Public Records Act 2002 (Qld)

Anti-Discrimination Act 1991 (Qld)

Queensland Ombudsman Standard

Public Interest Disclosure Standard No. 1/2019 – Public Interest Disclosure Management Program

Public Interest Disclosure Standard No. 2/2019 – Assessing, Investigating and Dealing with Public Interest Disclosures

Public Interest Disclosure Standard No. 3/2019 – Public Interest Disclosure Data Recording and Reporting

Queensland Ombudsman Public Interest Disclosure resources and guidance

Internal Documents

Public Interest Disclosure Procedure

Public Interest Disclosure Management Program

McKinlay Shire Council Employee Code of Conduct

Councillor Code of Conduct

PUBLIC INTEREST DISCLOSURE PROCEDURE

1. Introduction/Policy Statement

McKinlay Shire Council is committed to fostering an ethical, transparent culture. In pursuit of this, McKinlay Shire Council values the disclosure of information about suspected wrongdoing in the public sector so that it can be properly assessed and, if necessary, appropriately investigated. McKinlay Shire Council will provide support to an employee or others who make disclosures about matters in the public interest. This Procedure demonstrates this commitment, and ensures that practical and effective procedures are implemented which comply with the requirements of the *Public Interest Disclosure Act 2010* (PID Act).

2. Objective/Purpose

By complying with the PID Act, McKinlay Shire Council will:

- promote the public interest by facilitating public interest disclosures (PIDs) of wrongdoing
- ensure that PIDs are properly assessed and, where appropriate, properly investigated and dealt with
- ensure appropriate consideration is given to the interests of persons who are the subject of a PID
- ensure protection from **reprisal** is afforded to persons making PIDs.

As required under the PID Act, the Chief Executive Officer will implement procedures to ensure that:

- any **public officer** who makes a PID is given appropriate support
- PIDs made to McKinlay Shire Council are properly assessed and, where appropriate, properly investigated and dealt with
- appropriate action is taken in relation to any wrongdoing which is the subject of a PID
- a management program for PIDs made to McKinlay Shire Council, consistent with the standards issued by the Queensland Ombudsman, is developed and implemented
- public officers who make PIDs are offered protection from reprisal by McKinlay Shire Council or other public officers of McKinlay Shire Council.

McKinlay Shire Council's Public Interest Disclosure Procedure is available for public viewing at www.mckinlay.qld.gov.au. The Procedure will be reviewed at least annually and whenever legislative, organisational or Queensland Ombudsman Public Interest Disclosure Standard requirements change, to ensure it remains current, accessible and effective.

3. PID Management Program

The Chief Executive Officer has overall responsibility for ensuring that McKinlay Shire Council develops, implements and maintains a PID management program. The McKinlay Shire Council PID management program encompasses:

- commitment to encouraging the internal reporting of wrongdoing

- senior management endorsement of the value to McKinlay Shire Council of PIDs and the proper management of PIDs
- a communication strategy to raise awareness among employees about PIDs and McKinlay Shire Council's PID procedure
- a training strategy to give employees access to training about how to make a PID, information on the support available to a discloser, and advice on how PIDs will be managed
- specialist training and awareness about PIDs for senior management and other staff who may receive or manage PIDs, disclosers or workplace issues relating to PIDs
- the appointment of a specialist officer/unit to be responsible for issues related to the management of PIDs
- ensuring effective systems and procedures are in place so that issues and outcomes from PIDs inform improvements to service delivery, business processes and internal controls
- regular review of the Public Interest Disclosure Procedure and evaluation of the effectiveness of the PID management program.

The Chief Executive Officer has designated the following roles and responsibilities for managing PIDs within McKinlay Shire Council. In a small council environment, the same officer may perform more than one PID role only where doing so does not create a conflict of interest, compromise confidentiality, or affect procedural fairness. Where independence or specialist expertise is required, the Chief Executive Officer may appoint an appropriately qualified investigator, support officer or decision-maker.

Role:	Responsibilities:	Officer:
PID Coordinator	▪ principal contact for PID issues within McKinlay Shire Council ▪ document and manage implementation of PID management program ▪ review and update PID procedure annually ▪ maintain and update internal records of PIDs received ▪ report data on PIDs to Queensland Ombudsman ▪ assess PIDs received ▪ provide acknowledgment of receipt of PID to discloser ▪ undertake risk assessments in consultation with disclosers and other relevant officers ▪ liaise with other agencies about referral of PIDs ▪ allocate Investigator and Support Officer to PID matter	*Director of Corporate & Community Services – Tenneil Cody* *Email: finance@mckinlay.qld.gov.au* *Phone: 07 4746 7166*
PID Support Officer	▪ provide advice and	*Records Officer – Debbie Godier*

	information to discloser on McKinlay Shire Council PID procedure ▪ provide personal support and referral to other sources of advice or support as required ▪ facilitate updates on progress of **investigation** ▪ proactively contact discloser throughout PID management process	*Email: debbie@mckinlay.qld.gov.au* *Phone: 07 4746 7166*
Investigator	▪ conduct investigation of information in PID in accordance with terms of reference ▪ prepare report for delegated decision-maker	An appropriate internal or external investigator will be appointed for each PID investigated depending upon the type of disclosure and other relevant considerations.
Delegated decision-maker	▪ review investigation report and determine whether alleged wrongdoing is substantiated	An appropriate decision-maker will be appointed for each PID investigated.

4. Why make a PID?

Employees who are prepared to speak up about public sector misconduct, wastage of public funds, suspected unlawful activity or danger to health, safety or the environment can be the most important sources of information to identify and address problems in public sector administration. McKinlay Shire Council supports the disclosure of information about wrongdoing because:

- implementing systems for reporting and dealing with wrongdoing contributes to the integrity of McKinlay Shire Council
- the outcomes of PIDs can include improvements to systems that prevent fraud and other economic loss to McKinlay Shire Council
- the community's trust in public administration is strengthened by having strong processes in place for reporting wrongdoing.

When making a PID the discloser receives the protections provided under the PID Act, including:

- confidentiality – the discloser's name and other identifying information will be protected to the extent possible
- protection against reprisal – the discloser is protected from unfair treatment by McKinlay Shire Council and employees of McKinlay Shire Council as a result of making the PID
- immunity from liability – the discloser cannot be prosecuted for disclosing the information but is not exempt from action if they have engaged in wrongdoing
- protection from defamation – the discloser has a defence against an accusation of defamation by any **subject officer**.

5. What is a Public Interest Disclosure?

Under the PID Act, any person can make a disclosure about a:

- substantial and specific danger to the health or safety of a person with a disability
- the commission of an offence, or contravention of a condition imposed under a provision of legislation mentioned in Schedule 2 of the PID Act, if the offence or contravention would be a substantial and specific danger to the environment
- reprisal because of a belief that a person has made, or intends to make a disclosure.

In addition, public sector officers can make a disclosure about the following public interest matters:

- corrupt conduct
- maladministration that adversely affects a person's interests in a substantial and specific way
- a substantial misuse of public resources
- a substantial and specific danger to public health or safety
- substantial and specific danger to the environment.

To be an appropriate disclosure under the PID Act, the discloser must have an honest and reasonable belief that the information tends to show the wrongdoing or danger regardless of the discloser's belief. A discloser is not required to provide absolute proof or undertake investigative action before making a disclosure.

