

Policy Code	Person Responsible	Date Adopted	Last Reviewed
1.8	Head of Operations	20/01/2026	15/01/2026

QUEENSLAND CHILD SAFE POLICY

1.0 PURPOSE AND SCOPE

This policy describes Well Life Services’(WLS) commitment to child safety. It aligns with the *National Principles for Child Safe Organisations*, and the *Queensland Child Safe Standards*.

This policy and procedure should be read in conjunction with the:

- 1.3 Freedom from Abuse and Neglect Policy 3.11 Child Protection Incident Management Policy and Procedure
- 6.3 Code of Conduct

A full list of definitions and abbreviations used in this policy can be referenced in Appendix A. This policy applies to all workers as defined in Appendix A.

Note: This policy DOES NOT address reporting requirements. See the *Incident Management Policy and Procedure*.

2.0 RISKS

RISK ANALYSIS: Risk factors arise at all levels of service delivery and from within the wider community. While children and young people are the primary focus, risks to Workers and the organisation must also be addressed:

- **Risk to Children and Young People from:**
 - Family, friends, or peers.
 - Workers or volunteers, either from our organisation, or another agency.
 - Residual impacts of harm experienced in the past.
 - Workers failing to identify harm and respond inappropriately.
 - Workers not understanding incident reporting requirements and processes.
- **Risk to Workers:**
 - Harm while managing challenging behaviours and incidents.
 - Psychological or emotional trauma when responding to disclosures of harm.
- **Risk to Organisational Reputation** — Ethical, legal, and reputational risks arise when:
 - Organisations do not put adequate measures in place to protect the safety and wellbeing of children and young people.
 - Workers cause harm to children and young people.
 - Harm is not reported to the required authorities.
 - Organisations fail in their duty of care to people, including in protecting the rights of Workers and participants.
- **Consequence:** The above risks, should they become real, have MAJOR consequences.
- **Likelihood:** Factors that increase the likelihood that risks will become real:
 - Children and young people
 - Don’t feel comfortable or safe to raise concerns:

- Don't understand their rights and what is appropriate behaviour from safe adults.
- Do not perceive the organisation as a culturally safe environment.
- Are at risk from family, friends, and residual impact are not addressed.
- Workers don't or can't:
 - Listen to or respond appropriately to the concerns of children and young people.
 - Know what children's legal and human rights are.
 - Understand how to promote a culturally safe environment.
 - Identify potential risks or signs of harm to children and young people.
 - Report suspicions and allegations appropriately.
- The organisation fails to ensure that:
 - Adequate policies and documentation are not in place to address the safety of children and young people.
 - Reporting pathways are unclear.
 - All Workers working with children and young people hold valid Working with Children Checks.
 - All Workers working with children and young people receive appropriate training and supervision.
 - Supports are delivered one-on-one or in secluded environments.
 - The physical or online environment in which Workers work with children and young people supports the safety and wellbeing of children and young people.
- **RISK TREATMENT:** Risk treatments focus on reducing the risk likelihood by addressing the factors listed above, including:
 - Fostering an organisational culture that supports listening to children and young people, identifying and reporting risks and potential problems.
 - Policies designed to reduce risk and create a safe (including culturally safe) organisational culture.
 - Clear reporting pathways are established.
 - Human Resources practices that minimise child-related risk.
 - Training and supervision that ensures workers understand the relevant policy provisions, regulations, risks, and reporting requirements.
 - Regular reviews of relevant policies, risk treatments, and Worker's performance.

This policy is a statement of commitment to these risk treatments detailed in the following policies:

- *1.1 Human Rights Policy and Procedure*
- *1.2 Privacy and Confidentiality Policy*
- *2.4 Cultural Awareness and Recognition Policy*
- *3.11 Child Protection Incident Management Policy and Procedure*
- *3.12 Child Protection Preventing, Reporting and Responding to Harm, and Neglect Policy & Procedure*
- *3.3 Working with Family and Carers Policy*
- *4.2 Child Protection Feedback, Complaints, and Appeals Policy and Procedure*
- *5.2 Access to Service Policy*
- *6.3 Code of Conduct Policy*
- *6.5 Child Protection Human Resources, Blue Cards, and Recruitment Policy and Procedure*
- *6.9 Risk Management Policy and Framework*

3.0 POLICY

Queensland Child Safe Standards

1. Leadership and culture

Child safety and wellbeing is embedded in the entity's organisational leadership, governance and culture.

