

# Child Safe Risk Management Procedure

|                                |                                |
|--------------------------------|--------------------------------|
| <b>Policy No:</b>              | GOV-029                        |
| <b>Council Resolution Ref:</b> | CM2026/293                     |
| <b>Date Adopted:</b>           | 15 September 2026              |
| <b>Review Date:</b>            | 15 September 2027              |
| <b>Version No:</b>             | 1                              |
| <b>Responsible Officer:</b>    | Director of Corporate Services |

## 1. Purpose

This Procedure establishes Murweh Shire Council's (MSC) approach to proactively identifying, assessing and treating child safety risks across Council facilities, programs, activities, events and roles, consistent with Child Safe Standard 2 (Risk Management) and Standard 8 (Physical and Online Environments) under the *Child Safe Organisations Act 2024* (Qld).

This Procedure operationalises GOV-001 Risk Management Policy for the specific domain of child safety, in accordance with GOV-001's Complementary Policies and Procedures provision. It applies the risk identification, analysis, evaluation, treatment and monitoring approach set out in GOV-001 to risks affecting children and young people, and does not replace or duplicate GOV-001.

Council's risk appetite for child safety risk is Minimal to Zero, as set out in GOV-001's Risk Appetite Statement (People, Safety and Child Safety category). Council has zero tolerance for child abuse, neglect, exploitation or grooming.

## 2. Scope

### 1.1. Application

This Procedure applies to:

- all Council facilities, programs, activities and events involving, or reasonably likely to involve, contact with children;
- all Council positions and roles assessed as involving regulated or unsupervised contact with children;
- external individuals or organisations granted access to Council facilities to deliver activities involving children;
- new or materially changed facilities, programs, activities, events or roles prior to commencement.

### 1.2. Exclusions

This Procedure does not apply to:

- risk assessment following receipt of a child safety report, concern or allegation, which is governed by GOV-025 Child Safe Reporting, Complaints and Incident Management Procedure and GOV-027 Reportable Conduct Scheme Procedure;
- pre-placement risk assessment for work experience students and trainees under 18, which is governed by HR-039 Work Experience and Student Placement Procedure and its Template T1;
- general workplace health and safety risks not specific to child safety, which are governed by WHS-001 Workplace Health & Safety Policy Statement.

# Child Safe Risk Management Procedure

## 3. Principles

- Child safety risk management is preventive and ongoing, not a one-off compliance task.
- Risk assessment must consider the views and vulnerabilities of children, including children with disability, Aboriginal and Torres Strait Islander children, and children from culturally and linguistically diverse backgrounds.
- Risk treatment must be proportionate to the level of risk identified and consistent with Council's Minimal to Zero risk appetite for child safety under GOV-001.
- Child safety risk management is the responsibility of all workers, not solely the Child Safety Officer.

## 4. Relationship to Incident Risk Assessment

This Procedure addresses preventive risk management: identifying and treating risks before harm occurs. It is distinct from the reactive risk assessment Council undertakes after a child safety report or reportable conduct allegation is received, which assesses immediate risk to a child and is governed by GOV-025 and GOV-027.

Where a facility, program, activity, event or role assessed under this Procedure has previously been the subject of a reportable conduct matter or child safety incident, the relevant Director must ensure the findings and any systemic recommendations from that matter are incorporated into the next risk assessment conducted under this Procedure.

## 5. Risk Identification

Directors and Managers must identify child safety risks within their area of responsibility, including risks arising from:

- physical environments (including supervision lines of sight, isolated areas, and access control at facilities such as the library, pool, Cosmos Centre and tourism facilities);
- online and digital environments (including communication channels, photography and social media use);
- staffing models and supervision ratios;
- programs, activities and events involving children, including those delivered by external providers using Council facilities;
- positions and roles with regulated or unsupervised contact with children, including Blue Card requirements under HR-038.

## 6. Risk Analysis and Rating

Risk analysis under this Procedure follows Council's risk methodology set out in GOV-001: each identified risk is rated by considering its Likelihood and Consequence, using the Likelihood x Consequence matrix in the Child Safe Risk Assessment Template. The resulting rating (Low, Medium, High or Extreme) determines the control measures required and the approval threshold that applies.