A disclosure amounts to a PID and is covered by the PID Act even if the:

- discloser reports the information as part of their duties – such as an auditor reporting a fraud or an occupational health and safety officer reporting a safety breach
- disclosure is made anonymously – the discloser is not required to give their name or any identifying information
- discloser has not identified the material as a PID – it is up to McKinlay Shire Council to assess information received and decide if it is a PID
- disclosure is unsubstantiated following investigation – the discloser is protected when the information they provide is assessed as a PID, whether or not it is subsequently investigated or found to be substantiated.

6. Who can a PID be disclosed to?

A PID must be made to a proper authority for the type of information being disclosed. Under section 17 of the PID Act, if McKinlay Shire Council has a reasonable procedure for making a PID, a person should use that procedure; however, a disclosure may also be made to the Chief Executive Officer, a Councillor as a member of Council's governing body, a person who directly or indirectly supervises or manages the discloser, or an officer who has a function of receiving or taking action on the information being disclosed.

Disclosers are encouraged to make a disclosure to an appropriate officer of McKinlay Shire Council first. If the matter is not resolved, or the discloser is concerned about confidentiality, the disclosure may be made to another appropriate agency.

Who to contact within McKinlay Shire Council:	Other agencies that can receive PIDs:
Any person (including employees) can make a disclosure to: • **any person in a supervisory or management position** • **the Chief Executive Officer or Director of Corporate & Community Services.**	Disclosures can be made to an agency that has a responsibility for investigating the information disclosed: • Crime and Corruption Commission (CCC) for disclosures about corrupt conduct including reprisal • Queensland Ombudsman for disclosures about maladministration • Queensland Audit Office for disclosures about a substantial misuse of resources • Department of Families, Seniors, Disability Services and Child Safety for disclosures about danger to the health and safety of a child or young person with a disability or for disclosures about danger to the health and safety of a person with a disability • Office of the Public Guardian for disclosures about danger to the health and safety of a person with a disability • Department of Environment, Tourism, Science and Innovation disclosures about danger to the environment • A Member of the Legislative Assembly (MP) for any wrongdoing or danger • The Chief Judicial Officer of a court or tribunal in relation to a disclosure about wrongdoing by a judicial officer. • Also, a person may make a complaint under the *Anti-Discrimination Act 1991* about a reprisal in accordance with section 44 of the PID Act. A complaint can be lodged with the Queensland Human Rights Commission.

A disclosure can also be made to a journalist if the following conditions have been met:

- a valid PID was initially made to a proper authority, and
- the proper authority:
  - decided not to investigate or deal with the disclosure, or
  - investigated the disclosure but did not recommend taking any action, or
  - failed to notify the discloser within six months of making the disclosure whether or not the disclosure was to be investigated or otherwise dealt with.

A person who makes a disclosure to a journalist in these circumstances is protected under the PID Act. However, disclosers should be aware that journalists are not bound under the confidentiality provisions of section 65 of the PID Act.

7. How to make a PID

A discloser can make a PID in any way, including anonymously, either verbally or in writing. To assist in the assessment, and any subsequent investigation of a PID, disclosers are requested to:

- provide contact details (this could be an email address that is created for the purpose of making the disclosure or a telephone number)
- provide as much information as possible about the suspected wrongdoing, including:
    - who was involved
    - what happened
    - when it happened
    - where it happened
    - whether there were any witnesses, and if so who they are
    - any evidence that supports the PID, and where the evidence is located
    - any further information that could help investigate the PID
- provide this information in writing.

8. Deciding whether a matter is a PID

If there is any doubt as to whether a matter is a PID, further information may be obtained to inform the decision. If doubt still remains, the matter will be considered and managed as a PID.

Mere disagreements over policy do not meet the threshold for a PID under the PID Act.

It is an offence under the PID Act to intentionally give false or misleading information intending it be acted on as a PID. Employees may be subject to disciplinary action for intentionally giving false or misleading information in a PID, or during an investigation into a PID.

Where a discloser states they are making a PID, but it is assessed that the matter is not a PID McKinlay Shire Council will advise the discloser:

- that their information has been received but was not assessed as a PID
- the reasons for the decision
- the review rights available if the discloser is dissatisfied with the decision and how to request review
- any action McKinlay Shire Council proposes to take in relation to the matter
- any other options the discloser has in relation to the matter.

9. Assessing a PID

The disclosure will be assessed in accordance with the PID Act, the PID standards, McKinlay Shire Council's Public Interest Disclosure Procedure and any other relevant procedure(s).

Once the matter has been assessed as a PID, McKinlay Shire Council will advise the discloser:

- that their information has been received and assessed as a PID
- the action to be taken by McKinlay Shire Council in relation to the disclosure, which could include referring the matter to an external agency, or investigating
- the likely timeframe involved
- the name and contact details of the McKinlay Shire Council support officer they can contact for updates or advice
- of the discloser's obligations regarding confidentiality
- the protections the discloser has under the PID Act
- the commitment of McKinlay Shire Council to keep appropriate records and maintain confidentiality, except where permitted under the PID Act
- how updates regarding intended actions and outcomes will be provided to the discloser
- contact details for the McKinlay Shire Council's Employee Assistance Program.

If the PID has been made anonymously and the discloser has not provided any contact details, McKinlay Shire Council will not be able to acknowledge the PID or provide any updates.

10. Referring a PID

If McKinlay Shire Council decides there is another proper authority that is better able to deal with the PID, the PID may be referred to that agency. This may be because:

- the PID concerns wrongdoing by that agency or an employee of that agency
- that agency has the power to investigate or remedy the matter.

Before referring the PID to another agency, McKinlay Shire Council will conduct a risk assessment, and will not proceed with the referral if there is an unacceptable risk of reprisal.

It may also be necessary to refer the PID to another agency because of a legislative obligation, for example, refer a matter to the Crime and Corruption Commission where there is a reasonable suspicion that the matter involves or may involve corrupt conduct (as required by section 38 of the *Crime and Corruption Act 2001*).

The confidentiality obligations of the PID Act permit appropriate officers of McKinlay Shire Council to communicate with another agency about the referral of a PID. Officers will exercise discretion in their contacts with any other agency.

The discloser will be advised of the action taken by McKinlay Shire Council.

11. Risk assessment and protection from reprisal

Disclosers should not suffer any form of detriment as a result of making a PID. Upon receiving a PID, McKinlay Shire Council will conduct a risk assessment to assess the likelihood of the discloser (or witnesses or affected third parties) suffering reprisal action as a result of having made the disclosure. This assessment will take into account the actual and reasonably perceived risk of the discloser (or witnesses or affected third parties) suffering detriment, and will include consultation with the discloser.

A risk assessment will be undertaken if the discloser is anonymous on the basis of information available in the PID. The risk assessment will also take into account the risk to persons who may be suspected of making the PID.

Consistent with the assessed level of risk, McKinlay Shire Council will develop and implement a risk management plan and arrange any reasonably necessary support or protection for the discloser (or witnesses or affected third parties).

McKinlay Shire Council will regularly reassess the risk of reprisal while the PID is being managed, in consultation with the discloser, and review the risk management plan if required.

In the event of reprisal action being alleged or suspected, McKinlay Shire Council will:

- attend to the safety of the discloser (or witnesses or affected third parties) as a matter of priority
- review its risk assessment, risk management plan and any protective measures needed to mitigate any further risk of reprisal
- manage any allegation of a reprisal as a PID in its own right.

