



CHILD SAFE POLICY

Child Safety Officer

All concerns must be reported to the Child Safety Officer (CSO) as the first point of contact.

CSO: Leanne Laffan & Kiandra Harman **Phone:** 03 5995 5012

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INTRODUCTION

Reflections Academy of Dance is committed to providing a safe space for all children - through detailed policy, ongoing staff training, and a rigorous and transparent reporting process'

Leanne Laffan & Kiandra Harman

Managing and Artistic Directors, Reflections Academy of Dance | Child Safety Officer

RAD would like to acknowledge the Traditional Custodians of the land we are meeting on today, the Bunurong (Boon Wurrung) people of the Kulin Nation. I pay my respects to their Elders past and present, and extend that respect to all Aboriginal and Torres Strait Islander peoples here today.

Dance is an unregulated industry, and anyone can open a dance school. That's why it's critical parents understand what happens at their studio and what the staff are doing to ensure the safety of their child.

In July 2022, the Victorian Government announced Australia's first mandatory guidelines for child safety standards for all organisations that supervise children. There are 11 Standards every organisation are required to meet - these are outlined in this document, as well as our response and implementation plan.

Reflections Academy of Dance's Child Safe Policy was developed through consultation with parents. We are committed to continue this approach - in this update, we are extending this consultation to the students, as they are directly impacted and supported by this policy.

OUR COMMITMENT TO CHILD SAFETY

All children attending Reflections Academy of Dance have the right to be safe, respected and protected from harm. Children should be made aware of, and feel confident in, their rights and responsibility.

Reflections Academy of Dance is fiercely committed to the safety and wellbeing of all children that interact with our organisation; as students, siblings or friends of students, or audience members of performances. The welfare of children entrusted in our care is our first priority and we have zero tolerance for child abuse. We will take all necessary steps to prevent and protect children from abuse and neglect, including:

- physical abuse: purposefully injuring or threatening to injure a child
- emotional abuse: an attack on a child's self-esteem through bullying, threatening, ridiculing, intimidating or isolating a child
- neglect: harming a child by failing to provide basic physical or emotional necessities
- sexual abuse: any sexual act or sexual threat.

Who does this policy apply to?

This policy protects all children and young people in attendance at Reflections Academy of Dance. Any adult person (18 and over) that may work or interact with children at any time must comply with this policy, including:

- All paid staff (teachers, administration, casual staff)
- Volunteers and work experience students
- Independent contractors and guest teachers
- Parents and guardians present on studio premises
- Students aged 18 and over who interact with younger students

Definition

Staff member relates to any person occupying the above role, regardless of their employment status with Reflections Academy of Dance (ie permanent, casual or volunteer).

Child abuse means:

- a sexual offence committed against a child
- an offence committed against a child
- physical violence against a child
- causing serious emotional or psychological harm to a child
- serious neglect of a child.

Harm is damage to the health, safety or wellbeing of a child or young person, including as a result of child abuse by adults or the conduct of other children. It includes physical, emotional, sexual and psychological harm. Harm can arise from a single act or event and can also be cumulative, that is, arising as a result of a series of acts or events over a period of time.

Child/Children means a person who is under the age of 18 years.



OUR COMMITMENT TO YOU

Reflections Academy of Dance policies and procedures put children and young people at the centre - we are committed to the transparency, reporting and response for suspected or actual incidents of abuse.

We are committed to encouraging staff, children and parents to raise any concerns or provide their views on the wellbeing of children involved with our organisation.

We keep staff, students, parents and external stakeholders (eg theatres) informed of our Child Safety Policy and relevant procedures by:

- ensuring staff have read, understood, and are committed to their obligations under our Child Safe Policy, Code of Conduct, and any other relevant policies and procedures before they commence work with our organisation
- making relevant documents easily accessible by providing them on our website, distributing them to staff and having copies available on request
- providing children and parents with easy to understand information about our Child Safe Policy, through newsletters, posters and on social media.

We believe staff, parents and children should feel enabled, empowered and supported to safely raise any concern or complaints about any perceived risk to a child's safety or signs of abuse. We have developed a procedure to respond to any complaint of abuse or conduct in not keeping with this policy and Code of Conduct, including to take disciplinary action or rectify issues when necessary.



YOUR COMMITMENT TO OUR CHILD SAFETY POLICY

Our Directors place students first in all policy development, hiring processes and ongoing training of staff. Staff at all levels as well as volunteers visiting onsite or at an event are committed to, and bound by the following conduct.

All staff are responsible for the safety, and protection of children by:

- Adhering to, and advocating for our Child Safe Policy
- Taking reasonable steps to ensure children and young people are safe at all times
- Treating staff, parents and students with respect at all times
- Reporting any allegations of misconduct or abuse immediately to the parent of the child as well as the Child Safe Officer, Directors of the organisation, or if required, the Victorian Police

All staff must NOT:

- Discriminate against a child based on the protected classes (eg race, disability, gender)
- Ignore or disregard any suspected or disclosed child abuse
- Ignore or disregard the Child Safe Policy

While we can do all we can in our studio to protect children and young people, we also need commitment from parents and students on site to keep children safe from harm.

All students MUST:

- Treat staff members, teachers and all other students with respect
- Not threaten, or abuse (verbally, emotionally or physically) other students, or staff
- Not bully another child. To understand what IS and what IS NOT bullying, please visit Kids Helpline online.

