Safeguarding Children

Child Safe Action Plan

2025 – 2027

Big Fat Smile

Safeguarding Children Child Safe Action Plan 2025 – 2027

Our Child Safe Commitment Statement

Big Fat Smile is a child safe organisation, committed to ensuring and advocating for the safety and wellbeing of children entrusted to our care.

We demonstrate this commitment through embedding of the Child Safe Standards in culture, policies, procedures, and practice.

Big Fat Smile has a zero tolerance for child abuse and harm and allegations and safety concerns will be treated seriously and acted upon.

Legislation and Compliance Obligations

- United Nations Convention on the Rights of Children
- Education and Care National Law and Regulations
- Early Years Learning Framework
- My Time, Our Place
- National Quality Standards
- NSW Office of Children's Guardian
- Child Protection Legislation
- Reportable Conduct Obligations
- WWCC legislation

Our review Process Involved the following;

- Community and Fun Club Service Audits
- Organisational Preschool Staff Survey
- Child Safe Self-Assessment from the Office of Children's Guardian
- Consultation with Reconciliation Coordinator

Look - Do - Tell Framework

Our Child Safe Framework together with the Look - Do - Tell Framework underpin our approach to the prevention, identification and response to child harm, abuse, neglect and provides a common language for the protection of children.

All staff at Big Fat Smile have a responsibility to keep children safe from child abuse harm and neglect. – together we Look, Do, Tell - If you see and hear something, take action, and tell someone to ensure we are keeping children safe.

Shared approach to child safety and wellbeing can improve safety and lead to support and healing for a child and their family.

Our Cultural Safety Commitment

Big Fat Smile strives to scaffold children for success through providing high quality children's services.

We recognise and respect Aboriginal and Torres Strait Islander Peoples as the Traditional Custodians of the Land.

We acknowledge the role we have in empowering future generations to connect with and be knowledgeable about Culture, Community and Country.

Child Safe Action Plan

The Big Fat Smile Child Safe Organisation Plan (CSOP) forms part of the Big Fat Smile Child Safe Framework. The CSOP is inline with the National Principles for Child Safe Organisations provides the current plan to progress compliance and identify priority area for improvement.

Big Fat Smile Child Safe Framework

The Framework focus on four key requirements and guidance for implementation in line with the National Child Safe Framework.

- Environment: Safe Nurturing and Inclusive
- Culture and Purpose: Fostering Respect, Trust and Empowerment
- Capability: Building Knowledge and skills for All.
- Advocacy: Championing Children's Rights and Protection

Our Child Safe Framework

The artwork featured throughout this document is by Natalie L. Simmons, a proud Wiradjuri / Wailwan woman. Used with permission.

Culture & Purpose
- Inclusion
- Clear Expectations
- Rights of the Child
- Risk Management
- Leadership
- Continuous Improvement

Advocacy
- Legaslative Advocacy
- Capacity Building
- Children's Rights
- Impactful Stewardship
- Community Engagement
- Safe Spaces for Expression

Environment
- Child Empowerment
- Resources & Staffing
- Cultural Safety
- Physical
- e-safety
- Positive & Safe Interaction
- Emotional Safety

Capability
- Respectful Relationships
- Family Education
- Building Staff Capacity
- Cultural Safety
- Collaborative Responsibility
- Clear Reporting Processes
- National Principles

Together We
- Look
- Do
- Tell

Environment

Key Objective

At Big Fat Smile we foster child-safe environments to ensure the protection, well-being, and development of children in a space that is free from harm, abuse, neglect, or any other form of mistreatment.

Indicators

Physical Environments we have safe and secure spaces which are child-friendly, free from hazards, risks, or dangers, ensuring children can explore and play safely.

Cultural safety Ensure that all staff are culturally competent and aware of the challenges Aboriginal and Torres Strait Islander children face, as well as understand culturally appropriate strategies for support.

Emotional Safety: our safe spaces are designed to help children feel emotionally secure, allowing them to express themselves freely, play, and engage in activities without fear of judgment or harm.

Positive and Safe Interactions: We foster a supportive environment where staff and volunteers engage in positive, respectful relationships with children, setting clear boundaries for appropriate behaviour and ensuring the children feel safe and valued.

Adequate Staffing Levels: we aim to ensure adequate supervision of children maintaining a safe ratio of staff to children and providing a safe environment. We have transparent, clear policies on staff supervision to ensure constant oversight and safety.

Resources Adequate resources (financial, human, and technological) should be allocated to support child protection efforts. The key investment includes staff training and reporting systems.

Child Empowerment: We create opportunities. for children to express their views, voice concerns, and be actively involved in decision-making processes

Culture & Purpose

Key Objective

To create and sustain an organisational culture at Big Fat Smile that actively prioritizes the safety, well-being, and rights of children. This means embedding child safety into everyday practices and environments where staff feel equipped and supported to Look, Do and Tell and where children are protected, respected, and empowered to have a voice in their protection.

Indicators

Leadership and Governance: The board and senior leadership demonstrate a strong, visible commitment to child safety.

Child Safety is embedded in Big Fat Smile Vision, Values and Strategic Plan which help inform the Organisations Child Safe Action Plan.

Clear accountability and oversight. Governance structure define clear roles and responsibilities for child safety at all levels.

The board and executive team regularly review child safety policies and practices, ensuring compliance with legal and regulatory requirements.

Child's Voice Ensure children have a voice in their own protection, and that they understand their rights to be safe and heard

Promoting positive and respectful Relationships by ensuring that the Big Fat Smile Code of Conduct provides clear guidelines regarding expected standards of behaviour.

Building Staff Capability Provide regular training on mandatory child protection training for all employees, including awareness of signs of abuse, procedures for reporting concerns, and handling sensitive situations.

Training – Ongoing development of Professional Learning Plans that focus on Child Safety including refresher training for all staff.