12. Declining to take action on a PID

Under the PID Act, the McKinlay Shire Council may decide not to investigate or deal with a PID in various circumstances, including:

- the information disclosed has already been investigated or dealt with by another process
- the information disclosed should be dealt with by another process
- the age of the information makes it impractical to investigate
- the information disclosed is too trivial and dealing with it would substantially and unreasonably divert McKinlay Shire Council from the performance of its functions
- another agency with jurisdiction to investigate the information has informed McKinlay Shire Council that an investigation is not warranted.

If a decision is made not to investigate or deal with a PID McKinlay Shire Council will give the discloser written reasons for that decision.

If the discloser is dissatisfied with the decision not to investigate or deal with a PID, they can request an internal review by writing to the Chief Executive Officer of McKinlay Shire Council within 28 days of receiving the written reasons for decision. The review will be handled by an officer senior to the original decision-maker where practicable.

13. Communication with disclosers

Under the PID Act, the McKinlay Shire Council must give reasonable information to a discloser.

McKinlay Shire Council will acknowledge receipt of the PID in writing as soon as practicable. The discloser will be provided with information that meets the requirements of the PID Act and the standards issued by the Queensland Ombudsman, including:

- the action that will be taken in response to the PID
- the protections under the PID Act
- confidentiality obligations of the discloser and the McKinlay Shire Council
- support arrangements.

McKinlay Shire Council will maintain contact with the discloser and provide regular updates during the management of the PID.

In accordance with the PID Act, after finalising action in response to the PID, the McKinlay Shire Council will advise the discloser in writing of the action taken and the results of the action.

14. Confidentiality

While McKinlay Shire Council will make every attempt to protect confidentiality, a discloser's identity may need to be disclosed to:

- provide natural justice to subject officers
- respond to a court order, legal directive or court proceedings.

McKinlay Shire Council will ensure that communication with all parties involved will be arranged discreetly to avoid identifying the discloser wherever possible.

Disclosers should be aware that while McKinlay Shire Council will make every attempt to keep their details confidential, it cannot guarantee that others will not try to deduce their identity.

15. Support for disclosers

McKinlay Shire Council recognises that providing appropriate support to a discloser is an important feature of effective PID management.

An assessment will be undertaken to identify the support needs of the discloser. Where appropriate, a PID Support Officer will be assigned to the discloser. The PID Support Officer will assist the discloser to access information about PIDs, protections available under the PID Act and the PID management process. The PID Support Officer will proactively contact the discloser to offer support.

Information and support will be provided to the discloser until the matter is finalised.

Making a PID does not prevent **reasonable management action**. That means that the discloser will be continue to be managed in accordance with normal, fair and reasonable management practices during and after the handling of the PID.

16. Investigating a PID

If a decision is made to investigate a PID, this will be done with consideration for the:

- principles of **natural justice**
- obligation under the PID Act to protect **confidential information**
- obligation under the PID Act to protect officers from reprisal
- interests of subject officers.

If as a result of investigation, the information about wrongdoing provided in the PID is substantiated, appropriate action will be taken.

Where the investigation does not substantiate wrongdoing, McKinlay Shire Council will review systems, policies and procedures to identify whether there are improvements that can be made and consider if staff training is required.

17. Rights of subject officers

McKinlay Shire Council acknowledges that for officers who are the subject of a PID the experience may be stressful. McKinlay Shire Council will protect their rights by:

- assuring them that the PID will be dealt with impartially, fairly and reasonably in accordance with the principles of natural justice
- confirming that the PID is an allegation only until information or evidence obtained through an investigation substantiates the allegation
- providing them with information about their rights and the progress and outcome of any investigation
- referring them to the Employee Assistance Program for support.

Information and support will be provided to a subject officer until the matter is finalised.

18. Record-keeping

In accordance with its obligations under the PID Act, the *Public Records Act* 2023 and applicable Queensland State Archives recordkeeping requirements, McKinlay Shire Council will ensure that:

- accurate data is collected about the receipt and management of PIDs
- anonymised data is reported to the Office of the Queensland Ombudsman in their role as the oversight agency, through the PID reporting database.

Records about disclosures, investigations, and related decisions will be kept secure and accessible only to appropriately authorised people involved in the management of the PID.

19. Definitions (meanings of words and acronyms used in this Procedure)

Term	*Definition*
Administrative action	(a) means any action about a matter of administration, including, for example: (i) a decision and an act; and (ii) a failure to make a decision or do an act, including a failure to provide a written statement of reasons for a decision; and (iii) the formulation of a proposal or intention; and (iv) the making of a recommendation, including a recommendation made to a Minister; and (v) an action taken because of a recommendation made to a Minister; and (b) does not include an operational action of a police officer or of an officer of the Crime and Corruption Commission.
Confidential information	(a) includes — (i) information about the identity, occupation, residential or work address or whereabouts of a person — (A) who makes a public interest disclosure; or (B) against whom a public interest disclosure has been made; and (ii) information disclosed by a public interest disclosure; and (iii) information about an individual's personal affairs; and (iv) information that, if disclosed, may cause detriment to a person; and (b) does not include information publicly disclosed in a public interest disclosure made to a court, tribunal or other entity that may receive evidence under oath, unless further disclosure of the information is prohibited by law.
Corrupt conduct	As defined in section 15 of the *Crime and Corruption Act 2001* (1) *Corrupt conduct* means conduct of a person, regardless of whether the person holds or held an appointment, that— (a) adversely affects, or could adversely affect, directly or indirectly, the performance of functions or the exercise of powers of— (i) a unit of public administration; or (ii) a person holding an appointment; and (b) results, or could result, directly or indirectly, in the performance of functions or the exercise of powers mentioned in paragraph (a) in a way that— (i) is not honest or is not impartial; or (ii) involves a breach of the trust placed in a person holding an appointment, either knowingly or recklessly; or (iii) involves a misuse of information or material acquired in or in connection with the performance of functions or the exercise of powers of a person holding an appointment; and (c) would, if proved, be— (i) a criminal offence; or (ii) a disciplinary breach providing reasonable grounds for terminating

	the person's services, if the person is or were the holder of an appointment. (2) *Corrupt conduct* also means conduct of a person, regardless of whether the person holds or held an appointment, that— (a) impairs, or could impair, public confidence in public administration; and (b) involves, or could involve, any of the following— (i) collusive tendering; (ii) fraud relating to an application for a licence, permit or other authority under an Act with a purpose or object of any of the following (however described)— (A) protecting health or safety of persons; (B) protecting the environment; (C) protecting or managing the use of the State's natural, cultural, mining or energy resources; (iii) dishonestly obtaining, or helping someone to dishonestly obtain, a benefit from the payment or application of public funds or the disposition of State assets; (iv) evading a State tax, levy or duty or otherwise fraudulently causing a loss of State revenue; (v) fraudulently obtaining or retaining an appointment; and (c) would, if proved, be— (i) a criminal offence; or (ii) a disciplinary breach providing reasonable grounds for terminating the person's services, if the person is or were the holder of an appointment.
Detriment	includes – (a) personal injury or prejudice to safety; and (b) property damage or loss; and (c) intimidation or harassment; and (d) adverse discrimination, disadvantage or adverse treatment about career, profession, employment, trade or business; and (e) financial loss; and (f) damage to reputation, including, for example, personal, professional or business reputation.
Disability	As defined in section 11 of the *Disability Services Act 2006*, for the purposes of this procedure: (1) A disability is a person's condition that— (a) is attributable to— (i) an intellectual, psychiatric, cognitive, neurological, sensory or physical impairment; or (ii) a combination of impairments mentioned in subparagraph (i); and (b) results in— (i) a substantial reduction of the person's capacity for