2. Voice of children

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

3. Family and community

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

4. Equity and diversity

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

5. People

People working with children are suitable and supported to reflect child safety and wellbeing values in practice.

6. Complaints management

Processes to respond to complaints and concerns are child focused.

7. Knowledge and skills

Workers of the entity are equipped with the knowledge, skills, and awareness to keep children safe through ongoing education and training.

8. Physical and online environments

Physical and online environments promote safety and wellbeing and minimise the opportunity for children to be harmed.

9. Continuous improvement

Implementation of the Child Safe Standards is regularly reviewed and improved.

10. Policy and procedures

Policies and procedures document how the entity is safe for children.

Our Commitment

- Our organisation is committed to operating in accordance with the *Queensland Child Safe Standards* (outlined above).
- We prioritise the safety of children.
- Our leaders champion and model compliance with policies and procedures.
- We have zero tolerance of child abuse, and all allegations and safety concerns will be taken seriously and managed in line with our policies and procedures.
- We are committed to listening to and empowering all children within our organisation.
- We are committed to equity and inclusion.
- We recognise and respect the diverse needs of all children. We want children to be safe, happy, and empowered, and able to participate fully in their family, community, and cultural life.
- We are committed to the cultural safety of Aboriginal and Torres Strait Islander children, children from a culturally and/or linguistically diverse backgrounds, and to providing a safe environment for children with a disability.
- We welcome all children, young people, and families irrespective of sexual orientation, gender identity, or sex/intersex status.

- Our organisation is committed to preventing child abuse, to identifying risks early, and to managing risks appropriately.
- We have legal and moral obligations to contact authorities when we are worried about a child's safety.
- Our organisation understands and complies with obligations under the Reportable Conduct Scheme administered by the Queensland Family and Child Commission.
- Our organisation has robust human resources and recruitment practices for all workers.
- We have specific policies, procedures and training in place that support our leadership team and workers to achieve these commitments.
- We will continue to refine and implement this Policy based on our work with, and the voices of, children and young people.
- We are committed to ensuring that our policies, procedures, systems, processes and measures create a culturally safe and inclusive environment for Aboriginal and Torres Strait Islander children, young people, and families (see *Support Planning and Delivery Policy and Procedure, 5.3 Child Protection Service Access and Exit Policy and Procedure, 3.3 Working with Family and Carers Policy*)

4.0 RESPONSIBILITIES

- **The CEO is responsible to ensure that:**
 - This policy is implemented.
 - They lead and model a child safe culture across all levels of the organisation.
 - Mandatory reporting requirements, procedures and associated legal responsibilities are adhered to.
 - Workers are aware of, trained in, compliant with, and implement this policy.
 - Workers are trained in early intervention approaches and trauma-informed care where potential or actual harm of clients is identified.
 - Workers understand their legal obligations relating to mandatory reporting.
 - That the cultural needs of clients from Aboriginal and Torres Strait Islander and culturally and linguistically diverse backgrounds are safeguarded through training in cultural competency.
 - Workers are supported to create an appropriate service culture in accordance with this policy and vision and values of the organisation.
 - Recruiting and training practices are appropriate to the needs of participants.
 - Complaints processes are accessible to NDIS participants using the service — in particular, children and young people.
 - There are systems in place to identify and remedy gaps which contributed to a client experiencing harm.
- **All Workers are responsible to ensure that:**
 - A child safe culture is promoted.
 - They understand and can implement cultural safety and trauma-informed care.
 - Clients are aware of:
 - this policy.
 - their right to safety.
 - their right to speak out and complain where they feel unsafe.

- the available complaints procedures and how they can access help and advice.
- the obligation on Workers to share information where they suspect or are aware of harm or risk of harm to children and young people.
- They can meet their responsibilities to children including cultural safety, record keeping, information sharing and reporting obligations.
- Incident management processes are followed, including mandatory reporting where relevant.