Critical Reflection annual surveys to test culture and practice with all Big Fat Smile staff.

Capability

Key Objective

1. Is to ensure all staff, families are equipped with the necessary skills, knowledge, and resources to protect children from harm

2. We aim is to mitigate risks, comply with legal and regulatory requirements, and promote a child-safe culture.

Indicators

National Principles and NSW Child Safe Standards set the groundwork for fostering a child-safe culture across our organisation and assists us to build capability by fostering an environment where child safety is a key priority.

Risk Management Continue to monitor and review Big Fat Smile's Risk Management Strategy which identifies and manages the potential risk of harm or abuse to children in the organisation's care

Policies and Procedures Review current child protection policies and procedures including Safeguarding Policy, Code of Conduct, protecting children from harm and abuse in line with the Look/Do Tell Framework.

Model Code Update organisational policies, processes and systems to align with model code in relation to when it comes to taking, sharing and storing images of children.

Child Protection and Incident Management System Continue to advocate for an improved system to be able to be able to collect data and ensure a more streamlined internal reporting process.

Child Safe Employees Robust Screening Processes for suitability

Induction – recognise & respond to risks

Vicarious Trauma – Supervision & Support

Reportable Conduct Policy and Procedure review

Advocacy

Key Objective

Our advocacy focuses on ensuring that children's rights are upheld within and beyond the organisation. It involves speaking out for children, ensuring their voices are heard, and pushing for changes that promote their safety and well-being.

Indicators

Capacity Building: Big Fat Smile continues to partner with external stakeholders within each sector to build capacity and advocate for children and families.

Advocating for Children's Rights: We actively promote and protect children's rights both within the organisation and in the wider community in line with the convention on the rights of the child. A key part of our child safe action plan includes ensuring that children's voices are respected and considered in decision-making.

Legislative Advocacy: We have representation that aims to work toward influencing and shaping laws, policies, and regulations that protect children ensuring that laws are implemented effectively to protect children from harm.

Family Education: We aim to equip families with the knowledge and tools to support child safety, both at home and within the community. Involving workshops or resources on parenting, safety at home, and how to approach sensitive topics.

Community Engagement: We build relationships with local child protection agencies, non-government organisations and interagency groups to promote a culture of child safety in the broader community.

Child Safe Action Plan The action plan will serve as a part of the Big Fat Smile Strategic Roadmap to ensure that child safety is not just a theoretical commitment, but an active, ongoing process that is embedded into the organisation's daily operations, policies and practice.

Our Child Safe Organisational Key Actions
for 2025 to 2027

Background

The Big Fat Smile Child Safe Organization Plan (CSOP) forms part of the Big Fat Smile Child Safe Framework. The CSOP is reviewed annually and in line with the National Principles for Child Safe Organisations,

Purpose

The **Big Fat Smile Child Safe Organisation Action Plan** aims to progress the embedding of the National Principles, the NSW Child Safe Standards and linking with the National Quality Framework, by identifying priority areas for improvement over the next two years.

Key Responsibilities

Head Office Portfolios: Head Office teams ensure that the organisation's child safe practices align with broader organisational goals and policies. This includes ensuring the integration of the Child Safe Standards across all portfolios and services.

Staff at All Levels: All staff members, from centre and program based employees to administrative personnel, must understand their roles in upholding the safety and wellbeing of children. Staff must follow procedures that are aligned with the Child Safe Standards, including upholding the Big Fat Smile Child Safe Commitment Statement reporting concerns, engaging in training, and adhering to organisational policies.

Children and Families: Children and their families must be engaged in the process of ensuring a child safe environment. Families should have clear information about their rights and the safety measures in place within the organisation.

Standard 1: Leadership and Culture	United Nations Convention on the Rights of the Child	NQF Mapping
"Child safety and wellbeing is embedded in organisational leadership, governance and culture" **Aim:** Organisations prioritise child safety in what they say and do	**Article 3:** *"All adults should do what is best for children. When adults make decisions, they should think about how their decisions will affect children"*	**Quality Areas:** QA2: **Children's Health and Safety** QA4: **Staffing arrangements** QA7: **Governance and leadership**

Key Action areas	Actions & Activities What do we need to strengthen our approach?	Indicators of Success	Due Date	Owner and Stakeholders
1.1 Our organisation publicly commits to child safety.	1.1.1 Increase transparency and public access to our Safeguarding approach at Big Fat Smile through publication of key materials on our website. 1.1.2 Position the link to Safeguarding in a more visible location on our Big Fat Smile Website	By increased transparency on our website this signals to the whole community that our organisation prioritises the safety of children and will not tolerate child abuse or harm	June 2025	Marketing
	1.1.3 A public commitment to the cultural safety of First Nations children is available and displayed for public access on our website and at all services. 1.1.4 Update our Safeguarding brochure with information that embraces cultural safety	The organisation actively supports and facilitates participation and inclusion within it by First Nations children, young people and their families	August 2025	Reconciliation Coordinator Head of Safeguarding Marketing
1.2 Child safety is a shared responsibility at all levels of the organisation	1.2.1 Establishment of the Child Safe Committee with representatives from across the organisation	Committee members champion and model a child safe culture. They express their views and support for keeping children safe, act when they have concerns about children's safety and prioritise the safety of children as part of everyday practice	In February 2023 the committee was established. The committee works under the direction of Terms of Reference and attends ongoing quarterly meetings	Child Safe Committee