All students SHOULD:

- Read this document (where age appropriate) with a parent or guardian to ensure they understand the commitments of our organisation to protect all children and young people and their role in upholding this policy
- Let their parent or staff member know if there is something happening in the studio that makes them feel unsafe or uncomfortable

All parents MUST NOT:

- Threaten, or abuse (verbally, emotionally or physically) other students, parents or staff
- Video or photograph other people's children. We provide as much opportunity for you to take home costumes or provide viewing of classes, videos of performances so you do not need to take any photos or videos onsite or at our events.
- Ignore or disregard our Code of Conduct

THE 11 VICTORIAN CHILD SAFE STANDARDS

1. Organisations establish a culturally safe environment in which the diverse and unique identities and experiences of Aboriginal children are respected and valued.
2. Child safety and wellbeing is embedded in organisational leadership, governance and culture
3. Children and young people are empowered about their rights, participate in decisions affecting them and are taken seriously.
4. Families and communities are informed and involved in promoting child safety and wellbeing.
5. Equity is upheld and diverse needs respected in policy and practice.
6. People working with children and young people are suitable and supported to reflect child safety and wellbeing values in practice.
7. Processes for complaints and concerns are child-focused.
8. Staff and volunteers are equipped with the knowledge, skills and awareness to keep children and young people safe through ongoing education and training.
9. Physical and online environments promote safety and wellbeing while minimising the opportunity for children and young people to be harmed.
10. Implementation of the Child Safe Standards is regularly reviewed and improved.
11. Policies and procedures document how the organisation is safe for children and young people.

Implementing the Child Safe Standards

Snapshot

STANDARD 1

- Include acknowledgement of country at commencement of all events
- Remove cultural appropriation from programming/events eg concert dances
- Create signage in front of facility with acknowledgment of country
- Engage cultural consultant to support program development and provide feedback/advice on concert plans
- Provide support for education pathway for Aboriginal students into full time training and/or company employment

STANDARD 2

- Leaders, staff, volunteers, members and children in the organisation champion and model a child safe culture. They express support for keeping children safe, take action when they have concerns about children's safety and prioritise the safety of children as part of everyday practice.
- Senior leaders regularly review the organisation's performance in delivering child safety and wellbeing.

STANDARD 3

- Staff and volunteers are supported to develop knowledge and skills to help children participate, express their views and raise their concerns.
- The organisation supports children to develop social connections and friendships with their peers, build skills in children to support their peers and challenge bullying or isolating behaviour between children.

STANDARD 4

- Staff and volunteers are provided with information to help them understand, recognise and act on signs of child abuse or harm.
- Opportunities are created for families and community members to provide feedback on the organisation's policies, procedures and practices including the organisation's approach to child safety and wellbeing.

STANDARD 5

- Staff and volunteers are provided with information and guidance about children's diverse circumstances, how to identify factors that can increase a child's vulnerability to harm, and how to promote equity and safety for all children

Implementing the Child Safe Standards

Snapshot

STANDARD 5 cont.

- Leaders set clear expectations around achieving equity and respect for diversity.

STANDARD 6

- Employment advertising includes the organisation's commitment to child safety and wellbeing.
- Pre-employment screening practices including interviewing, referee checks, Working with Children Check and other registration or background checking
- Induction documents for staff and volunteers include the Code of Conduct, the Child Safety and Wellbeing Policy and information about the organisation's child safety practices and complaints process as well as reporting, record keeping and information sharing obligations.

STANDARD 7

- Records are kept of complaints made to the organisation, including concerns raised about the safety of children and disclosures about alleged abuse or harm of children, and actions taken to respond.
- The organisation makes information about how to make a complaint available and accessible to everyone involved with the organisation.

STANDARD 8

- Training is provided to staff and volunteers on the Child Safety and Wellbeing Policy on induction and at regular intervals.
- Training is provided to staff and volunteers that supports their ability to identify signs of child abuse and harm, respond to issues of child safety including internal and external reporting requirements, notifying families and carers and managing risks to children, support a person disclosing child harm, create culturally safe environments in the organisation.
- All staff and volunteers receive training and information to ensure they can:
 - recognise and respond effectively to child safety and wellbeing concerns

Implementing the Child Safe Standards

Snapshot

STANDARD 8 cont.

- respond appropriately to disclosures of harm from children and young people
- support colleagues who disclose concerns or incidents relating to child safety
 - Training includes:
 - clear procedures for responding to disclosures (including maintaining appropriate professional boundaries and not promising confidentiality)
 - role-play and scenario-based learning
 - understanding reporting obligations and escalation pathways
 - strategies to support colleagues following a disclosure
- The organisation maintains records of all training completed by staff and volunteers.
- We are committed to ensuring culturally safe and accessible complaint and reporting processes for all children, staff, and families. All individuals are supported to raise concerns in ways that respect their cultural identity, communication needs, and personal circumstances.
- Staff are required to respond to all concerns respectfully, without bias, and in a manner that is inclusive and culturally appropriate. Discrimination, stereotyping, or cultural misunderstanding will not be tolerated.
- All reports relating to safety concerns are taken seriously, responded to promptly, and managed in line with Child Safe procedures, ensuring fairness, confidentiality, and respect for all parties.
- We are committed to ongoing reflection and improvement to ensure our practices remain inclusive, accessible, and culturally safe.

STANDARD 9

- Risk assessment and management plans are informed by and responsive to the views and concerns of staff, volunteers and children. Plans show that the organisation has balanced the need to manage the risk of harm and abuse against children's rights to privacy, access to information, social connections and learning opportunities.
- When negotiating contracts with third parties, contracts include terms that allow the organisation to take action if the third party does not meet expected child safety and wellbeing standards.

Implementing the Child Safe Standards

Snapshot

STANDARD 9 cont.