Where a risk's inherent rating (before controls) sits at High or Extreme, the assessor must identify controls sufficient to bring the residual rating (after controls) within Council's Minimal to Zero appetite for child safety risk before the activity, program or role may proceed at Low or Medium.

## 7. Risk Assessment Process

A Child Safe Risk Assessment Template must be completed for each facility, program, activity, event or role in scope of this Procedure:

- before a new facility, program, activity or event involving children commences;

## Child Safe Risk Management Procedure

- before a position is newly created or materially changed if it involves contact with children;
- at least once every 24 months for existing facilities, programs and roles in scope;
- following any material change to the environment, staffing, or activity that could affect child safety risk;
- where an external provider seeks ongoing or repeated access to a Council facility to deliver activities involving children.

Approval thresholds, consistent with GOV-001's Approval Authority for Risk Ratings:

| Rating  | Meaning                                                     | Approval Required                                           |
|---------|-------------------------------------------------------------|-------------------------------------------------------------|
| Low     | Standard controls sufficient                                | Manager sign-off                                            |
| Medium  | Additional controls required                                | Director sign-off                                           |
| High    | Significant risk; must not proceed without further approval | CEO (with the relevant Director)                            |
| Extreme | Unacceptable risk given Council's Minimal to Zero appetite  | Must not proceed; Council resolution required to reconsider |

### 8. External Providers and Facility Hire

Where an external organisation or individual (not a Council worker) is granted access to a Council facility to deliver an activity involving children, the relevant Manager must apply the minimum documentation declaration required as a condition of facility access, consistent with Council's position on activity providers using Council facilities. Completion of a Child Safe Risk Assessment Template does not replace this requirement.

Where Council's Reportable Conduct Scheme coverage for an activity delivered by a non-Council worker at a Council facility is unclear, the matter must be referred to the Governance Officer (Child Safety Officer) for consideration, including potential consultation with the Queensland Family and Child Commission.

### 9. Responsibilities

Council is responsible for:

- maintaining this Procedure and the Child Safe Risk Assessment Template;
- providing training and awareness on child safe risk management to workers with responsibilities under this Procedure;
- reviewing this Procedure at least every two years or following material legislative change, consistent with GOV-001.

The Governance Officer (Child Safety Officer) is responsible for:

- maintaining the Child Safe Risk Assessment Template and the register of completed assessments;
- providing advice on risk ratings and control measures on request;
- escalating High and Extreme risk ratings to the relevant Director and the CEO, consistent with GOV-001's Approval Authority for Risk Ratings.

Directors and Managers are responsible for:

- identifying child safety risks within their area of responsibility;
- ensuring a Child Safe Risk Assessment Template is completed at the required intervals and triggers;
- implementing and monitoring control measures arising from completed assessments;
- notifying the Governance Officer (Child Safety Officer) of any High or Extreme risk rating.

# Child Safe Risk Management Procedure

Workers are responsible for:

- reporting child safety hazards or risk factors to their Manager as they are identified;
- complying with control measures arising from completed risk assessments.

## 10. Audit and Review

This Policy will be reviewed:

- every two years;
- following significant legislative changes;
- following a significant risk event; or
- as otherwise required by Council.

## 11. Definitions

| Term                       | Definition                                                                                                                                             |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| Child                      | A person under 18 years of age.                                                                                                                        |
| Child Safety Officer       | The officer appointed to carry out delegated child safety functions, currently the Governance Officer at MSC.                                          |
| Child                      | A person under 18 years of age.                                                                                                                        |
| Child Safety Officer       | The officer appointed to carry out delegated child safety functions, currently the Governance Officer at MSC.                                          |
| Consequence                | The forecast outcome of a risk event, rated against Council's consequence criteria in the Child Safe Risk Assessment Template.                         |
| Control                    | A process, policy, device or practice that modifies (reduces) a risk.                                                                                  |
| Control Measure            | An action or treatment implemented to reduce the likelihood or consequence of an identified risk.                                                      |
| Inherent Risk              | The level of risk before any controls are applied.                                                                                                     |
| Likelihood                 | The chance of a risk event occurring, rated against Council's likelihood criteria in the Child Safe Risk Assessment Template.                          |
| Preventive Risk Assessment | Risk assessment conducted under this Procedure to identify and treat child safety risks before harm occurs.                                            |
| Reactive Risk Assessment   | Risk assessment conducted after a child safety report, concern or allegation is received, governed by GOV-025 and GOV-027.                             |
| Residual Risk              | The level of risk remaining once controls have been applied.                                                                                           |
| Risk Appetite              | The level and type of risk Council is willing to accept in pursuit of its objectives, as set out in GOV-001.                                           |
| Risk Owner                 | The Manager or Director accountable for a facility, program, activity, event or role and for ensuring its child safety risks are assessed and treated. |
| Worker                     | Any person performing work for or on behalf of Council, including employees, volunteers, contractors and work experience students.                     |