Key Action areas		Actions & Activities What do we need to strengthen our approach?		Indicators of Success	Due Date	Owner and Stakeholders
		1.2.2	Review and Strengthen the Child Safe Framework in line with the BFS Strategic Roadmap	The framework aligned with strategic goals. It will be practical, measurable, and impactful in enhancing child safety	Framework Review April 2025	Child Safe Committee
		1.2.3	Safeguarding Open Invite Sessions every six weeks	Attendance by all staff across the organisation to build child safe capability.	March 2025	Safeguarding Team
1.3	**Our organisation establishes a culturally safe environment in which the diverse and unique identities and experiences of First Nations First Nations children and young people are respected and valued**	1.3.1	We would encourage and support a First Nations Representation to the Child Safe Committee to ensure that we are embedding culturally safe practices.	Our organisation will demonstrate a strong commitment to creating a culturally safe and inclusive environment that respects and values the identities and experiences of First Nations children and young people.	Pending on a First Nations representative and their commitments	Reconciliation Coordinator Safeguarding
		1.3.2	Develop a training package focusing on Cultural safety and ensure all staff are trained and are culturally competent and aware of the challenges First Nations children face in relation to the Responses into Child Abuse and Harm. Members from the local community will also be consulted with especially in relation to programs and activities that may impact them.	Cultural safety is embedded across the organisation	February 2026	Reconciliation Coordinator Safeguarding
1.4	**Leaders and staff champion a set of core values, policies and practices that inform the organisation approach to child safety.**	1.4.1	Review the process for services to complete an Individual Child Safe Action Plan including a review of the template. This is to ensure that the plan is intentional at each service level and safeguarding is embedded in everyday practice in a timely more meaning full way.	Child Safety is embedded in day to day practices and aims to promote a culture of safety, respect, and responsibility.	August 2025	Safeguarding

Key Action areas		Actions & Activities What do we need to strengthen our approach?		Indicators of Success	Due Date	Owner and Stakeholders
		1.4.2	Development of annual survey to measure our organisation's performance in delivery of child safety, wellbeing, and an assessment of cultural safety across the organisation.	This means that leaders set a clear direction for the organisation on child safety wellbeing and cultural safety informed by input from all stakeholders across the organisation.	January 2026	Safeguarding
		1.4.3	Review Reportable Conduct Investigations policy and procedures and update all forms.	Having Polices and Processes where there is tight accountability in line with the requirement of the Office of Childre's Guardian and Legislation.	Currently Underway Final July 2025	People and Culture Compliance & Policy Operations
		1.4.4	Develop a Safeguarding toolkit for all services to respond appropriately to safeguarding concerns ensuring the safety and well-being of children and young people under their care. This toolkit provides clear policies, procedures, and tools to help prevent abuse and exploitation, while promoting an environment where children feel respected, protected, and valued.	Child Safety is embedded in day to day practices and aims to promote a culture of safety, respect, and responsibility.	June 2025	Safeguarding
		1.4.5	Model Code. Update organisational handbooks, brochures, policies, processes and systems to align with model code in relation to when it comes to taking, sharing and storing images of children.	Our organisation will have effectively aligned its processes with the Model Code in relation to taking, sharing, and storing images of children, ensuring safety, privacy, and ethical handling of children's data.	June 2026	Compliance and Policy Children's Services Safeguarding
1.5	A Code of conduct provides guidelines for staff and volunteers on expected behavioral standards and responsibilities.	1.5.1	Review and update of the Big Fat Smile Code of Conduct specifically Child Safey and Wellbeing expected standards of behavior for workplace participants including employees, volunteers, agency staff and contractors.	AI staff understand and follow the Code of Conduct and the Expected Standards of Behavior.	May 2025	Head of Safeguarding Policy Coordinator

Key Action areas		Actions & Activities What do we need to strengthen our approach?		Indicators of Success	Due Date	Owner and Stakeholders
		1.5.2	Review child safe contractor induction documentation and WWCC processes for Contractors.	All contractors are provided with clear, detailed, and up-to-date induction materials that outline child safety policies, practices, and legal requirements.	June 2026	Facilities & Procurement Safeguarding
1.6	Risk management strategies focus on preventing, identifying, and mitigating risks to children and young people.	1.6.1	Continue to monitor and update the Organisation's Risk Framework on a quarterly basis.	Effective risk mitigation strategies are in place to minimise or eliminate identified risks, particularly those that may impact child safety.	End March 2025 ongoing quarterly reviews	Compliance Safeguarding
		1.6.2	Tiered Safeguarding Response Model and procedures; continue to strengthen, embed, and review in everyday practice.	Decision making and response priorities the level of risk for the safety and wellbeing of children.	January 2025	Safeguarding
1.7	Staff and volunteers understand their obligations regarding information sharing and record keeping.	1.6.1	Develop a Masterclass on Model Code and child safe information sharing and record keeping obligations. Use the NQF Safety Guide	Our organisation will have effectively aligned its processes with the Model Code in relation to taking, sharing, and storing images of children, ensuring safety, privacy, and ethical handling of children's data.	February 2026 Pending release of training manual	Safeguarding

Standard 2: Children's Participation	United Nations Convention on the Rights of the Child	NQF Mapping
"Children are empowered about their rights and participate in decisions affecting them which are taken seriously." **Aim:** Children are encouraged to speak up and are believed	**Article 12:** *"Children have the right to give their opinion, and for adults to listen and take it seriously"*	**Quality Areas:** QA1: **Educational Program and practice** QA2: **Health and Safety** QA5: **Relationships with children**