- If appropriate, staff, volunteers, parents, carers and children are provided with information about online safety and risks in the online environment, such as online grooming, cyber bullying and sexting. Support is given to reporting negative experiences or concerns.

STANDARD 10

- Complaints, concerns, safety incidents or significant breaches of policy (such as the Code of Conduct) are examined to understand what caused the problem and whether there are any flaws in the organisation's policies, procedures and practices that contributed to the problem. Where flaws or failings are identified, improvements are made to prevent the problem from happening again.
- Reports about the findings and actions taken in response to reviews of the organisation's child safe practices are shared with staff, volunteers, children, families and communities.

STANDARD 11

- Regular consultation on child safety with everyone involved in your organisation is undertaken.
- The organisation uses input from consultations and available information about creating child safety and wellbeing to help develop, review and update policies and procedures related to child safety.
- The organisation's policies and procedures cover all the Child Safe Standards and address the risks to the safety of children that are specific to the organisation and its environment.
- Policies and procedures are easy to understand and can be accessed easily.

CULTURAL SAFETY

Our organisation is committed to creating and maintaining a culturally safe environment for all students, staff, families, and community members. We recognise and respect the diverse cultural identities within our community. We acknowledge that cultural safety is not defined by the provider, but by the experiences of those who receive our services.

Acknowledgement of First Nations Peoples

In the spirit of reconciliation, we acknowledge the Traditional Custodians of the lands on which we teach, learn and perform. We pay our respects to Elders past, present and emerging and recognise their ongoing connection to land, culture, and community. We recognise the importance of embedding Aboriginal and Torres Strait Islander perspectives respectfully and authentically within our programs.

Cultural safety means an environment where Aboriginal and Torres Strait Islander children, young people and families feel respected, valued and able to express their identity. Cultural safety is determined by Aboriginal and Torres Strait Islander peoples themselves and includes the absence of racism, discrimination and cultural harm.

How We Embed Cultural Safety

We embed cultural safety through:

- Acknowledging Country and demonstrating respect for Aboriginal and Torres Strait Islander peoples in classes, performances and studio events.
- Maintaining zero tolerance for racism, discrimination and exclusion, with prompt responses to any incidents.
- Ensuring culturally respectful programming that values all cultures and avoids cultural appropriation or misrepresentation.
- Providing staff with ongoing training in cultural safety, inclusion and anti-racism.
- Creating an inclusive environment through respectful communication, diverse representation and welcoming studio spaces.
- Building respectful partnerships with families and encouraging them to share cultural needs and perspectives.
- Regularly reflecting on our practices and seeking feedback to continuously improve cultural safety.

Principles of Cultural Safety

All staff are expected to uphold the following principles:

- Respect: Value and respect all cultural identities, beliefs, and practices
- Inclusion: Ensure all individuals feel welcomed, safe, and able to participate fully
- Equity: Recognise and address barriers that may impact participation or access
- Awareness: Reflect on personal biases and their impact on others
- Collaboration: Work with families and communities in culturally respectful ways

Staff Responsibilities

All staff must:

- Provide inclusive and respectful learning environments
- Use culturally appropriate language and practices at all times
- Avoid stereotyping, discrimination, or cultural appropriation
- Seek guidance when engaging with cultural content (e.g., dance styles, music, storytelling)
- Support students to express their cultural identity safely and respectfully
- Respond promptly to any concerns or incidents relating to cultural safety

Safe Environments for Diverse Learners

We are committed to ensuring that all students—regardless of cultural background, language, religion, or identity—feel safe and supported. This includes:

- Providing inclusive curriculum and teaching practices
- Respecting family and community values
- Supporting culturally diverse communication needs
- Creating environments free from racism, discrimination, or exclusion

Reporting and Responding to Concerns

- Any concerns relating to cultural safety, discrimination, or inappropriate conduct must be reported in line with our Child Safe and Wellbeing policies. All reports will be taken seriously, managed respectfully, and addressed promptly.

Ongoing Learning and Improvement

- We are committed to continuous improvement through:
- Professional learning in cultural awareness and safety
- Reflective practices and feedback from our community
- Regular review of policies and procedures

ANTI-RACISM AND CULTURAL SAFETY RESPONSE PROCEDURE

Purpose

To ensure all children, young people, families, staff and volunteers are treated with dignity and respect, and that racism within the organisation is identified, confronted, reported and addressed appropriately.

This procedure supports the organisation's commitment to child safety, cultural safety, diversity and inclusion.

Scope

This procedure applies to:

- All children and young people participating in programs.
- Parents, carers and family members.
- Employees, contractors and volunteers.
- Visitors and other members of the organisation's community.
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Definition of Racism

Racism includes any behaviour, language, action or practice that discriminates against, excludes, stereotypes, humiliates, intimidates or disadvantages a person because of their race, ethnicity, culture, language, nationality or background.

Examples may include:

- Racial slurs or offensive comments.
- Mocking a person's accent, language or cultural practices.
- Excluding someone because of their cultural background.
- Stereotyping or making assumptions about a person based on race or ethnicity.
- Displaying racist materials or symbols.
- Online or written racist behaviour.

Prevention Strategies

The organisation will:

- Promote a culture of inclusion, respect and belonging.
- Encourage children to share and celebrate their cultural identities.
- Include culturally diverse resources, examples and experiences where appropriate.
- Provide staff with child safety, cultural safety and inclusion training.
- Clearly communicate behavioural expectations to children, families and staff.
- Encourage concerns about racism to be reported without fear of retaliation.