Families and Communities

Cultural Safety

- We are committed to creating and maintaining a culturally safe environment for Aboriginal and Torres Strait Islander children and young people.
- We actively encourage and support cultural safety, participation, and empowerment of Aboriginal and Torres Strait Islander children and their families through:
 - supporting Aboriginal and Torres Strait Islander children and young people to express their culture (see *Support Planning and Delivery Policy and Procedure*, and *Service Access and Equity Policy and Procedure*).
 - Building respectful relationships with Aboriginal and Torres Strait Islander peoples and organisations.
 - Acknowledging the Traditional Owners of the land/s on which we operate.
 - Recognising the ongoing impact of colonisation on the safety and wellbeing of Aboriginal and Torres Strait Islander children and their families.
 - Respecting Aboriginal and Torres Strait Islander cultures across our organisation.
 - Actively supporting the recruitment and retention of Aboriginal and Torres Strait Islander workers.
- We support all Workers to understand the strengths of Aboriginal and Torres Strait Islander culture and its role in supporting the safety and wellbeing of Aboriginal and Torres Strait Islander children. We do this through including relevant cultural training in:
 - Recruitment processes and development of position descriptions.
 - Induction processes.
 - Ongoing professional development.
 - Performance management processes.
 - Strengths-based and culturally appropriate assessment and service delivery processes.
- We take a zero-tolerance approach to racism in our organisation. Our response to racism is outlined in our 3.12 Child Protection Preventing, Reporting and Responding to Harm, and Neglect Policy and Procedure, and our 6.5 *Child Protection Human Resources, Blue Cards, and Recruitment Policy and Procedure*.

Children and Young People

- Our organisation seeks to empower children — they are vital and active participants in our organisation. We involve them when making decisions, especially about matters that directly affect them. We listen to their views and respect what they have to say.
- We tell children and young people about their right to be safe, to access information, and to participate in decision-making. Actions to support this include providing children and young

people with a child friendly version of the *UN Convention on the Rights of the Child*.

- We encourage children to cultivate friendships and seek support from their peers, to help them feel safe and connected.
- Where relevant, we refer children and families to appropriate information and services, including but not limited to age-appropriate sexual abuse prevention programs.
- We give information and support to children and young people on how to tell us or others about any worries they have. See the *4.2 Child Protection Feedback, Complaints, and Appeals Policy and Procedure Policy and Procedure*.
- We support children and young people to access information, support and make a complaint, in a way they can understand, and that is culturally safe. See the *4.2 Child Protection Feedback, Complaints, and Appeals Policy and Procedure*. Our assessment and planning processes support children (and their families) to identify their individual strengths and needs. See the *3.4 Individual outcomes and Planning*, and the *3.7 Early Childhood Intervention Policy and Procedure (where applicable)*.
- We support equity and inclusion. We make reasonable changes to support all children to participate and respond to the needs of all children in our organisation (see *5.3 Child Protection Service Access and Equity Policy and Procedure*).
- We promote diversity and acceptance in our organisation, and people from all walks of life and cultural backgrounds are welcome. We seek to understand and respond to the diverse needs and circumstances of children and young people. In particular we:
 - promote the cultural safety, participation, and empowerment of children from culturally and/or linguistically diverse backgrounds.
 - recognise that children with a disability have a heightened vulnerability to risk of harm and ensure they are safe and can participate equally.
 - identify the particular support needs of children with whom we work and who are unable to live at home.
 - identify and respond to the specific needs of lesbian, gay, bisexual, transgender, and intersex children, and young people.
- We promote diversity including by celebrating or acknowledging significant occasions, Worker’s training, recruitment practices that seek to represent the diversity in the community.
- We work to prevent child abuse and harm resulting from discrimination based on disability, ethnicity, religion, sex, intersex status, gender identity or sexual orientation (for example, through complying with antidiscrimination laws, taking a zero-tolerance approach to racism, and outlining expectations in the *6.3 Code of Conduct*).

Families and communities

- We support families to participate in decisions affecting their child/ren (see *3.3 Working with Family and Carers Policy and Procedure*).
- We tell families and the community about our child safe approach and make sure that they can access information they need (e.g., on our website, by providing policies to clients, incorporating client feedback into our policies and procedures).
- We support families and communities to have a say in how we develop and review our policies and practices.
- We consider the diversity of families accessing our services (e.g., through demographic analysis of

our clients, and the population living in our service area) and take action to reduce barriers to inclusion (see 5.3 *Child Protection Service Access and Exit Policy and Procedure*, and 3.4 *Individual Outcomes and Planning Policy and Procedure*).