Key Action areas	Actions & Activities What do we need to strengthen our approach?	Indicators of Success	Due Date	Owner and Stakeholders
2.1 Children and young people are informed about their rights, including safety, information, and participation.	2.1.1 Develop and implement a consultation process so we can hear the voice of the child in relation to feeling safe and heard.	Children understand that they are listened to and respected.	October 2025	Safeguarding Team
Child friendly strategies enable children and young people to communicate their views, participate in decisions and raise concerns.	2.1.2 Ensure as an organisation we are providing age-appropriate materials and resources that clearly outline children's rights including safety, privacy, and participation.	Children can articulate or demonstrate basic rights, such as safety and participation in activities.	October 2025	Head of Safeguarding Head of Practice
	2.1.3 Develop a staff training module on Promoting the Child's Voice about Safety, Space and Consent.	Staff are attuned to signs of harm and facilitate child-friendly ways for children and young people to express their views, participate in decision-making and raise their concerns.	July 2026	Safeguarding Learning and Development Coordinator
2.2 The importance of friendships is recognised and support from peers is encouraged, helping children feel safe and be less isolated.	Update our Guiding Children's Behavior Policy so it is more comprehensive with a focus on building social and cultural connections and empowering strong friendships with peers. Ensuring we are inclusive to all children who attend our services.	Practices in the organisation that disempower children are identified and action is taken to change them.	April 2026	Policy Coordinator

Key Action areas		Actions & Activities What do we need to strengthen our approach?		Indicators of Success	Due Date	Owner and Stakeholders
2.3	Children can access abuse prevention programs and information.	2.3.1	Audit and Review by the Safeguarding team of the safeguarding resources that are used at a service level to support children in relation to harm and abuse.	Resources are up-to-date and aligned with the latest national safeguarding guidelines and best practices.	Ongoing	Child Wellbeing Specialist
		2.3.2	Source and Introduce sexual abuse prevention programs that are age-appropriate programs that can be delivered to children to assist them to protect themselves.	The programs are designed to build children's knowledge and skills to understand inappropriate behaviour by adults or other children, help protect themselves.	Ongoing	Head of Practice Safeguarding – Child Wellbeing Specialist
		2.3.3	Staff Training to be rolled out on Identifying and dealing with 'Sexualized Behavior in Children and Young people to be added to the Child Safe Professional Learning Plan.	Staff feel more confident in identifying the levels of sexualized behavior and have the skills to support and protect children in their care.	July 2025	Safeguarding Learning and Development Coordinator
2.4	Staff and volunteers are attuned to signs of harm and facilitate wchild-friendly ways for children to communicate and raise their concerns.	2.4.1	Implement Procedure so that education and care students and ongoing volunteers must attend a Safeguarding Children and Compliance Induction prior to having contact with children at the service. This would be delivered by available by an e – learning module that will be sent directly to the service to make available to students and volunteers two weeks before they commence.	Register is kept by safeguarding monitoring all students and volunteers are trained across the organisation.	January 2026	Safeguarding Leaning and Development Coordinator
		2.4.2	Development of Responding to Disclosures Module to be created and published for all staff. This to be added to the Organisations Learning and Development Plan for 2025 to 2026.	Staff feel confident in responding and supporting children who have made a disclosure.	May 2025	Safeguarding and Learning and Development Coordinator.

Child Safe Standard Three	United Nations Convention on the Rights of	NQF Mapping
"Families and communities are informed, and involved in promoting child safety and wellbeing" **Aim:** Organisations actively engage with families and communities to support children	**Article 5:** *"Families have the responsibility to help children learn to exercise their rights, and to ensure that their rights are protected"*	**Quality Areas:** QA1: **Educational Program and practice** QA2: **Health and Safety** QA6: **Collaborative partnerships with families and communities** QA7: **Governance and leadership**

Key Action areas		Actions & Activities What do we need to strengthen our approach?		Indicators of Success	Due Date	Owner and Stakeholders
3.1	**Families have the primary responsibility for the upbringing and development of their child and participate in decisions affecting their child.**	3.1.1	Introduce a family consultation process for each service type feedback on safeguarding issues this could be sent via email, open survey link and face to face conversations. An annual survey will be sent to all families in line with the staff survey to help inform the annual review of the child safe action plan	Families feel welcome to talk about Child Safety Concerns	April 2025	Head of Practice Head of Safeguarding
3.2	**The organisation engages and openly communicates with families and the community about its child safe approach and relevant information is accessible.**	3.2.1	Create an annual feedback survey for families.	Families and Communities are comfortable about asking questions about how Big Fat Smile priorities child safety.	November 2025	Head of Safeguarding
		3.2.2	Ensure that all Safeguarding Policies and Procedures are accessible for families on the Big Fat Smile Website. Position the link to Safeguarding in a more visible location on our Big Fat Smile Website. **See** also Standard 1 action items.	Families have information about Safeguarding that is accessible.	September 2025	Marketing Policy Coordinator Head of Safeguarding
3.3	**Families and communities have a say in the development and review of the organisation's policies and practices.**	3.3.1	Invite parent feedback into updated Safeguarding Children P&P Manual. **See** also 3.2.1 re annual survey	Families' feedback is valued and forms an integral part of policy review.	Ongoing	Safeguarding Policy Coordinator

Key Action areas		Actions & Activities What do we need to strengthen our approach?		Indicators of Success	Due Date	Owner and Stakeholders
3.4	Families have the primary responsibility for the upbringing and development of their child and participate in decisions affecting their child.	3.4.1	Organise online information sessions for families to attend focusing on a key safeguarding topic this will be done in conjunction with Child Protection Week each year.	Partnerships with families to support the wellbeing and safety of their child.	September 2025/2026	Safeguarding Team
		3.4.2	Participate in community events or local gatherings and network groups to inform the broader community about the organisation's safeguarding efforts	Our organisation is well known and connected with the community.	Ongoing	Safeguarding Community Programs

Child Safe Standard Four	United Nations Convention on the Rights of the Child	NQF Mapping
"Equity is promoted, and diversity is upheld across the organisation." **Aim:** Child Safe organisations ensure that children are provided opportunities to participate to their full potential	**Article 2:** *"All children have rights, no matter who they are, where they live, what their parents do, what language they speak, what their religion is, whether they are a boy or a girl, what their culture is, whether they have a disability, whether they are rich or poor."*	**Quality Areas:** QA1: **Educational Program and practice** QA2: **Children's Health and Safety** QA4: **Staffing arrangements** QA5: **Relationships with children** QA6: **Collaborative partnerships with families and communities** QA7: **Governance and leadership**