## 12. Related Documents

Risk Management Policy

Child Safety and Wellbeing Policy

Child Safe Reporting, Complaints and Incident Management Procedure

Reportable Conduct Scheme Policy

# Child Safe Risk Management Procedure

Reportable Conduct Scheme Procedure

Code of Conduct

Child Safe Code of Conduct

Blue Card Management and Screening Procedure

Under 18 Staff and Work Experience Policy

Under 18 Staff and Work Experience Procedure

Workplace Health & Safety Policy Statement

Child Safe Risk Assessment Template

## 13. Legislation

Child Safe Organisations Act 2024 (Qld)

Working with Children (Risk Management and Screening) Act 2000 (Qld)

Child Protection Act 1999 (Qld)

Local Government Act 2009 (Qld)

Local Government Regulation 2012 (Qld)

Work Health and Safety Act 2011 (Qld)

AS/NZS ISO 31000:2018 Risk Management — Guidelines

## 14. Version Control

| Version No. | Date       | Approved | Amendment        |
|-------------|------------|----------|------------------|
| 1.0         | 15/09/2026 | CEO      | Initial Adoption |
|             |            |          |                  |
|             |            |          |                  |

## 15. Approval

|                         |            |            |             |
|-------------------------|------------|------------|-------------|
| Chief Executive Officer |            |            |             |
| Date:                   | 15/09/2026 | Signature: | Bruce Scott |

# Child Safe Risk Management Procedure

## Annexure A – Child Safe Risk Assessment Template

### Child Safe Risk Assessment Template

Supporting Template — GOV-029 Child Safe Risk Management Procedure

To be completed for: new or materially changed facilities, programs, activities, events, and roles involving children; or at least every 24 months for existing ones.

#### SECTION A — Subject of Assessment

|                                                    |                                                                                                                                                                     |
|----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Facility / Program / Activity / Event / Role Name: |                                                                                                                                                                     |
| Work Area / Directorate:                           |                                                                                                                                                                     |
| Assessment Type:                                   | <input type="checkbox"/> New <input type="checkbox"/> Periodic Review <input type="checkbox"/> Material Change<br><input type="checkbox"/> External Provider Access |
| Assessor Name and Position:                        |                                                                                                                                                                     |
| Date of Assessment:                                |                                                                                                                                                                     |
| Next Review Due (max 24 months):                   |                                                                                                                                                                     |

#### SECTION B — Likelihood and Consequence Criteria

Rate each risk factor in Sections C-F below using the Likelihood and Consequence scales, then use the matrix to derive the risk rating (Low / Medium / High / Extreme). This methodology is consistent with GOV-001 Risk Management Policy.

| Likelihood     | Description                                 |
|----------------|---------------------------------------------|
| Rare           | May occur only in exceptional circumstances |
| Unlikely       | Could occur at some time, but not expected  |
| Possible       | Might occur at some time                    |
| Likely         | Will probably occur in most circumstances   |
| Almost Certain | Expected to occur in most circumstances     |

## Child Safe Risk Management Procedure

| Consequence   | Description (Child Safety Context)                                                 |
|---------------|------------------------------------------------------------------------------------|
| Insignificant | No impact on child safety; no injury or harm                                       |
| Minor         | First-aid level incident; no lasting impact; minor policy breach                   |
| Moderate      | Injury or distress requiring intervention; boundary breach; reportable to GOV-025  |
| Major         | Serious harm or abuse; reportable conduct allegation; QFCC notification required   |
| Catastrophic  | Death or life-threatening harm to a child; systemic failure of child safe controls |

If Council's existing enterprise risk matrix (under GOV-001 or WHS-001) defines different Likelihood/Consequence scales, use those instead and disregard this section — confirm with the Governance Officer.