	communication, social interaction, learning, mobility or self care or management; and (ii) the person needing support. (2) For subsection (1), the impairment may result from an acquired brain injury. (3) The disability must be permanent or likely to be permanent. (4) The disability may be, but need not be, of a chronic episodic nature.
Discloser	A person who makes a disclosure in accordance with the *Public Interest Disclosure Act 2010*.
Employee	of an entity, includes a person engaged by the entity under a contract of service.
Investigation	For the purposes of this procedure, investigation includes any enquiry undertaken to establish whether the information provided in a PID can be substantiated, including a review or audit.
Journalist	a person engaged in the occupation of writing or editing material intended for publication in the print or electronic news media.
Maladministration	As defined in schedule 4 of the *Public Interest Disclosure Act 2010*, maladministration is administrative action that— (a) was taken contrary to law; or (b) was unreasonable, unjust, oppressive, or improperly discriminatory; or (c) was in accordance with a rule of law or a provision of an Act or a practice that is or may be unreasonable, unjust, oppressive, or improperly discriminatory in the particular circumstances; or (d) was taken— (i) for an improper purpose; or (ii) on irrelevant grounds; or (iii) having regard to irrelevant considerations; or (e) was an action for which reasons should have been given, but were not given; or (f) was based wholly or partly on a mistake of law or fact; or (g) was wrong.
Natural justice	Natural justice, also referred to as 'procedural fairness' applies to any decision that can affect the rights, interests or expectations of individuals in a direct or immediate way. Natural justice is at law a safeguard applying to an individual whose rights or interests are being affected. The rules of natural justice, which have been developed to ensure that decision-making is fair and reasonable, are: • avoid bias; and

	• give a fair hearing. • act only on the basis of logically probative evidence.
Organisational support	For the purposes of this procedure, organisational support means actions such as, but not limited to: • providing moral and emotional support • advising disclosers about agency resources available to handle any concerns they have as a result of making their disclosure • appointing a mentor, confidante or other support officer to assist the discloser through the process • referring the discloser to the agency's Employee Assistance Program or arranging for other professional counselling • generating support for the discloser in their work unit where appropriate • ensuring that any suspicions of victimisation or harassment are dealt with • maintaining contact with the discloser • negotiating with the discloser and their support officer a formal end to their involvement with the support program when it is agreed that they no longer need assistance.
Proper authority	A person or organisation that is authorised under the *Public Interest Disclosure Act 2010* to receive disclosures.
Public officer	A public officer, of a public sector entity, is an employee, member or officer of the entity.
Reasonable belief	A view which is objectively fair or sensible.
Reasonable management action	Action taken by a manager in relation to an employee, includes any of the following taken by the manager— (a) a reasonable appraisal of the employee's work performance; (b) a reasonable requirement that the employee undertake counselling; (c) a reasonable suspension of the employee from the employment workplace; (d) a reasonable disciplinary action; (e) a reasonable action to transfer or deploy the employee; (f) a reasonable action to end the employee's employment by way of redundancy or retrenchment; (g) a reasonable action in relation to an action mentioned in paragraphs (a) to (f); (h) a reasonable action in relation to the employee's failure to obtain a promotion, reclassification, transfer or benefit, or to retain a benefit, in relation to the employee's employment.
Reprisal	The term 'reprisal' is defined under the *Public Interest Disclosure Act 2010* as

	causing, attempting to cause or conspiring to cause detriment to another person in the belief that they or someone else: • has made or intends to make a disclosure; or • has been or intends to be involved in a proceeding under the disclosure Act against any person. Reprisal under the *Public Interest Disclosure Act 2010* is a criminal offence and investigations may be undertaken by the Queensland Police Service.
Subject officer	An officer who is the subject of allegations of wrongdoing made in a disclosure.
Substantial and specific	Substantial means 'of a significant or considerable degree'. It must be more than trivial or minimal and have some weight or importance. Specific means "precise or particular". This refers to conduct or detriment that is able to be identified or particularised as opposed to broad or general concerns or criticisms.

20. Relevant Legislation

Crime and Corruption Act 2001
Local Government Act 2009
Ombudsman Act 2001
Human Rights Act 2019
Public Interest Disclosure Act 2010
Public Records Act 2023
Public Sector Ethics Act 1994

21. Related Policies and Procedures

Complaints Management Policy
Employee Code of Conduct
Councillor Code of Conduct
Public Interest Disclosure Policy
Fraud and Corruption Control Guidelines
Enterprise Risk Management Framework
Investigation Policy and Guide
Privacy Policy

22. Supporting information

Public Interest Disclosure Procedure
Public Interest Disclosure Standard No. 1/2019
Public Interest Disclosure Standard No. 2/2019

[Public Interest Disclosure Standard No. 3/2019]
[*Disclosure Fact sheet 1: What is a disclosure*]
[*Disclosure Fact sheet 2: Checklist for making a disclosure*]
[*Disclosure Fact sheet 3: Discloser information and support*]
[Queensland Ombudsman Public Interest Disclosure resources and guidance for agencies]

8.11 Subject: Related Party Disclosures Policy Review
Attachments: Related Party Disclosures Policy
Author: Director Corporate & Community Services
Date: 3rd September 2026

Executive Summary:
Council is presented with a reviewed Related Party Disclosures Policy V3, for consideration and adoption.

Recommendation:
That Council adopt the Related Party Disclosures Policy version 3.0 as presented.

Background:
In accordance with the *Local Government Regulation 2012* and Australian Accounting Standard AASB 124 Related Party Disclosures, McKinlay Shire Council is required to identify, record, and disclose related party relationships, transactions, and outstanding balances (including commitments) in its general purpose financial statements.

The Related Party Disclosures Policy has been reviewed. The updates are primarily minor formatting, structural, and grammatical refinements to improve readability.

The previous version of this policy was adopted in June 2022.

Consultation:
Chief Executive Officer

Legal Implications:
The policy is established pursuant to Council's statutory obligations under the *Local Government Act 2009*, the *Local Government Regulation 2012* (specifically section 177), AASB 124, the *Information Privacy Act 2009*, and the *Right to Information Act 2009*.

Maintaining an updated framework ensures transparent financial reporting while protecting confidential personal information and KMP notifications from inappropriate public disclosure.

Policy Implications:
On adoption of version 3.0 it will revoke all previous versions of policies of this title.

Financial and Resource Implications:
N/A

InfoXpert Document ID: 138567

RELATED PARTIES DISCLOSURE POLICY

1. POLICY STATEMENT

The Related Party Disclosure Policy aims to assist Council in complying with disclosure requirements concerning key management personnel, their close family members and entities controlled or jointly controlled by any of them stipulated under the *Australian Accounting Standard AASB 124 Related Party Disclosures and the Australian implementation guidance for not-for-profit public sector entities (**AASB 124**).*

2. SCOPE

This policy is to be applied in:

(1) identifying related party relationships; related party transactions, and ordinary citizen transactions concerning key management personnel, their close family members and entities controlled or jointly controlled by any of them; and

(2) identifying information about the related party transactions for disclosure;

(3) establishing systems to capture and record the related party transactions and information about those transactions;

(4) identifying the circumstances in which disclosure of the items in subparagraphs (1) and (2) are required;

(5) determining the disclosures to be made about those items in the general purpose financial statements for the purpose of complying with the AASB 124.