Key Action areas	Actions & Activities What do we need to strengthen our approach?		Indicators of Success	Due Date	Owner and Stakeholders
4.1 Our organisation identifies and respects the diverse needs abilities and backgrounds of children and understand the value of treating them equally and inclusively	4.1.2	Ongoing forum focusing on child safety and wellbeing consults to support educator knowledge and support for the diverse needs of children. **See** 1.2.3 Open invite sessions – Laise with Inclusion Support	Observations of a supportive, respectful environment where children from diverse backgrounds interact positively and inclusively	Ongoing	Safeguarding Practice Managers Inclusion Support
	4.1.2	Review and update of Behaviour Support Plan template as part of wider format with trauma informed lens.	The updated BSP template uses trauma-informed language that is empathetic, non-judgmental, and focuses on understanding the child's behaviour in the context of their past experiences.	July 2025 – pending on recruitment of Head of Education Support	Policy Coordinator Safeguarding Head of Education Support
	4.1.3	Implementation of the Positive Behaviour Framework with a Trauma informed lens this included a training module to be rolled out to all service staff working directly with children.	The framework is sensitive to the impact of trauma on children and emphasises emotional safety, trust-building, and healing.	October 2025	Learning and Development Coordinator Safeguarding Head of Education Support

Key Action areas		Actions & Activities What do we need to strengthen our approach?		Indicators of Success	Due Date	Owner and Stakeholders
		4.1.4	Development of Fact Sheets for the Safeguarding Internet Page and the LMS focusing on Safeguarding for Children in the diverse groups.	Staff have access to resources to strengthen practice and have a better understanding of children from diverse groups.	February 2026	Safeguarding Learning and Development Coordinator Head of Education Support
		4.1.5	Update Child Safe Risk Assessment Templates to include identified risk for factors that may increase the risk of abuse for children with vulnerabilities and how these should be managed using a strength-based language and approach.	The risk assessment template uses strength-based language that focuses on the child's abilities, resilience, and resources to promote safety and well-being.	August 2025	Safeguarding Head of Practice
		4.1.5	Update Child Safe Risk Assessment Templates to include identified risk for factors that may increase the risk of abuse for children with vulnerabilities and how these should be managed using a strength-based language and approach.	The risk assessment template uses strength-based language that focuses on the child's abilities, resilience, and resources to promote safety and well-being.	August 2025	Safeguarding Head of Practice
4.2	Children and young people have access to information, support and complaints processes in ways that are culturally safe, accessible, and easy to understand.	Will be addressed as part of action item 1.3.3.				
4.3	The organisation pays particular attention to the needs of First Nations and Torres Strait Islander children, children with disability, and children from culturally and linguistically diverse backgrounds	4.3.1	Safeguarding team to be part of the Big Fat Smile Reconciliation Action Plan group to strengthen the organisation's commitment to cultural safety, competency, and reconciliation	The Safeguarding Team's consistent and meaningful involvement in the RAP group is critical to ensuring safeguarding practices align with cultural safety and reconciliation goals.	Ongoing	RAP Group

Key Action areas	Actions & Activities What do we need to strengthen our approach?		Indicators of Success	Due Date	Owner and Stakeholders
	4.3.2	Consultation with the Big Fat Smile Reconciliation Coordinator to make sure we are providing inclusive education that reflects the cultural rights of First Nations Children and Families, and this is embed in policy and practice.	Like everyone, First Nations people have different life experiences and characteristics. We must provide supportive environments for First Nations children that recognize each person is unique, with their own characteristics, strengths, and challenges	Ongoing	Safeguarding and Reconciliation Coordinator
	4.3.3	Making a child's family feel welcome and included in an organisation contributes to their safety. A public commitment to the cultural safety of First Nations children is available and displayed for public access at each service.	Family is the cornerstone of First Nations culture, spirituality, and identity. Family is often more broadly defined within First Nations cultures than other cultures.	July 2025	RAP Working Group

Child Safe Standard Five	United Nations Convention on the Rights of the Child	NQF Mapping
"People working with children and young people are suitable and supported to reflect child safety and wellbeing values in practice". **Aim:** child safe organisations attract, recruit, supervise and support staff to keep children safe.	**Article 3.3:** *"Children should feel confident about the standards established in an organisation, particularly in areas in safety, health, number and suitability of staff, as well as supervision"*	**Quality Areas:** QA2: **Children's health and safety** QA4: **Staffing arrangements** QA7: **Governance and leadership**

Key Action areas	Actions & Activities What do we need to strengthen our approach?		Indicators of Success	Due Date	Owner and Stakeholders
5.1 Recruitment, including advertising, interviewing processes, referee checks and staff, volunteer pre-employment screening support child safety and wellbeing.	5.1.1	All job advertisements state our organisation's commitment to child safety and wellbeing and where to access the child safe standards.	Staff recruitment processes and supervision prioritize child safety and wellbeing.	March 2025	People and Learning Coordinator Safeguarding Team
5.2 Relevant staff and volunteers have current working with children checks or equivalent background checks.	5.2.1	Review of contractors onboarding and WWCC checks process and – This is to include a complete review of all the processes and polices for employing contractors.	Children are safe around all people employed by Big Fat Smile	April 2026	Facilities & Procurement Safeguarding People & Learning WHS & Risk
5.3 All staff and volunteers receive an appropriate induction and code of conduct and are aware of their responsibilities to children and young people, including record keeping, information sharing and reporting obligations.	5.3.1	New online Induction Module for Safeguarding to be rolled out in 2025 for all new employees – 5.3.1 – the new induction module includes cultural safety and includes a quiz that needs to be passed by over 80%.	Newly recruited staff have or are working towards developing the knowledge and skills to protect children from Abuse and Harm	April 2025	People and Learning Safeguarding
	5.3.2	Review and update the Code of Conduct – Specifically the Expected Standards of Behavior for Child Safety and Wellbeing.	All staff have a clear understanding of the Code of Conduct and Expected Standards of Behavior.	April 2025	Head of Safeguarding Policy Coordinator People and Learning