Staff and Volunteers (Workers)

Recruitment

- We take all reasonable steps to employ skilled people to work with children, set out in the 6.50 *Child Protection Human Resources, Blue Cards, and Recruitment Policy and Procedure*.
- We develop position descriptions, selection criteria and advertisements which clearly demonstrate our commitment to child safety and wellbeing and an awareness of our social and legislative responsibilities. Our organisation understands that we have ethical and compliance obligations when recruiting Workers.
- We actively encourage applications from Aboriginal and Torres Strait Islander peoples, people from culturally and/or linguistically diverse backgrounds and people with a disability.
- Our recruitment processes include a range of values-based interview questions to establish suitability to work with children.
- All people engaged in child-related work, including volunteers, are required to hold a Working with Children Check and to provide evidence of this Check.
- We carry out reference checks and NDIS Worker Screening Checks to ensure that we are recruiting the right people.

Training and supervision

- Our organisation understands that training and education should help promote a culture in which child safety is everyone's responsibility.
- Our organisational culture aims for all Workers, parents, carers, and children to feel confident and comfortable in discussing any allegations of child abuse or child safety concerns.
- We train Workers to:
 - understand and implement our child safe and other related policies,
 - contribute to building cultural safe environments,
 - identify, assess, and minimise risks of harm to children,
 - communicate with children and young people in a way that is appropriate for their age, maturity, and capability.
 - support children to have a say, take part in decision-making, and talk about any worries they have,
 - recognise potential signs of child abuse, including harm caused by other children and young people,
 - how to support a person making a disclosure about harm to a child
 - how to respond to issues of child safety including
 - internal and external reporting requirements
 - notifying families and carers and managing risks to children
- We document training in our *Training Register*

- We provide an appropriate induction to all Workers to make sure that they understand their responsibilities to children and young people, including responding to disclosures, record keeping, information sharing and reporting obligations (see *6.50 Child Protection Human Resources, Blue Cards, and Recruitment Policy and Procedure, 3.12 Child Protection Preventing, Reporting and Responding to Harm, and Neglect Policy & Procedure, 3.11 Child Protection Incident Management Policy and Procedure*)
- We provide ongoing supervision for Workers to:
 - support child safety and wellbeing;
 - develop their skills to protect children from abuse; and
 - promote the cultural safety of:
 - Aboriginal and Torres Strait Islander children,
 - children from linguistically and/or diverse backgrounds,
 - children with a disability, and
 - lesbian, gay, bisexual, transgender, and intersex children, and young people.
- Where relevant, we include child safety and wellbeing as a standing agenda item for team meetings.
- New Workers will be supervised regularly to ensure they understand our organisation’s commitment to child safety and wellbeing, and that everyone has a role to play in protecting children from abuse, as well as checking that their behaviour towards children is safe and appropriate (see *6.3 Code of Conduct*).
- Our organisation will report inappropriate behaviour through the appropriate channels.

Fair procedures

- Our organisation creates a culture of safety by treating its Workers justly and fairly.
- Decisions made when recruiting, assessing incidents, and undertaking disciplinary action will always be thorough, transparent, and based on evidence.
- If an allegation of abuse or a safety concern is raised, we provide updates to children and families on progress and any actions we as an organisation take.

See the *6.1 Recruitment and Selection of Staff and Volunteers & 6.50 Child Protection Human Resources, Blue Cards, and Recruitment Policy and Procedure* for further guidance.

Acceptable and unacceptable interactions

Workers

- Workers must treat NDIS participants and their supporters in line with the *6.3 Code of Conduct*.

Peer-to-peer, child-to-adult

We expect and promote interactions based on open communication, mutual respect, and healthy boundaries, both online and offline.

- **Respect and Trust:** Individuals should treat each other with respect, regardless of differences, to build relationships based on trust and open communication.
- **Positive Communication:** We encourage effective communication, including active listening and clear expression of needs and boundaries.

- **Constructive Conflict Resolution:** Learning to address disagreements and conflicts in a respectful and constructive manner is essential for maintaining positive relationships.
- **Empathy and Understanding:** Developing empathy and understanding of others' perspectives can foster deeper connections and strengthen peer relationships.
- **Setting Boundaries:** Individuals should be able to set healthy boundaries and communicate them clearly to their peers, while also respecting the boundaries of others.
- **Positive Influence:** Friends should be a positive influence on one another, encouraging healthy behaviours, and promoting personal growth.
- **Safe and Inclusive Environments:** We try to create spaces where all individuals feel safe, respected, and included, free from bullying, harassment, and discrimination.
- **Online Etiquette:** Recognising that online interactions require the same principles of respect, kindness, and appropriate behaviour as face-to-face interactions.