3. POLICY OBJECTIVES

The objective of the policy is to ensure that the existence of certain related party relationships and related party transactions concerning key management personnel, their close family members and entities controlled or jointly controlled by any of them, and information about the transactions, necessary for users to understand the potential effects on the financial statements are properly identified, recorded in Council's systems, and disclosed in Council's general purpose financial statements in compliance with the AASB 124, the *Information Privacy Act 2009* and the *Right to Information Act 2009.*

4. BACKGROUND AND/OR PRINCIPLES

Local Government Regulation 2012, section 177, requires Council to prepare its general purpose financial statements in compliance with, relevantly, Australian Accounting Standards and, relevantly for the purpose of this policy, the AASB 124.

5. AASB 124 DISCLOSURE REQUIREMENTS

(1) (***Disclosures***) Relevant to this policy, to comply with the AASB 124, for annual periods beginning on or after 1 July 2016, Council will disclose in its general purpose financial statements the information specified in section 5(2) for related party transactions with,

amongst others[1], the following persons during the periods covered by the financial statement:[2]

(a) Council's key management personnel;

(b) other related parties, comprising:

(i) a close family member of a key management person of Council;

(ii) entities controlled or jointly controlled by a key management person of Council;

(iii) entities controlled or jointly controlled by a close family member of a key management person of Council,

(2) (***Disclosed Information***) For each category of related party transactions specified in section 1(1), Council will disclose the following information in Councils' general purpose financial statements:

(a) the nature of the related party relationship;

(b) the amount of the transactions;

(c) the amount of outstanding balances, including commitments and terms, and:

(i) their terms and conditions, including whether they are secured, and the nature of the consideration to be provided in settlement; and

(ii) details of any guarantees given or received;

(d) provisions for bad/doubtful debts related to the amount of outstanding balances; and

(e) the expense recognised during the period in respect of bad or doubtful debts due from related parties.

(3) (***In Aggregate or Separate***) For each related party category specified in section 1(1), Council will disclose information specified in section 5(2) for related party transactions of a similar nature in aggregate except when separate disclosure is necessary for an understanding of the effects of related party transactions on the financial statements of Council, having regard to the following criteria:

(a) the nature of the related party relationship;

(b) the significance of the transaction (individually or collectively) in terms of size or value (including where the materiality arises due to the fact that no consideration for the transaction is given or received by Council);

(c) whether the transaction is carried out on non-arm's length terms;

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[1] For example, the AASB 124 also requires disclosure of related party transactions with Council subsidiaries, entities who are associates of Council or of a Council subsidiary, and joint ventures in which Council or a Council subsidiary is a joint venturer.

[2] See the AASB 124, paragraphs 18 to 24.

(d) whether the nature of the transaction is outside normal day-to-day business operations,

based on the factors and thresholds determined by the Director Corporate and Community Services in consultation with the Chief Executive Officer.

6. IDENTIFYING RELATED PARTY TRANSACTIONS WITH KMPs AND THEIR CLOSE FAMILY MEMBERS

(1) (***RPT Notifications***) Key management personnel (***KMP***) must provide a Related Party Transactions Notification (***RPT Notification***), in the form set out in Attachment A, notifying any existing or potential related party transactions between Council and either themselves, their close family members or entities controlled or jointly controlled by them or any of their close family members, subject to section 6(6), to the Chief Executive Officer by no later than the following periods during a financial year (***specified notification period***):

(a) 30 days after the commencement of the application of this policy;

(b) 30 days after a KMP commences their term or employment with Council;

(c) 30 November; or

(d) 30 June.

(2) (***RPT Notification Form***) At least 30 days before a specified notification period, the Director of Corporate and Community Services will provide KMPs with a RPT Notification form and a Privacy Collection Notice as set out in Attachment B.

(3) (***Additional RPT Notifications***) Also, during a financial year, if a KMP knows of:

(a) any new or potential related party transaction that is required or likely to be required to be disclosed in Council's financial statements; or

(b) any change to a previously notified related party transaction (including a change to a related party relationship),

the KMP must provide additional RPT Notifications notifying of the new or potential related party transactions or changes, by no later than 30 days after the KMP knows of the transaction or change.

(4) (***Suspected Related Party Transaction***) If a KMP suspects that a transaction may constitute a related party transaction, the KMP should provide a RPT Notification to the Chief Executive Officer for consideration and determination.

(5) (***Other Notifications***) The notification requirements in this section 6 are in addition to the notifications a KMP must make to comply with:

(a) for councillors, sections 172 and 173 of the *Local Government Act* in relation to material personal interests and conflicts of interest; and

(b) for the CEO and other senior executive officers who are KMPs, the Employee Code of Conduct; and

(c) the recording of interests in a register of interests kept under the *Local Government Regulation 2012*.

(6) (***Exclusions***)The notification requirements in this section 6 do not apply to:

(a) related party transactions that are ordinary citizen transactions not assessed as being material as determined under section 6(8); and

(b) for councillors, expenses incurred and facilities provided to a councillor during the financial year, under Council's Councillors Expenses Reimbursement Policy, the particulars of which are contained in Council's annual report pursuant to the *Local Government Regulation*, section 186.

(7) (***Digital Extraction***) The Senior Finance Officer will digitally identify and extract information specified in section 5(2) against each notified related party transaction in Council's computerised business systems for the purpose of recording the related party transactions and associated information in the register of related party transactions.

(8) (***Other Sources of Information***) To ensure all related party transactions are captured and recorded, the Senior Finance Officer may review other sources of information held by Council including, without limitation:

(a) a register of interests of a KMP and of persons related to the KMP;

(b) minutes of Council and committee meetings.

(9) (***Manual Investigation and Recording of Information***) For notified related party transactions that are not captured by Council's computerised business systems, the Senior Finance Officer will manually review the transactional documentation and record the information specified in section 5(2) for the subject transaction in the register of related party transactions.

7. ORDINARY CITIZEN TRANSACTIONS

(1) (***Non-material in Nature***) A KMP is not required to notify in a RPT Notification, and Council will not disclose in its financial statements, related party transactions that are ordinary citizen transactions assessed to be not material in nature.

(2) (***Material in Nature***) A KMP is required to notify in a RPT Notification, and Council will disclose in its financial statements in accordance with section 5, related party transactions that are ordinary citizen transactions assessed to be material in nature.

(3) (***Materiality Assessment***) The Director of Corporate and Community Services will review and assess the materiality of related party transactions that are ordinary citizen transactions to determine whether the disclosure of such transactions are necessary for an understanding of the effects of the related party transactions on the financial statements, having regard to the criteria specified in section 5(3).

(4) (***Digital Extraction***) The Senior Finance Officer will digitally identify and extract information specified in section 5(2) against each notified related party transaction that is an ordinary citizen transaction assessed as being material in nature in Council's computerised business

systems for the purpose of recording the related party transactions and associated information in a register of related party transactions.

8. REGISTER OF RELATED PARTY TRANSACTIONS

(1) (***Maintain a Register***) The Senior Finance Officer must maintain and keep up to date a register of related party transactions that captures and records the information specified in section 5(2) for each existing or potential related party transaction[3] (including ordinary citizen transaction assessed as being material in nature) during a financial year.

(2) (***Contents of Register***) The contents of the register of related party transactions must detail for each related party transaction:

(a) the description of the related party transaction;

(b) the name of the related party;

(c) the nature of the related party's relationship with Council;

(d) whether the notified related party transaction is existing or potential;

(e) a description of the transactional documents the subject of the related party transaction;

(f) the information specified in section 5(2).