### Risk Rating Matrix

| Likelihood \ Consequence | Insignificant | Minor  | Moderate | Major   | Catastrophic |
|--------------------------|---------------|--------|----------|---------|--------------|
| Almost Certain           | Medium        | Medium | High     | Extreme | Extreme      |
| Likely                   | Low           | Medium | High     | High    | Extreme      |
| Possible                 | Low           | Medium | Medium   | High    | Extreme      |
| Unlikely                 | Low           | Low    | Medium   | High    | High         |
| Rare                     | Low           | Low    | Medium   | Medium  | High         |

### SECTION C — Environmental and Supervision Risk Factors

| Risk Factor                                                      | Likelihood | Consequence | Rating | Control Measure |
|------------------------------------------------------------------|------------|-------------|--------|-----------------|
| Areas with limited visibility or isolated spaces                 |            |             |        |                 |
| Single-adult-to-child contact opportunities                      |            |             |        |                 |
| Access by non-screened adults (no Blue Card) to children's areas |            |             |        |                 |

## Child Safe Risk Management Procedure

|                                                                                    |  |  |  |  |
|------------------------------------------------------------------------------------|--|--|--|--|
| Online or digital contact with children (communication, photography, social media) |  |  |  |  |
| Supervision ratio adequacy for the activity                                        |  |  |  |  |
| Transport arrangements involving children                                          |  |  |  |  |
| Risk of child-to-child harm                                                        |  |  |  |  |

### SECTION D — Role / Position Risk Factors (if assessing a position)

| Risk Factor                                                   | Likelihood | Consequence | Rating | Control Measure |
|---------------------------------------------------------------|------------|-------------|--------|-----------------|
| Regulated or unsupervised contact with children               |            |             |        |                 |
| Blue Card required for this position (confirm against HR-038) |            |             |        |                 |
| Access to children's personal information or records          |            |             |        |                 |

### SECTION E — External Provider Risk Factors (if applicable)

| Risk Factor                                                                | Likelihood | Consequence | Rating | Control Measure |
|----------------------------------------------------------------------------|------------|-------------|--------|-----------------|
| Provider workers' screening status verified (Blue Card or equivalent)      |            |             |        |                 |
| Reportable Conduct Scheme coverage for this activity confirmed             |            |             |        |                 |
| Minimum documentation declaration completed (condition of facility access) |            |             |        |                 |

## Child Safe Risk Management Procedure

### SECTION F — Overall Assessment

|                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Highest individual risk rating from Sections C-E:</b>                         | <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High <input type="checkbox"/> Extreme                                                                                                                                                                                                                                                     |
| <b>Overall Risk Rating (after controls / residual):</b>                          | <input type="checkbox"/> Low — standard controls sufficient, Manager sign-off<br><input type="checkbox"/> Medium — additional controls required, Director sign-off<br><input type="checkbox"/> High — must not proceed without further approval, CEO (with Director) sign-off<br><input type="checkbox"/> Extreme — must not proceed; Council resolution required to reconsider |
| <b>Approved to proceed?</b>                                                      | <input type="checkbox"/> YES <input type="checkbox"/> NO — see reason below                                                                                                                                                                                                                                                                                                     |
| <b>If NO — reason and action:</b>                                                |                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Linked to prior incident or reportable conduct matter? If yes, reference:</b> |                                                                                                                                                                                                                                                                                                                                                                                 |

### SECTION G — Sign-off

| Role                                                                  | Name & Signature | Date |
|-----------------------------------------------------------------------|------------------|------|
| Assessor (Manager)                                                    |                  |      |
| Director (required for Medium and above)                              |                  |      |
| CEO (required for High)                                               |                  |      |
| Governance Officer (Child Safety Officer) — notified for High/Extreme |                  |      |

*Filed in: Governance Records | Linked to: Child Safe Risk Assessment Register | Issued under GOV-028 Child Safe Risk Management Procedure |*