Identifying Racism

Racism may be identified through:

- Direct observation by staff.
- Reports from children, parents or carers.
- Complaints from staff or volunteers.
- Incident reports.
- Feedback surveys or discussions.
- Social media or online interactions connected to the organisation.

All concerns, regardless of severity, must be taken seriously.

Reporting Racism

Any child, family member, staff member or volunteer may report concerns.

Reports should be made to:

- The Child Safety Officer; or
- The Studio Director/Management Representative.

Reports may be made verbally or in writing.

All reports will be documented on an Incident Report Form.

Immediate Response

When racism is observed or reported, staff must:

1. Stop the behaviour immediately where safe to do so.
2. Ensure the child or person affected feels safe and supported.
3. Listen respectfully and without judgement.
4. Reassure the person that their concern has been taken seriously.
5. Record the incident and notify management.

Investigation Process

Management will:

1. Review the report.
2. Speak with those involved and any witnesses.
3. Gather relevant information.
4. Determine whether racism, discrimination or cultural harm has occurred.
5. Document findings and actions taken.

All investigations will be conducted fairly, confidentially and promptly.

Outcomes and Consequences

Responses will depend on the seriousness of the behaviour and may include:

For Children

- Education and discussion about respectful behaviour.
- Restorative conversations.
- Behaviour management strategies.
- Parent/carer involvement.
- Temporary or permanent exclusion from activities where appropriate.

For Staff, Contractors or Volunteers

- Additional training or supervision.
- Formal warning.
- Performance management process.
- Suspension of duties.
- Termination of employment or engagement.

For Parents, Carers or Visitors

- Verbal or written warning.
- Restrictions on participation or attendance.
- Removal from the premises.
- Termination of service arrangements where appropriate.

Support for Affected Individuals

The organisation will:

- Listen to the views and wishes of the affected child or person.
- Maintain confidentiality where possible.
- Provide ongoing support and follow-up.
- Ensure there is no victimisation or retaliation following a report.

Record Keeping

All reports, investigations and outcomes will be:

- Recorded and stored securely.
- Reviewed to identify patterns or recurring concerns.
- Used to improve organisational practices and cultural safety.

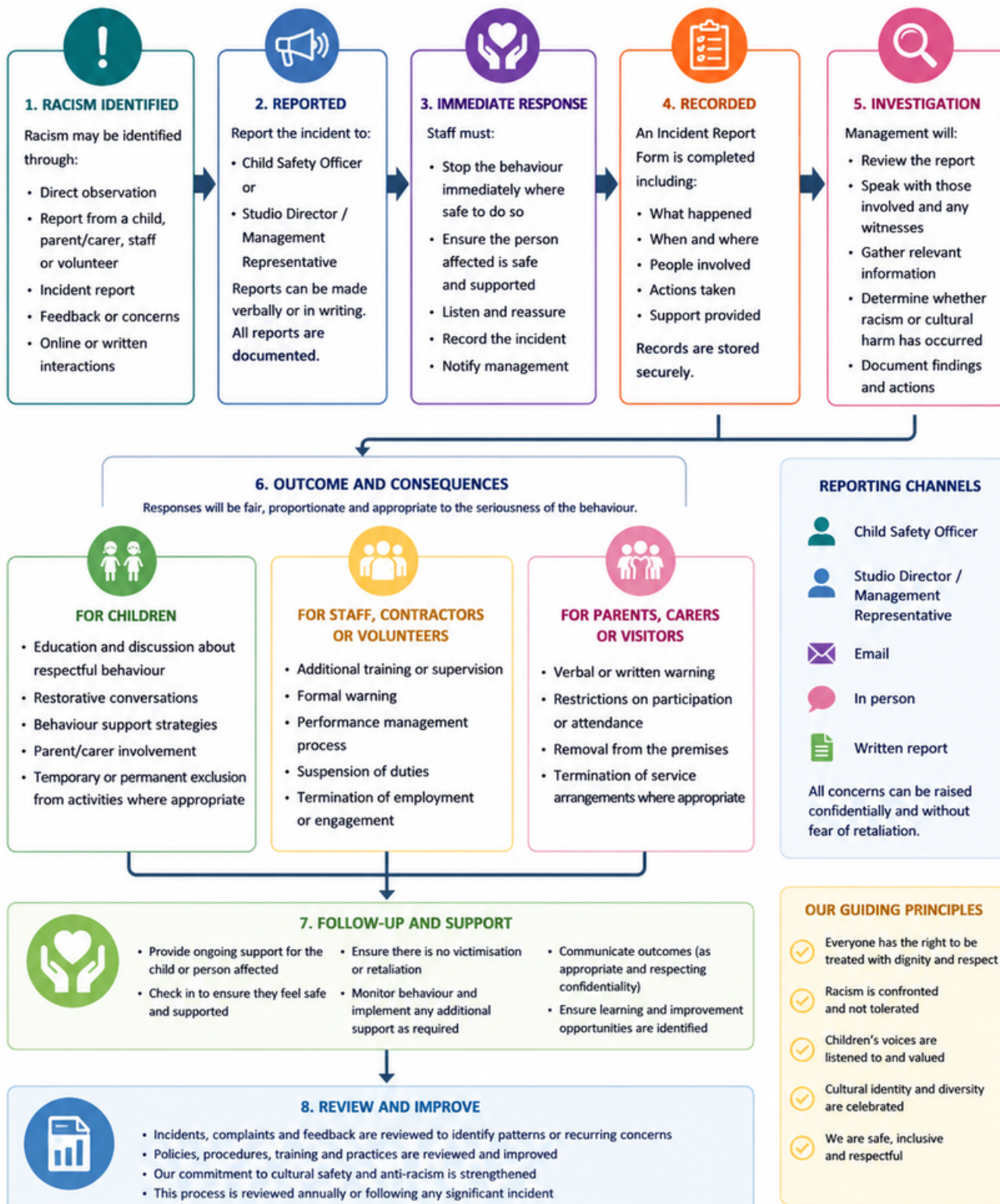
Review

This procedure will be reviewed annually or following any significant incident to ensure it remains effective and aligned with Child Safe Standards