(3) The Senior Finance Officer is responsible for ensuring that the information specified in section 5(2) is disclosed in Council's financial statements to the extent, and in the manner, stipulated by the AASB 124, subject to section 5(3).

9. INFORMATION PRIVACY

(1) (***Confidential***) The following information is classified as confidential, and is not available for inspection by or disclosure to the public, including through a *Right to Information* (***RTI***) application:

(a) information (including personal information) provided by a key management person in a RPT Notification; and

(b) personal information contained in a register of related party transactions.

(2) (***When Consent Required***) Except as specified in this policy, Council and other permitted recipients will not use or disclose personal information provided in a RPT Notification by a KMP or contained in a register of related party transactions, for any other purpose or to any other person except with the prior written consent of the subject KMP.

[3] See footnote 6

(3) (***Permitted Recipients***) The following persons are permitted to access, use and disclose the information (including personal information) provided in a RPT Notification or contained in a register of related party transactions for the purposes specified in section 9(4):

(a) a councillor;

(b) the chief executive officer;

(c) the Director Corporate and Community Services being responsible for the preparation of financial reporting;

(d) financial officers within Council's unit of administration responsible for the preparation of financial reporting authorised by Director Corporate and Community Services;

(e) members of Council's audit committee;

(f) an auditor of Council (including an auditor from the Queensland Audit Office).

(4) (***Permitted Purposes***) A person specified in section 9(3) may access, use and disclose information (including personal information) in a RPT Notification or contained in a register of related party transactions for the following purposes:

(a) to assess and verify a notified related party transaction;

(b) to reconcile identified related party transactions against those notified in a RPT Notification or contained in a register of related party transactions;

(c) to comply with the disclosure requirements of the AASB 124;

(d) to verify compliance with the disclosure requirements of the AASB 124.

(5) An individual may access their personal information provided by a KMP in a RPT Notification or contained in a register of related party transactions in accordance with Council's Information Privacy Policy.

10. RIGHT TO INFORMATION STATUS

(1) (***No Public Inspection***) The following documents are not open to or available for inspection by the public:

(a) RPT Notifications provided by a KMP; and

(b) a register of related party transactions.

(2) (***Not RTI-accessible***) A RTI application seeking access to or release of:

(a) a document or information (including personal information) provided by a KMP in a RPT Notification; or

(b) personal information contained in a register of related party transactions;

will be refused on the grounds the document or information comprises information the disclosure of which would, on balance, be contrary to the public interest under sections 48 and 49 of the *Right to Information Act*, item 8 of schedule 3 and items 2, 3 and 16 of part 3, schedule 4.

(3) (***Transactional Documentation***) A RTI application seeking access to and release of transactional information and documentation the subject of a related party transaction with Council will be considered, assessed and decided in accordance with Council's usual procedures regarding applications made under the *Right to Information Act.*

11. DEFINITIONS

Each of the following expressions in bold to the left bears the meaning shown opposite:

arm's length terms	Terms between parties that are reasonable in the circumstances of the transaction that would result from: (a) neither party bearing the other any special duty or obligation; and (b) the parties being unrelated and uninfluenced by the other; and (c) each party having acted in its own interest.
associate	In relation to an entity (***the first entity***), an entity over which the first entity has significant influence.
close family members or **close members of the family**[4]	In relation to a key management person, family members who may be expected to influence, or be influenced by, that key management person in their dealings with Council and include: (a) that person's children and spouse or domestic partner; (b) children of that person's spouse or domestic partner; and (c) dependants of that person or that person's spouse or domestic partner. For the purpose of the AASB 124, close family members could include extended members of a family (such as, without limitation, parents, siblings, grandparents, uncles/aunts or cousins) *if* they could be expected to influence, or be influenced by, the key management person in their dealings with Council.

[4] The definition of "close members of the family of a person" as contained in the AASB 124 is broader than the definition of "related" in relation to a person for the purpose of a register of interests under the *Local Government Regulation*.

control	Control of an entity is present when there is: (a) power over the entity; and (b) exposure or rights to variable returns from involvement with the entity; and (c) the ability to use power over the entity to affect the amount of returns received, as determined in accordance with AASB 10 *Consolidated Financial Statements, paragraphs 5 to 18, and Appendices A (Defined Terms) and B (Application Guidance)*.
joint control	The contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.
joint venture	An arrangement of which 2 or more parties have joint control and have right to the net assets of the arrangement.
joint venturer	A party to a joint venture that has joint control of that joint venture.
key management personnel or **key management person** or **KMP**	Person(s) having authority and responsibility for planning, directing and controlling the activities of Council. Specifically, key management personnel of Council are: (a) the mayor; (b) councillors; (c) the chief executive officer; (d) the directors of each department; (e) the Works Manager.

Ordinary citizen transactions	Transactions that an ordinary citizen would undertake with Council, which is undertaken on arm's length terms and in the ordinary course of carrying out Council's functions and activities. *Examples* of ordinary citizen transactions assessed to be not material in nature are: (a) paying rates and utility charges; (b) using Council's public facilities after paying the corresponding fees.
related party	A person or entity that is related to Council pursuant to the definition contained in the AASB 124, paragraph 9. Examples of related parties of Council are: (a) Council subsidiaries; (b) key management personnel; (c) close family members of key management personnel; (d) entities that are controlled or jointly controlled by key management personnel or their close family members.

related party transaction	A transfer of resources, services or obligations between the Council and a related party, regardless of whether a price is charged. *Examples* of related party transactions are: (a) purchases or sales of goods; (b) purchases or sales of property and other assets; (c) rendering or receiving of services; (d) rendering or receiving of goods; (e) leases; (f) transfers under licence agreements; (g) transfers under finance arrangements (example, loans); *Note: Financial arrangements are subject to the Statutory Bodies Financial Arrangements Act 1982* (h) provision of guarantees (given or received); *Note: Guarantees are financial arrangements that are subject to the Statutory Bodies Financial Arrangements Act 1982.* (i) commitments to do something if a particular event occurs or does not occur in the future; (j) settlement of liabilities on behalf of Council or by Council on behalf of that related party.
related party transactions notification or **RPT Notification**	A document entitled *Related Party Transactions Notification provided by Key Management Personnel* in the form set out in Attachment A.
significant influence	The power to participate in the financial and operating policy decisions of another entity but is not control or joint control of those policies, as determined in accordance with Australian Accounting Standard *AASB 128 Investments in Associates and Joint Ventures, paragraphs 3, 5 and 6*.

12. LEGISLATIVE REFERENCE

Local Government Act 2009 and Local Government Regulation 2012
Accounting Standard AASB 124 Related Party Disclosures
Information Privacy Act 2009

Right to Information Act 2009

13. RELATED POLICIES/PROCEDURES

Sections 172 (Councillor's Material Personal Interests at a meeting) and 173 (Councillor's Conflict of Interest at a meeting), *Local Government Act 2009*
Employee Code of Conduct
Councillor Code of Conduct
Information Privacy Policy

14. APPLICATION DATE OF POLICY

This policy applies with effect on and from 16 September 2026.

15. NEXT REVIEW

This policy will be reviewed when any of the following occur:

1. The related legislation/documents are amended or replaced.
2. Other circumstances as determined from time to time by a resolution of Council.
3. Periodic review – 3 years from date of adoption.