Key Action areas		Actions & Activities What do we need to strengthen our approach?		Indicators of Success	Due Date	Owner and Stakeholders
		5.3.2	Develop a staff quizz to be delivered 3 months after induction to ascertain new employees' level of understanding about child safety.	Staff values align with our organisation's child safety commitment.	June 2025	Safeguarding Team People and Learning
		5.3.3	Develop a module specifically on Identifying and Responding to Risk of Harm for new employees that can be placed on the LMS as a follow on from induction. This module includes scenarios to assist with practice and a question set.	Staff values align with our organisation's child safety commitment.	September 2025	Head of Safeguarding Learning and Development Coordinator
5.4	Ongoing supervision and people management is focused on child safety and wellbeing.	5.4.1	Ensure that all employees in child related work have annual refresher training in Identifying and Responding to Risk of Harm. Records of training for staff and volunteers are kept on file and checked annually.	Reporting Child Safety Concerns is a priority across the organisation and aligns with our Child Safety Commitment Statement.	To commence February 2025	Head of Safeguarding Child Wellbeing Specialist. Learning and Development Coordinator

Child Safe Standard Six:	United Nations Convention on the Rights of the Child	NQF Mapping
"Processes to respond to complaints and concerns of child abuse are child focused. They are responsive, understood, accessible and used by children, young people, families, staff and volunteers". **Aim:** Processes to respond to complaints of child abuse (or other concerns) are child- focused.	**Article 42:** *"Children have the right to know their rights! Adults should know about these rights and help children learn about them, too."*	**Quality Areas:** QA5: **Relationships with children** QA7: **Governance and leadership**

Key Action areas	Actions & Activities What do we need to strengthen our approach?		Indicators of Success	Due Date	Owner and Stakeholders
6.1 **The organisation has a child focused complaint handling policy and process which clearly outlines the roles and responsibilities of leaders, staff and volunteers.**	6.1.1	Review, development and implementation of child focused complaints handling policy and system (whole of organisation) as part of Investigations/ Complaint Project.	Organisaton culture where complaints are treated seriously and acted upon	May 2026	People & Learning Policy Coordinator Safeguarding
6.2 **The processes dealing with different kinds of complaints, breaches of relevant policies or the Code of Conduct are culturally safe and are understood by all stakeholders.**	6.2.1	Children raising complaints and safety concerns or disclosing abuse should be treated with sensitivity and provided with support. Develop a guidance process that will be available to staff, so they have the skills to support children and to have conversations with the child's family.	Staff feel supported and are confident in having difficult conversations with children and families.	August 2026	People & Learning Head of Practice Head of Safeguarding
	6.2.2	Review of the Child Incident Protection Flow Chart flowchart about what we do with child safety and wellbeing concerns, complaints, discloses from children, families, and communities.	The process is easy to understand, culturally safe, accessible, and child-focused	March 2026	Head of Safeguarding Head of Practice Head of Education
6.3 **Complaints are taken seriously and responded to promptly and reporting, privacy and employment law obligations are met.**	6.3.1	Develop a Response Process and Priority Matrix to support the Flow chart.	Staff are supported to have a clear understanding of the levels of concern and can act accordingly.	December 2024 Underway	Head of Safeguarding

Key Action areas		Actions & Activities What do we need to strengthen our approach?	Indicators of Success	Due Date	Owner and Stakeholders
		6.4.2 Develop a Safeguarding Consultation Form to respond to any Child. Protection Concerns, wellbeing concerns and complaints.			

Child Safe Standard Seven:	United Nations Convention on the Rights of the Child	NQF Mapping
"Staff and volunteers are equipped with the knowledge, skills and awareness to keep children and young people safe through continual education and training." **Aim:** Organisations invest in building staff skills, abilities, and confidence.	**Article 19:** Children have the right to be protected from being hurt and mistreated in body or mind.	**Quality Areas:** QA2: **Children's Health and Safety** QA4: **Staffing Arrangements** QA7: **Governance and leadership**

Key Action areas	Actions & Activities What do we need to strengthen our approach?		Indicators of Success	Due Date	Owner and Stakeholders
7.1 **Staff and volunteers are trained and supported to effectively implement the organisation's child safety and wellbeing policy.**	7.1.1	Develop a Safeguarding Training Plan that sets out a schedule for training which is in line with the organisations Leaning and Development Plan 2025/2026. The Safeguarding Training Plan will include both mandatory and non-mandatory modules on a suite of topics that can be trained either face to face or self-paced via the LMS and will align with the Leaning and Development Plan.	Clear connections between safeguarding training and other professional development programs to ensure consistency and accessibility.	April 2025	Head of Safeguarding
	7.1.2	Develop an annual feedback staff survey that focus on training needs and feedback	By implementing this annual feedback staff survey, we can collect important data that will help identify training gaps, assess the effectiveness of training programs, and ensure that staff development aligns with both organisational needs and personal professional growth.	February 2026	Safeguarding Professional Learning Coordinator
7.2 **Staff and volunteers receive training on the nature and indicators of child harm including harm caused by other children and young people.**	7.2.1	Development of a series of Annual Refresher Safeguarding Courses for child facing and support roles which will be delivered by the Safeguarding Team or can accessed by the LMS. Training includes – Identifying and Responding to Risk of Harm, Responding to Disclosures, Look, Do, Tell and Trauma Informed Practice and Code of Conduct.	High levels of participation across the organisation by all relevant staff the goal is to ensure that all staff required to take the refresher courses do so within the set timeframe.	Ongoing through the duration of the plan	Head of Practice Professional Learning Coordinator Safeguarding