CHILD SAFE STANDARD 1: ORGANISATIONS ESTABLISH A CULTURALLY SAFE ENVIRONMENT IN WHICH THE DIVERSE AND UNIQUE IDENTITIES AND EXPERIENCES OF ABORIGINAL CHILDREN AND YOUNG PEOPLE ARE RESPECTED AND VALUED.

ANTI-RACISM AND CULTURAL SAFETY RESPONSE PROCESS

We are committed to a safe, inclusive and respectful environment for all children and families. Racism is identified, confronted and not tolerated.



We all have a role in preventing racism and creating a culturally safe environment where every child belongs and can thrive.

If you see or experience racism, speak up. Your voice helps keep everyone safe.

A COMMITMENT TO CHILD SAFETY AND WELLBEING

Reflections Academy of Dance is firmly committed to embedding child safety and wellbeing in all aspects of our leadership, governance, culture and daily practice. We recognise that protecting children and promoting their wellbeing is a shared responsibility that is actively demonstrated by all leaders, staff, volunteers and representatives of the organisation.

Organisational Commitment and Culture

Child safety and wellbeing is a core value of Reflections Academy of Dance. We are committed to creating and maintaining a culture where children feel safe, respected, supported and able to participate fully in all activities.

This commitment is demonstrated through clear expectations that:

The safety and wellbeing of children is always the highest priority.

All children have the right to feel safe and be protected from harm.

Concerns about child safety will be taken seriously, responded to promptly and managed appropriately.

All members of the organisation share responsibility for creating a child-safe environment.

Leadership and Governance

Our governance arrangements ensure that child safety is embedded in decision-making and organisational oversight. The Management Committee is responsible for overseeing child safety compliance, monitoring implementation of policies and ensuring continuous improvement in child-safe practices.

Child safety is integrated into:

- Organisational planning and strategic decision-making.
- Policy development, review and approval processes.
- Risk management systems and operational planning.
- Recruitment, induction and supervision of staff and volunteers.

Leaders within the organisation are expected to actively champion child safety by modelling appropriate behaviour, reinforcing expectations and promoting a culture where concerns can be raised without fear of reprisal.

STUDIO GOVERNANCE ROLES & RESPONSIBILITIES

Owner- Mat Laffan

- Sets vision, values and long-term strategy
- Ensures financial sustainability and compliance
- Oversees Child Safe Policy and governance
- Ensures child safety is embedded in culture and resourcing

Creative Director- Kiandra Harman

- Leads artistic direction and curriculum
- Maintains teaching standards and quality
- Mentors teaching staff
- Monitors class environment and risks
- Ensures age-appropriate and safe practices
- Supports staff with student wellbeing and escalates concerns

Managing Director- Leanne Laffan

- Oversees day-to-day operations and enrolments
- Manages staff, communication and scheduling
- Ensures staff compliance with WWCC and policies
- Maintains safe procedures, records and reporting processes

Child Safety Officer- Kiandra Harman

- First point of contact for child safety concerns
- Manages reporting and incident response
- Maintains and reviews policies
- Provides staff training and promotes a safe culture
- Escalates child safety concerns

- **Marketing/Admin-** Skye Ramos
- Manages branding and communication
- Ensures proper consent for student images
- Protects privacy and confidentiality
- Promotes inclusive and safe messaging
- Approving images before posting

Teaching Team

- Delivers structured and engaging classes
- Supports student development and performances
- Maintains safe and respectful environments
- Reports concerns and follows child safety procedures

Assistant Teaching Team

- Supports class delivery and student engagement
- Assists with rehearsal and activities
- Maintains professional boundaries
- Reports concerns to staff or Child Safety Officer
- Reports to Teaching Team and Creative Director

2026 STAFF AND WWCC INFORMATION

<i>In alphabetic order</i>			
Name	WWCC/VIT	Expiry:	Position:
Abigail R C	3759367A-01	10/03/2031	Teaching & Assistant Teacher
Aloha C P	1587998A-03	15/02/2029	Assistant Teacher
Amy R H	1793724A-02	17/09/2029	Teaching & Assistant Teacher
Daneka C L	2951398A-01	28/11/2028	Teaching & Assistant Teacher
Ee E L	3349110A-01	28/01/2030	Teaching & Assistant Teacher
Emily A R B	0064096A-03	31/01/2029	Teaching & Assistant Teacher
Georgia C E B N	2485826A-01	04/07/2027	Teaching & Assistant Teacher
Kate L D	2585969A-01	02/11/2027	Teaching & Assistant Teacher
Kiandra M H	2093339A-02	08/01/2031	Owner, Artistic Director, Child Safety Officer, Leadership, Teaching
Lara D M	1633226A-02	22/03/2029	Teaching & Assistant Teacher
Leanne M L	0893323A-02	03/02/2027	Owner, Managing Director, Child Safety Officer, Marketing, Leadership
Mathew R L	1839873A-02	13/11/2029	Owner
Paige O C	3797730A-01	10/04/2031	Teaching & Assistant Teacher
Shayla J H	2421738A-01	06/05/2027	Teaching & Assistant Teacher
Shelby R P	3695192A-01	22/01/2031	Teaching & Assistant Teacher
Skye A R	2106969A-02	28/01/2031	Teaching, Marketing
Hannah W	VIT- 368061	30/09/2026	VCE Dance Teacher

Code of Conduct and Expectations

Reflections Academy of Dance maintains a Child Safe Code of Conduct that clearly outlines expected standards of behaviour for all staff, volunteers, contractors and committee members.