Attachment A

[Related Party Transactions Notification]

Attachment B

[Privacy Collection Notice]

8.12 Subject: Budget Reallocation Capital Works Program 2026-2027
Attachments: Nil
Author: Director Corporate & Community Services

Executive Summary:

This report is being presented to Council to consider a budget reallocation within the approved Capital Works budget for the 2026-2027 financial year. Necessary modifications to a community facility have been identified in order to allow full usage of the facility.

Recommendation:

Council resolves to approve the reallocation of funds through the 2026 - 2027 Capital Works Program from the Civic Centre Upgrade project and allocate $9,500 to Community Children's Hub project.

Background:

Council has allocated $15,000 in the 2026-27 Capital Works Program to complete the Community Children's Hub. To meet the Department's regulatory conditions, Council must modify the window in the Toddler room bathroom to improve supervision. Council currently has conditional Service Approval that excludes use of the Toddler room, meaning only two of the three rooms can be used for care. Lowering the bottom of the window will remove this condition and allow all three rooms to operate. The estimated cost of the window modification is $12,000. Allocating the additional budget will allow these works, and works already completed, to be funded within an approved budget allocation.

The Civic Centre Upgrade project has been completed under budget. The approved budget was $100,000, with total expenditure of $90,493. It is proposed that the resulting $9,500 saving be reallocated to the Community Children's Hub project.

Consultation:
Chief Executive Officer, Community Children's Hub Project Manager and Department of Education.

Legal Implications:
Nil

Policy Implications:
Nil

Financial and Resource Implications:

The overall budgeted amount in the Capital Works Program 2026-27 would remain the same, however the reallocation of $9,500 would allow the Community Children's Hub to open at full capacity with all three rooms being utilized.

InfoXpert Document ID: 138619

9.0 CHIEF EXECUTIVE OFFICER

9.1 Subject: Chief Executive Officer's Report to September Meeting of Council
Attachments: NIL
Author: CEO
Date: 8th September 2026

Executive Summary:
In addition to the information provided below, a verbal update will be given on current matters headlined in the body of the report which have arisen from the Office of the Chief Executive Officer.

Recommendation:
That Council receive and note the report from the Chief Executive Officer for the period ending 8th September 2026 except where amended or varied by separate resolution of Council.

1. Meetings with External Organisations in September

The Mayor (Cr. Fegan) and CEO met with (or will meet with): -

- (i) Andrew Napier (Multicom) for the regular monthly update.
- (ii) Attend the CAN Meeting on 10th September.
- (iii) The Rural Fire Service Area Officer on 11th September (Cr. Royes will attend this meeting).
- (iv) The Local Government Remuneration Commission on 11th September via Teams.
- (v) The Workcamp Committee Meeting on 14th September (Cr. Lynch will also attend this meeting).
- (vi) AIC Mines executives on 15th September for an update on the Jericho Project (all of the Councillors have been invited to this update).
- (vii) Attend the NWQROC Annual General Meeting on 25th September via Teams.

The Mayor, Cr. Fegan and the Acting CEO, Ms. Cody met with RDA North and North West Queensland on 7th September.

Recommendation:

For Council Information

2. Attendance of Mayor to the LGAQ Delegation to Meet the Minister for Early Childhood Education in Canberra on 10th September 2026

The Mayor, Cr. Fegan is meeting with the Hon. Jess Walsh, Minister for Early Childhood Education in Canberra on 10th September 2026. The meeting has been organised by the LGAQ who will attend together with 2 other Western Queensland mayors. It is recommended Council approves the attendance of the Mayor to the meeting with the Hon. Jess Walsh in Canberra on 10th September 2026.

Recommendation:

Council approves the attendance of the Mayor, Cr. Fegan, at the meeting with the Hon. Jess Walsh, Minister for Early Childhood Education, in Canberra on 10th September.

Policy/Legislative:

LG Act 2009 & LG Regulation 2012
Policies
Awards

Operational Financial and Resource Implications:

To be further advised

Consultation and engagement:

Councilors
Directors
Relevant Council staff
External agencies

InfoXpert Document ID: 126405

10. WORKPLACE HEALTH AND SAFETY

10.1 Subject: WHS Monthly Report – August 2026
Attachments: Nil
Author: Workplace Health and Safety Advisor
Date: **8 September 2026**

Executive Summary:

This report has been further developed and outlines Work Health and Safety performance results and actions for the period of August 2026.

Recommendation:

That Council receives the August 2026 WHS Report.

Background:

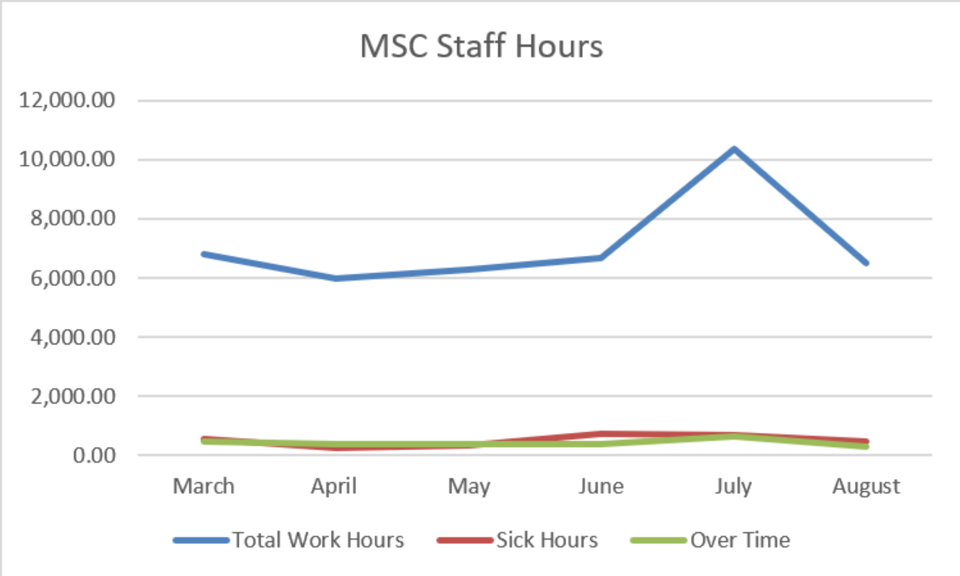
This report outlines the Work Health and Safety performance results and actions for the period of August 2026.

There has been increased efforts in the safety system project which is improving organisational compliance. Key Highlights include:

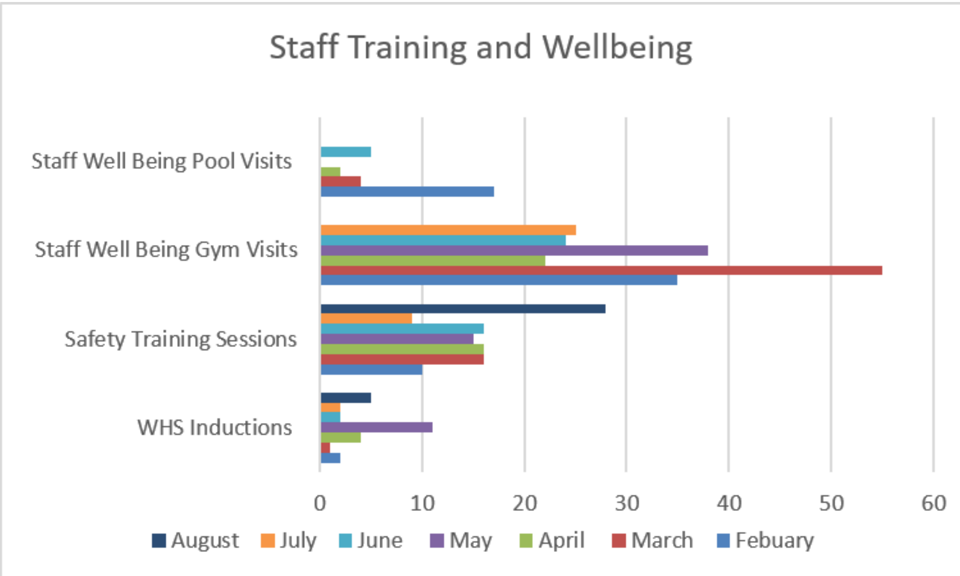
- WHS Review with LGW
- Ongoing continuous improvement of the safety management system
- Continued hazard inspections
- Continued to Handle Existing LGW Claims
- Developing a WHS Document Register
- Updating and reviewing the WHSMP
- Field Inspection
- Updating and Reviewing SOP with Crews