Examples of acceptable interactions:

- Sharing personal experiences, feelings, and concerns with trusted friends.
- Collaborating on projects or activities in a respectful and inclusive manner.
- Offering support and encouragement to friends who are facing challenges.
- Respectfully disagreeing with a friend's opinion while maintaining a positive relationship.
- Practicing active listening and showing genuine interest in what others have to say.
- Utilising online platforms for positive interactions, such as sharing information or offering support.

Examples of unacceptable interactions:

- Bullying, harassment, or any form of aggressive behaviour.
- Spreading rumours or gossip.
- Excluding or isolating others from social groups.
- Using offensive or disrespectful language.
- Pressuring or coercing others into actions they are uncomfortable with.
- Disregarding or violating boundaries set by others.

Information and Disclosure

Allegations, Concerns, and Complaints

- Our organisation takes all allegations seriously and has practices in place to investigate thoroughly and quickly. Our Workers are trained to deal appropriately with allegations as set out in the *3.12 Child Protection Preventing, Reporting and Responding to Harm, and Neglect Policy & Procedure*, the *4.2 Child Protection Feedback, Complaints, and Appeals Policy and Procedure*, and the *3.11 Child Protection Incident Management Policy and Procedure*.
- We work to ensure all children, families, workers know what to do and who to tell if they see abuse or are a victim, and if they notice inappropriate behaviour.
- We all have a responsibility to report an allegation of abuse if we have a reasonable belief that an incident took place (see information about *failure to disclose*, under **Reporting Obligations**).
- If an adult has a reasonable belief that an incident has occurred, they must report the incident. Factors contributing to reasonable belief may be:

- a child states they or someone they know has been abused (noting that sometimes the child may in fact be referring to themselves)
- behaviour consistent with that of an abuse victim is observed
- someone else has raised a suspicion of abuse but is unwilling to report it
- observing suspicious behaviour.

Privacy

- Our organisation respects the privacy of individuals — workers, parents or children — involved in a complaint, allegation, or investigation. We have safeguards and practices in place to ensure personal information is protected as set out in the *1.2 Privacy and Confidentiality Policy and Procedure*. Everyone is entitled to know how this information is recorded, what will be done with it, and who will have access to it.
- We understand that, while privacy is important, consent to share information is not required when promoting the safety and wellbeing of a child for organisations that fall under Queensland’s information sharing schemes.
- We securely store all records of allegations of abuse and safety concerns, such as incident report forms and investigations.

Reporting Obligations

- Our organisation takes our legal responsibilities seriously, including:
 - **Failure to disclose:** Reporting child sexual abuse is a community-wide responsibility. All adults in Queensland who have a reasonable belief that an adult has committed a sexual offence against a child under 18 have an obligation to report that information to the police.
 - **Failure to protect:** People of authority in our organisation will commit an offence if they know of a substantial risk of child sexual abuse and have the power, or responsibility to reduce or remove the risk, but negligently fail to do so.
- We understand our obligations under the Reportable Conduct Scheme set out in the *3.11 Child Protection Incident Management Policy and Procedure*. We understand that any alleged reportable conduct by Workers must be reported to the Queensland Family and Child Commission.

Risk Management

- We embed risk management strategies focused on preventing, identifying, and mitigating risks to children and young people into our organisational leadership, governance, and culture (see *1.6 Governance Policy and Procedure, 6.9 Risk Management Policy, 6.50 Child Protection Human Resources, Blue Cards, and Recruitment Policy and Procedure, 3.12 Child Protection Preventing, Reporting and Responding to Harm, and Neglect Policy & Procedure*).
- In addition to general occupational health and safety risks, we proactively manage risks of abuse to our children.
- Our complaints system includes risk treatments such as ensuring confidentiality, offering appropriate protections where possible, and addressing the possibility of retaliation against all parties. (See the *4.2 Child Protection Feedback, Complaints, and Appeals Policy and Procedure*.)