The Code of Conduct sets out expectations in relation to:

- Appropriate professional boundaries with children.
- Respectful and inclusive interactions.
- Reporting obligations and responsibilities.
- Recognition and response to concerns, disclosures and allegations.
- Safe use of technology and communication with children.

All staff, volunteers and governance members are required to comply with the Code of Conduct. Any breach is taken seriously and may result in disciplinary action, which can include removal from duties, termination of engagement, and/or reporting to relevant authorities where required.

Training, Induction and Expectations

All staff and volunteers receive induction and ongoing training in child safety and wellbeing. This includes understanding organisational policies, recognising signs of harm, responding to disclosures, and fulfilling mandatory reporting and other legal obligations.

Leaders are responsible for ensuring that child safety expectations are clearly communicated, consistently reinforced and embedded into everyday practice.

Monitoring, Review and Continuous Improvement

The organisation regularly monitors and reviews its child safety performance to ensure policies and practices are effectively implemented. This includes:

- Reviewing incident reports, complaints and near misses.
- Monitoring compliance with the Code of Conduct and child safety procedures.
- Reviewing recruitment, screening and training processes.
- Seeking feedback from staff, families and children.
- Conducting periodic policy reviews and updates in line with legislative changes and best practice.

Findings from monitoring activities are used to inform continuous improvement in child safety systems and organisational culture.

Record Keeping and Information Sharing

Reflections Academy of Dance maintains secure, accurate and confidential records relating to child safety concerns, complaints, incidents and risk management activities. Information is recorded, stored and retained in accordance with legal and regulatory requirements. Information is shared appropriately and lawfully to support child safety, including with families, relevant authorities and external agencies where required. Confidentiality is maintained except where disclosure is necessary to protect a child, comply with legal obligations or respond to a safety concern.

Through these practices, Reflections Academy of Dance ensures that child safety and wellbeing is not only a policy requirement, but a consistently demonstrated value across all levels of the organisation.

BREACHES OF THE CHILD SAFE POLICY

The following are examples of the different breaches of our Child Safe Policy and our process in response to these types of breaches.

MINOR BREACH EXAMPLES	RESPONSE
Students touching each other without consent (eg unwanted hugs)	In-class education with staff reminding children about consent, and discouraging personal contact. Ongoing incidence will be referred to Admin Manager/Director and parent called to discuss

MAJOR BREACH EXAMPLES	RESPONSE
Student assaulted by another student	Immediate suspension of student and parents of both children called. Police may be called depending on incident
Student assaulted by staff member	Police will be called and staff member immediately removed from premises until police investigation complete.

YOUR RIGHTS

In the case of a suspected incident of child abuse, or a breach of our Child Safe Policy you can report it to:

- Any staff member on site (which will be passed on to the Directors)
- Child Safe Officer (Leanne Laffan & Kiandra Harman)
- The Victorian Police by dialling 000

SAFETY RISK ASSESSMENT

Child Safety Risk Assessment

The following risk assessment identifies hazards across all aspects of studio operations, rates the level of risk, and documents the control measures in place to mitigate harm.

2.1 Risk Rating Matrix

Each risk is rated by multiplying Likelihood (1-5) by Severity (1-5):

Rating	Score	Required Action
Low	1 - 6	Monitor and review annually
Medium	7 - 12	Implement controls; review every 6 months
High	13 - 19	Immediate action required; review quarterly
Critical	20 - 25	Stop activity until controls in place; escalate immediately

2.2 Physical Environment Risks

Hazard	Who at Risk	Likelihood	Severity	Rating	Control Measures	Residual Risk
Slippery or wet studio floors	All students	3	4	12 - Med	Non-slip surfaces maintained; wet floor signs; no outdoor footwear in studio; regular floor inspections	Low
Unsafe barres, mirrors or props	All students	2	4	8 - Med	Monthly equipment inspection log; damaged items removed immediately; barres secured to walls	Low
Blocked emergency exits	All persons	2	5	10 - Med	Weekly exit check; exits clearly marked; staff induction covers evacuation routes	Low
Inadequate lighting	All students	2	3	6 - Low	All studios and change areas maintain adequate lighting; lighting checked each term	Low
Unsafe car park or drop-off zone	Young students	3	4	12 - Med	Designated supervised drop-off/pick-up point; no unsupervised under-12s in car park	Low

2.3 Supervision and Staffing Risks

Hazard	Who at Risk	Likelihood	Severity	Rating	Control Measures	Residual Risk
One-on-one situations (staff and child alone)	All students	3	5	15 - High	Two-adult rule strictly enforced; all 1:1 situations visible to others; glass panels or open doors required	Low
Unvetted staff or volunteers	All students	2	5	10 - Med	Working With Children Check verified before commencement; register maintained; checks re-verified as required by law	Low

Hazard	Who at Risk	Likelihood	Severity	Rating	Control Measures	Residual Risk
Unsupervised access to premises	All students	2	5	10 - Med	Secure entry; visitor sign-in; no unauthorised adults backstage or in change areas	Low
Inappropriate physical contact during instruction	All students	2	5	10 - Med	Code of Conduct defines appropriate touch; verbal consent before adjustment; parent consent form for physical corrections	Low
Inadequate supervision during breaks	All students	3	3	9 - Med	Designated supervisor during all break times; students must remain in designated areas	Low