Key Safety Metrics:

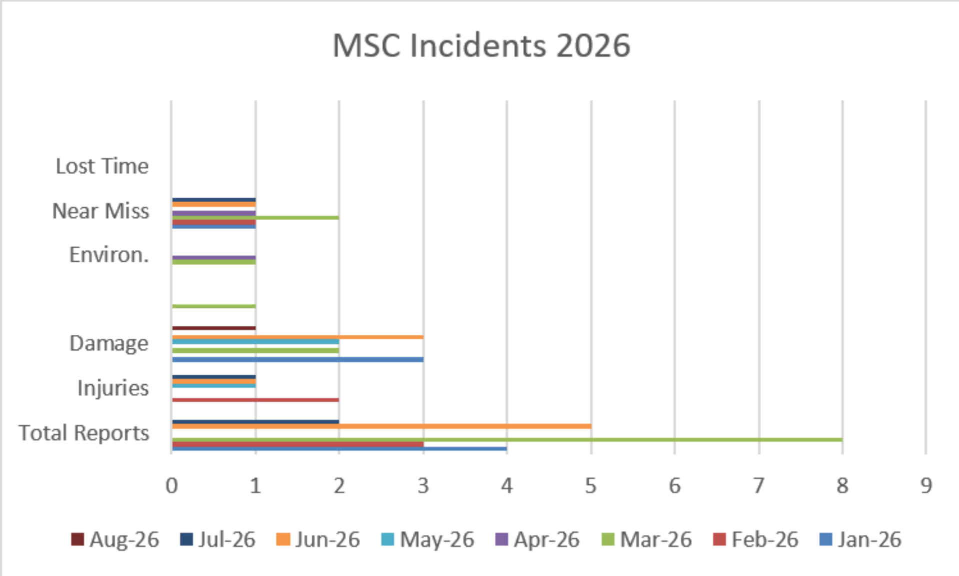
Key safety metrics for September 2026 are below;



During March to August, total staff hours fluctuated, with a notable increase in July before returning to a more typical level in August. Sick hours also increased during June and July, while overtime remained relatively low throughout the period. The significant rise in total work hours in July appears to have been temporary, with August showing a reduction back towards previous levels. Continued monitoring will help determine whether staff hours remain stable and whether the reduction in July's peak is sustained.



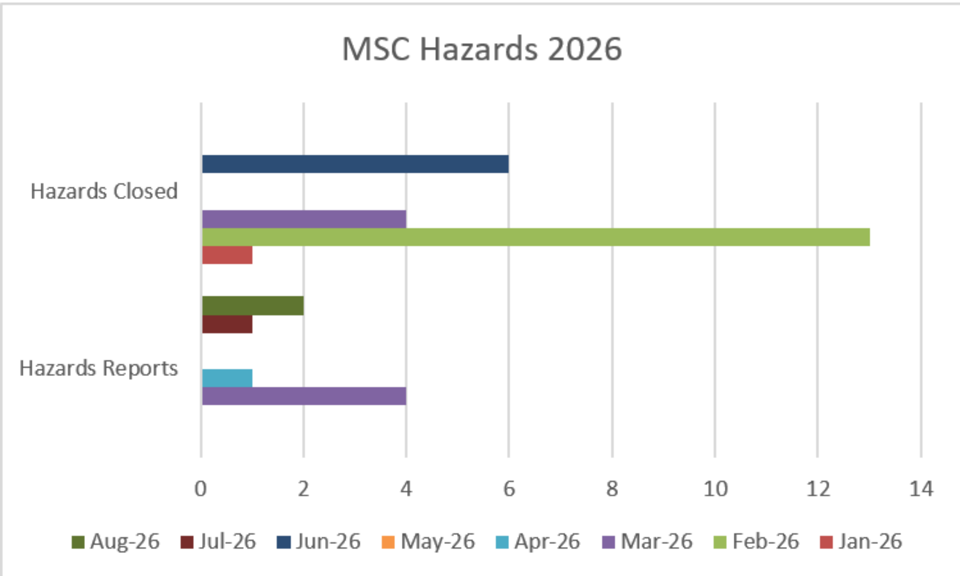
Incidents



During January to August, total incident reports fluctuated, with the highest level recorded in March before reducing in subsequent months. Near misses and environmental incidents remained relatively low, while damage incidents showed some variation across the period. Injury reports were also limited, with a small increase noted in June. Overall, the reduction in total reports following March indicates a lower level of recorded incidents, although continued monitoring is important to identify any emerging trends and maintain focus on proactive reporting.

- **Driving Incident:** Reversing incident while employee had put tail gate down reversed into the premix stock pile and dinted the tail gate

Hazards



There have been 2 Hazards reported for the month of August

- Potential Electrical Exposed at Father Bill Centre
- Trip and Fall Hazard at Father Bill Centre

Workplace Safety Activities

- VOC for high risk plant – completed
- Staff immunisations under review in collaboration with Human Resources, including updates to requirements and records (e.g. Q Fever, Hepatitis A and B)
- WHS Review with LGW
- Ongoing continuous improvement of the safety management system
- Continued hazard inspections
- Continued to Handle Existing LGW Claims
- Developing a WHS Document Register
- Updating and reviewing the WHSMP
- Field Inspection
- Updating and Reviewing SOP w ith Crews
- Working on developing a plant Risk assessment

Training and Compliance

All required high-risk work licences were obtained in June, and Verification of Competency (VOC) assessments were completed in July for all staff required to hold them.

Budget & Resourcing

The Workplace Health and Safety Budget for the month of is within operational tolerances refer to revenue and expenditure table below:

PROGRAM	REVENUE			EXPENDITURE		
	Actuals	%	Budget	Actuals	%	Budget
3700 WP. HEALTH & SAFETY		0%	$ -	$ 96,871	3%	$ 346,000

Currently there are no additional requests for budget as part of continual improvement projects.

Next Month Focus and Forward Work

Next Month's work Effort will include:

- Health and safety Committee Meeting
- Field inspections and audits.
- Continued liaison Workers Comp Claims
- Continued improvements for the 2027 NAT Audit
- Further development and review of SWMS
- Continued Hazard Inspections
- Further Development and Implementation of SOP
- Further Development and Implementation of Plant Risk Assessments

Consultation: (internal/External)

Directors, Managers, Supervisors

Legal Implications:

Nil

Policy Implications:

Nil

Financial and Resource Implications:

As provided in the report.

InfoXpert Document ID: 138572

11. GENERAL BUSINESS

12. CLOSE