Physical and Online Environments

- We recognise the right of children and young people to privacy, access information, social connections, learning opportunities, through access to online environments.
- Workers use physical and online environments in line with our 6.3 *Code of Conduct* and our policies on child safety and wellbeing.
- When considering phone/ video service delivery to children and young people, we will:
 - Assess whether this technology suits the needs and situation of each child and family, taking into account the child’s needs, assessment, mode of communication, and any potential risk factors in the home.
 - Obtain consent from children and their families for services to be delivered via phone/ video.
 - Establish appropriate oversight and safeguards for any one-on-one contact with children over phone/ video, for example:
 - limit one-on-one services to situations in which a parent/ carer can be in the room with the child.
 - clearly scheduling and documenting any one-on-one contact.
 - where possible, Workers who have one-on-one phone/ video contact with children should do so in open, public spaces with clear lines of sight to others, to minimise the risk of inappropriate contact or abuse.
 - Ensure Workers do not contact children or young people through their personal phones.
 - Require Workers to obtain senior authorisation or include managers in certain communications.
 - Ensure Workers know what to do and who to contact if there are concerns about a child or young person’s immediate safety or wellbeing.¹
 - Tell Workers, children, and families about how we manage safety risks associated with this technology, for example, using a secure video conferencing platform with adequate IT security software.
 - Have a contact person available in case either participant has concerns during the session.
 - Provide clear guidelines for Workers about acceptable and unacceptable forms of online/ phone contact with children and young people and convey clear consequences for breaches.
- Where we contract other providers to deliver services or facilities, we will make reasonable efforts to ensure that the provider has policies to ensure the safety of children and young people, including ensuring that Workers hold Working with Children clearances.

5.0 REVIEW

This policy will be reviewed on a two-yearly basis. However, if at any time the legislative, policy or funding environment is so altered that the policy is no longer appropriate in its current form, the policy will be reviewed immediately and amended accordingly.

- This policy will be reviewed as per the *Internal Audit Schedule* with reference to:
 - client and stakeholder feedback
 - *Client Satisfaction Surveys*
 - the *Incident Register*
 - the *Complaints Register*
 - and changes in:

¹ <https://www.esafety.gov.au/key-issues/covid-19/working-alone-children-online>

- service delivery activities
- relevant legislation
- Improvements will be documented in the *Continuous Improvement Register*.

6.0 AMMEDMENT RECORD

Version	Review Date	Changes Made	Reviewed By	Next Review Date
1.0	24.12.2025	New policy	Corporate Services Manager	24.12.2027

7.0 APPENDIX A- DEFINITIONS

Term	Definition
Child	In Queensland a child is a person under the age of 18 years (<i>Child Protection Act 1999</i>).
Cultural safety	Cultural safety requires “an environment that is safe for people: where there is no assault, challenge or denial of their identity, of who they are and what they need. It is about shared respect, shared meaning, shared knowledge and experience, of learning, living and working together with dignity and truly listening.” ²
Disclosure	A statement that a person makes to another person that describes or reveals abuse.
Equity	Equity means equal opportunity for children to obtain the skills, knowledge, and resources they need to be safe regardless of their characteristics, circumstances, life experiences and backgrounds.
Harm	The term harm is equivalent to the terms abuse, neglect, exploitation, discrimination and violence used in the NDIS.
Universal Principle	Established in the Child Safe Organisations Act 2024 Section 11, the Universal Principle requires child safe entities to provide an environment that promotes and upholds the right to cultural safety of children who are Aboriginal persons or Torres Strait Islander persons.

² Williams, R. (2008), Cultural safety; what does it mean for our work practice? Australian and New Zealand Journal of Public Health, 23(2):213-214.
 1.8 QLD Child Safe Policy (v1.0)
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Worker

Refers to any individual who carries out work in in the business or undertaking of WLS.

This includes:

- Employees (full-time, part-time, casual)
- Contractors & Subcontractors
- Volunteers
- Students on placement
- Agency staff

It may include other persons who carries out work in the business or undertaking of WLS. For clarity, a contractor engaged by WLS to perform construction and / or other trade or supply works for example is not another person carrying out work in the business or undertaking of WLS.

All Workers are expected to uphold the WLS values, comply with relevant legislation and policies, and contribute to a safe, inclusive, and respectful environment for children, young people, participants, colleagues, and the community.

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