2.4 Change Room and Costume Risks

Hazard	Who at Risk	Likelihood	Severity	Rating	Control Measures	Residual Risk
Adults in children's change areas	All students	2	5	10 - Med	Adults prohibited from entering children's change rooms; same-gender chaperone policy for under-18s at performances; parent permission required	Low
Recording devices in change areas	All students	2	5	10 - Med	No mobile phones or cameras permitted in change areas; signage posted; breach treated as serious misconduct	Low
Children changing unsupervised at events	Under 12s	3	4	12 - Med	Named chaperone assigned for each group at performances; chaperone list provided to parents in advance	Low
Staff transporting students in private vehicles without approval	All students	1	5	5 - Med	Private transport prohibited unless approved by management and parent/guardian; transport procedures documented; records maintained	Low
Allegations of child abuse or misconduct are not managed in accordance with legal requirements	All students	1	5	5 - Med	Reportable Conduct Scheme procedures in place; mandatory reporting requirements followed; records maintained securely; incidents escalated immediately to leadership	Low

2.5 Digital and Online Risks

Hazard	Who at Risk	Likelihood	Severity	Rating	Control Measures	Residual Risk
Photography or video of students without consent	All students	3	4	12 - Med	Written parental consent required on enrolment; no personal device photography of students; studio photographer uses studio accounts only	Low
Staff using personal social media to contact students	All students	2	5	10 - Med	All communication via official studio channels only; no staff-student social media connections; breach is misconduct	Low
Students sharing personal information online	All students	2	3	6 - Low	Digital safety covered in studio communications to parents; children's names not published online without consent	Low
Cyberbullying between students linked to studio activities	All students	2	4	8 - Low	Clear anti-bullying policy including online behaviour; reporting pathways provided to parents and students; immediate response procedure for online incidents; staff trained in identifying signs of cyberbullying	Low
Unauthorised sharing of studio photos/videos by staff or families	All students	3	4	12 - Med	Clear photography and social media policy; consent required for all posts; staff prohibited from posting on personal accounts; families informed of sharing expectations via enrolment agreement	Low

2.5 Digital and Online Risks

Hazard	Who at Risk	Likelihood	Severity	Rating	Control Measures	Residual Risk
Use of third-party apps/platforms without security oversight	All students	2	4	8 - Low	Only approved platforms used for communication and scheduling; apps reviewed for privacy compliance; student data not entered into unapproved systems; access restricted to authorised staff	Low
Exposure of student identity through tagged posts or geolocation	All students	2	3	6 - Low	Geotagging disabled on official posts; students not tagged without consent; staff trained on privacy risks of location sharing; posts reviewed before publishing	Low
Grooming or inappropriate contact via indirect online channels	All students	1	5	5 - Low	Staff prohibited from private messaging students; official channels monitored; staff trained in grooming indicators; any suspicious contact escalated to leadership immediately	Low
Livestreaming or recording classes without permission	All students	2	4	8 - Low	No livestreaming permitted without written approval; signage in studio where relevant; staff monitor and stop unauthorised recording; consent required for any online broadcasting	Low
Use of third-party apps/platforms without security oversight	All students	2	4	8 - Low	Only approved platforms used for communication and scheduling; apps reviewed for privacy compliance; student data not entered into unapproved systems; access restricted to authorised staff	Low
Exposure of student identity through tagged posts or geolocation	All students	2	3	6 - Low	Geotagging disabled on official posts; students not tagged without consent; staff trained on privacy risks of location sharing; posts reviewed before publishing	Low

2.6 Peer-to-Peer Risks

Hazard	Who at Risk	Likelihood	Severity	Rating	Control Measures	Residual Risk
Peer-to-peer harm or bullying	All students	3	3	9 - Med	Anti-bullying policy in place; students and parents aware of reporting pathway; incidents recorded	Low
Harmful sexual behaviour between students	All students	2	5	10 - Med	Staff trained to recognise concerning behaviour; supervision maintained; concerns reported immediately; support plans implemented where required	Low
Students do not feel safe to disclose concerns about peers or adults	All students	2	5	10 - Med	Child-friendly complaints process; trusted Child Safety Officers; regular reminders of reporting options; family communication pathways	Low

2.7 Disclosure and Grooming Risks

Hazard	Who at Risk	Likelihood	Severity	Rating	Control Measures	Residual Risk
Staff grooming or boundary violations	All students	2	5	10 - Med	Code of Conduct signed by all staff; no gift-giving to individual students; no private contact outside class; disclosure procedures trained annually	Low
Inappropriate behaviour in change rooms or toilets	All students	2	4	8 - Med	Supervision procedures; staff do not use facilities with students; clear boundaries; separate facilities where possible	Low

Hazard	Who at Risk	Likelihood	Severity	Rating	Control Measures	Residual Risk
Online grooming through social media, messaging apps or digital communication	All students	2	5	10 - Med	Staff prohibited from private messaging students; all communication through approved studio channels; parent included in electronic communications; social media policy; regular monitoring	Low
Inappropriate physical contact during dance instruction	All students	2	5	10 - Med	Physical contact policy; verbal consent sought before corrections; age-appropriate touch guidelines; staff training; parent visibility where possible	Low
Unsupervised one-to-one interactions between staff and students	All students	2	5	10 - Med	Open-door lessons; visibility panels; parent notification for private lessons; no isolated situations; supervision procedures	Low
Staff fail to recognise, respond to or report child safety concerns	All students	2	5	10 - Med	Annual child safety training; mandatory reporting procedures; reporting flowcharts; Child Safety Officer support; documented reporting process	Low
Unauthorised use or sharing of student images	All students	2	4	8 - Med	Media consent forms; restricted access to images; social media guidelines; parent permissions recorded	Low

MANDATORY REPORTING

Mandatory reporting is a legal obligation.