Key Action areas		Actions & Activities What do we need to strengthen our approach?		Indicators of Success	Due Date	Owner and Stakeholders
		7.2.2	Deliver to all staff training either face to face or online on 'Sexualized behaviour in children and young people which includes training on the Traffic Light Tool.	High levels of participation and as well as measured by staff demonstrating a clear understanding of the types and dynamics of sexualized behaviour in children and young people.	Ongoing through the duration of the plan	Head of Safeguarding Child Wellbeing Specialist
7.3	Staff and volunteers receive training and information to respond effectively to issues of child safety and wellbeing and support colleagues who disclose harm.	7.3.1	Roll out of the Look / Do Tell Framework to all staff across the organisation.	All staff trained in the Look/ DO / Tell Framework	February/ March / April 2025	Safeguarding People and Leaning Coordinator
7.4	Staff and volunteers receive training and information on how to build culturally safe environments for children and young people.	7.4.1	All Training Programs to be developed in consultation with the reconciliation coordinator and will include culturally safe practices for Aboriginal and Torres Strait Islander Children and Families. **See** 1.3.2	Cultural Safety is embedded across the organisation.	Ongoing	Reconciliation Coordinator Safeguarding Team Professional Learning Coordinator

Child Safe Standard Eight:	United Nations Convention on the Rights of the Child	NQF Mapping
"Physical and online environments minimise the opportunity for abuse to occur and promote safety and wellbeing for children." **Aim:** Risks to children in physical and online environments are identified and minimized.	**Article 17:** *"Children have the right to get information that is important to their wellbeing, from radio, newspaper, books, computer and other sources. Adults should make sure that the information children get is not harmful and help them find and understand the information they need."*	**Quality Areas:** QA1: **Program and Practice** QA2: **Children's Health and Safety** QA3: **Physical environment** QA4: **Staffing arrangements** QA5: **Relationships with children** QA 7: **Governance and leadership**

Key Action areas	Actions & Activities What do we need to strengthen our approach?		Indicators of Success	Due Date	Owner and Stakeholders
8.1 **Risks in the online and physical environments are identified and mitigated without compromising a child's right to privacy and healthy development.**	8.1.1	Develop a Child Safe Service Visit audit template which includes both physical and online safety measures in line with the model code.	Measure physical and online safety measures to improve practice.	November 2025	Safeguarding
8.2 **The online environment is used in accordance with the model code when it comes to taking, sharing and storing images of children, the organisation's Code of Conduct and child safety and wellbeing policy and practices.**	8.2.1	Deliver sessions to Managers and Directors on the upcoming NQF Online Safety Guide.	This new guidance will address relevant issues raised through the Review of Child Safety Arrangements under the National Quality Framework, and is expected to be finalised and made available to the sector in the first half of 2025.	To commence September 2026	Safeguarding
	8.2.2	Develop a list of devices and their capability to inform the audit process i.e., smart watches.	Ensuring we have control measures in place in relation to what devices can be used at our services.	July 2025	DSR
	8.2.3	Build the capacity of children and young people to both identify and speak up about negative experiences online. Chapter 2 and 3 of the NQF Online Safety Guide Access to the eSafety Commissioner on how to provide a range of practical resources to assist parents, children and educators to stay safe online.	Children can identify specific risks associated with online spaces	To commence September 2026	DSR

Key Action areas	Actions & Activities What do we need to strengthen our approach?		Indicators of Success	Due Date	Owner and Stakeholders
8.3 **Risk management plans consider risks posed by organisational settings, activities and the physical environment.**	8.3.1	Review of Risk management Plan to list the actions the organisation will take to prevent or reduce each identified risk of child abuse and harm in both physical and online environments.	Our organisation can effectively prevent and reduce risks of child abuse and harm in both physical and online environments, ensuring the safety, privacy, and well-being of children.	June 2025	Safeguarding
8.4 **Organisations that contract facilities and services from third parties have procurement policies that ensure the safety of children and young people.**	8.4.1	Update of policy for third party contractor tenders and procedures to reflect current child safe requirements and strategies including background checking, code of conduct and induction. **See** 2.3.1	Ensure that child safety policies and expectations are communicated transparently with contractors, fostering an open dialogue about the importance of safeguarding children.	May 2026	Facilities Policy Coordinator Safeguarding

Child Safe Standard Nine:	United Nations Convention on the Rights of the Child	NQF Mapping
"Implementation of the Child Safe Standards is continuously reviewed and improved". **Aim:** Organisations continuously improve their child safe practices	**Article 29:** *"Children's education should help them use and develop their talents and abilities. It should also help them learn to live peacefully, protect the environment and respect other people"*	**Quality Areas:** QA 6: **Collaborative partnerships with families and communities** QA 7: **Governance and leadership**

Key Action areas		Actions & Activities What do we need to strengthen our approach?		Indicators of Success	Due Date	Owner and Stakeholders
9.1	**Our organisation regularly reviews, evaluates and improves child safe practices**	9.1.1	Annual Review and reporting undertaken of Action Plan outcomes, full review of policy every 3 years (or earlier if there is a legislative change). Ensure that the review: • refers to the Standards. • encourages a culture of continuous improvement. • engages with staff, volunteers, children, young people, and their families. • Identifies any systemic issues in response to incidents. How are we applying the Standard? • analyses complaints and incidents too, trends that highlight areas that need to be addressed, or can be strengthened and areas that need to be addressed. • Evolves our child safe practices, recognizing that it is a dynamic environment where we are responding to new concerns	All Actions and Activities are achieved by the due date.	February 2026	Safeguarding Policy Coordinator Head of Practice
		9.1.2	Simplifying individual services child safe action template and review process to make the plans align more with the assessment and rating process.	Child safety can be effectively reflected throughout the **Assessment and Rating (A&R)** process for all our early childhood services to make it a more streamlined and invested process for all staff.	March 2026	Head of Safeguarding Head of Practice

Key Action areas		Actions & Activities What do we need to strengthen our approach?		Indicators of Success	Due Date	Owner and Stakeholders
9.2	Complaints, concerns and safety incidents are analysed to identify causes and systemic failures to inform continuous improvement. The organisation reports on findings to relevant stakeholders	9.2.1	Identify what reviews need to take place, how often and the audience of these. Develop a mechanism to report outcomes. Advocate for a new computer management system	Data on incidents, staff training, feedback, and audits are systematically collected, analysed, and used to inform decision-making	April 2026	Safeguarding ELT
		9.2.2	Advocate for a new computer management system so that Safeguarding has a record management system that provides data analysis, record keeping, case files, incident management.	Accurate Data collected to analyse and report to finding to ELT and Board of Directors. This will better inform the Child Safe Action Plan.	Advocating	ELT Board of Directors

Child Safe Standard Ten:	United Nations Convention on the Rights	NQF Mapping
"Policies and procedures document how the organisation is safe for children and young people" **Aim:** Policies and Procedures are championed by leaders, localized, understood by staff and clearly communicated.	**Article 4:** *"Organisations have a responsibility to ensure children's rights are protected. They can help families to protect children's rights and create an environment where children can grow and reach their potential"*	**Quality Areas:** QA2: **Children's health and safety** QA6: **Collaborative partnerships with families and communities** QA7: **Governance and leadership**

Key Action areas		Actions & Activities What do we need to strengthen our approach?		Indicators of Success	Due Date	Owner and Stakeholders
10.1	**Policies and Procedures address all Child Safe Principles/ NSW Child Safe Standards**	10.1.1	Review and implementation of the Big Fat Smile Safeguarding Children Framework to fit with our strategic roadmap.	The new child-safe framework will emphasize our organisation's long-standing commitment to being a leader in child safety. It will set new benchmarks for child safety, encouraging continuous improvement across all programs	June 2025	Safeguarding Committee All staff
		10.1.2	Update the Child Safe Policy with current child safe approach and include in the introduction of the model code and culturally safe practice.	The child safe policy is up to date but also actionable, understood by all involved, and sustainable in creating a child-safe and culturally respectful environment for all children.	June 2025	Safeguarding Policy Coordinator RAP Coordinator
10.2	**Policies and procedures are documented and easy to understand**		Create an online policy manual on the Safeguarding Internet Page for easy access to all services.	To ensure easy access to child protection and safeguarding policies, practices for all staff. And where appropriate accessible to people outside the organisation.	July 2026	Safeguarding Policy Coordinator
10.3	**Best practice models and stakeholder consultation inform the development of policies and procedures.**		Workshops and targeted consultation to be undertaken when reviewing or re-developing the child safe framework, policy, and procedures.	Everyone is on the same page about how we review child safety and uphold our expectations in relation to child safety.	Ongoing 2025-2027	Safeguarding Policy Coordinator ELT

Key Action areas		Actions & Activities What do we need to strengthen our approach?	Indicators of Success	Due Date	Owner and Stakeholders
10.4	Leaders champion and model compliance with policies and procedures	Commitment to policy and action plan and formal sign off. ELT champion changes and integration of policy into their work areas including but not limited to the Action Plan deliverables	The ELT commitment to child safety should be demonstrated through clear endorsement, active participation, and consistent communication.	Ongoing 2025-2027	Safeguarding Policy Coordinator Executive Lead Team
10.5	Staff and volunteers understand and implement policies and procedures	Policy implementation will include relevant training and user-friendly information, and flow charts made available to all staff and volunteers and will include strategies to support staff understanding of any changes.	All safeguarding policies are implemented throughout the whole organisation and across all staff and volunteers	Ongoing 2025-2027	Head of Safeguarding Policy Coordinator

Version Control:

Version	Review Completed	Endorsement	Notes/ Comments
1.0	Feb 2018	SEG Feb 2018, ARC March 2018, Board March 2018	Initial development of plan
2.2	September 2018	ARC September 2018, Board October 2018	Review of progress to date and updates provided against actions identifying significant roadblocks. New timeframes suggested given reliance upon other portfolios to deliver outcomes.
	May 2019		Review of actions outstanding from 2018. Updating format of table to include discussion of current organisational strengths and explanation of how actions outlined in the plan will support BFS to comply with National Standards for Child Safe Organisations.
2.3	January 2020		Update to map National Principles against National Quality Framework (Standards and Law & Regs). Annual review of actions completed and organisational planning for 2020/21 actions.
2.4	September 2020		Update in line with Office of the Children's Guardian Child Safe Standards. Update in line with newly identified gaps and risks or recommendations from investigations, research material or guidelines in the sector.
2.5	April 2021	Executive Leadership Team	Annual review of actions completed and organisational planning for 2021/22. Review of resources available through Office of the Children's Guardian.
2.6	January 2022	Executive Leadership Team	Annual Review of actions completed and organisational planning for 2022/23. Self-assessment utilizing existing tools/resources developed by National Office of Child Safety and Office of the Children's Guardian Guides.
2.7	December 2024	Executive Lead Team	Self-Assessment utilising the tool/ resources developed by The Office of Children's Guardian – Self assessment placed Big Fat Smile as Proactive. Staff Survey completed in November 2024 Service Audits completed in Feb to June 2024

References:

Office of the Children's Guardian (2020) 'A guide to the Child Safe Standards'. Available: https://www.kidsguardian.nsw.gov.au/child-safe-organisations/training-and-resources/child-safe-standards accessed August 2020

Education Services Australia (2020). 'NQF Review: Supplementary Information on the Child Safe Principles and the NQF.