Not all staff and volunteers are mandatory reporters under Victorian law. However, all staff members, volunteers, contractors and students engaged by the service are required to immediately report concerns about a child's safety, wellbeing or protection in accordance with this policy. You do not need proof – a reasonable belief that a child is at risk is sufficient to trigger a report.

Who Must Report

Every person working or volunteering at Reflections Academy of Dance is a mandatory reporter. This includes:

- Dance teachers and instructors
- Administrative and front desk staff
- Casual and relief staff
- Contractors and guest teachers
- Volunteers and work experience students

What Must Be Reported

A mandatory report must be made when a person has a reasonable belief that a child has experienced, or is at risk of experiencing:

- Physical abuse (e.g. bruising, injuries inconsistent with explanation)
- Sexual abuse (including grooming behaviour or inappropriate contact)
- Emotional or psychological abuse (e.g. persistent humiliation, isolation)
- Neglect (e.g. chronically unmet physical, medical, or emotional needs)
- Exposure to family violence

What is 'Reasonable Belief'?

You do NOT need proof. A reasonable belief is formed if a child tells you something, you witness concerning behaviour, or you notice signs consistent with abuse or neglect. When in doubt, report.

Signs to Look For

Physical Indicators

- Unexplained injuries, bruising, or burns
- Injuries inconsistent with the child's explanation
- Signs of poor nutrition or hygiene
- Frequent absences or appearing unwell

Behavioural Indicators

- Sudden changes in behaviour or mood
- Withdrawal, aggression, or excessive clinginess
- Age-inappropriate sexual knowledge or behaviour
- Fear of a particular person or place
- Self-harm or talk of harming themselves

MANDATORY REPORTING

Failure to Protect Offence- It is a criminal offence for an adult in an organisation to fail to reduce or remove a substantial risk of child sexual abuse where they have the authority to do so. Staff must immediately report concerns to the Child Safety Officer and Director. Under Victorian law, a person in a position of authority within an organisation commits an offence if they know there is a substantial risk that a child may become the victim of sexual abuse by an adult associated with the organisation and they negligently fail to reduce or remove that risk.

Failure of Report Offence- Any adult who reasonably believes that a sexual offence has been committed against a child under the age of 16 by another adult must report that information to Victoria Police unless a legal exemption applies.

Reportable Conduct Scheme- The organisation will comply with the Victorian Reportable Conduct Scheme. Allegations, concerns or complaints involving workers, volunteers, contractors or other personnel that may constitute reportable conduct will be notified to the Commission for Children and Young People within required timeframes. The Director is responsible for ensuring notifications, investigations and reporting obligations are met.

If the Concern Involves the Child Safety Officer

If the concern or allegation involves the Child Safety Officer, staff must NOT report to the CSO. Instead:

- Report directly to the Studio Owner / Principal: Mathew Laffan | 0409 160 844
- Or contact your state Child Protection authority directly (see Section 3.7)
- Any person may bypass internal procedures and report directly to authorities at any time

External Reporting Contacts

State / Territory	Agency	Phone Number
Victoria	Child Protection (DFFH)	13 12 78
New South Wales	Child Protection Helpline	132 111
Queensland	Child Safety (DCSYW)	1800 177 135
South Australia	Child Abuse Report Line	13 14 78
Western Australia	Child Protection (DCPFS)	1800 273 889
Tasmania	Child Safety Services	1800 000 123
ACT	Child and Youth Protection Services	1300 556 729
Northern Territory	Child Protection Helpline	1800 700 250
All states (after hours)	Police (if immediate danger)	000

TAKING CHILD PARTICIPATION AND EMPOWERMENT SERIOUSLY

Child Empowerment, Participation and Rights

Reflections Academy of Dance is committed to fostering a child-centred environment where children and young people are empowered, respected, and actively involved in decisions that affect their participation, learning, safety and wellbeing. We recognise that children have the right to be heard, to feel safe, and to have their views taken seriously in all aspects of our organisation.

Promoting Children's Rights and Safety Awareness

We actively support children to understand their rights in age-appropriate and accessible ways. This includes their right to feel safe, to be treated with respect, to express their views, and to seek help if they feel uncomfortable or unsafe.

Children are regularly provided with information about:

- What safe and respectful behaviour looks like within our academy.
- How to recognise unsafe situations or behaviours.
- Who they can speak to if they have concerns or need support.
- How they can raise concerns, including informal and formal reporting pathways.

Where appropriate, we also provide age-appropriate education about personal safety, including respectful relationships and body autonomy, to support children's understanding of boundaries and protective behaviours.

Participation in Decision-Making

Reflections Academy of Dance actively involves children in decision-making processes that affect their experience. We provide regular and meaningful opportunities for children to share their views and contribute to shaping programs, rehearsals, performances and organisational practices.

Opportunities for participation include:

- Regular child-led discussions and informal feedback during classes, rehearsals and activities.
- Structured opportunities for children to provide feedback on programs, performances and the learning environment.
- Consultation with children when significant changes are proposed to programs, policies, staffing, facilities or activities.
- Accessible suggestion and feedback processes that allow children to share ideas, concerns and improvements, with outcomes communicated back to them where appropriate.

Children's voices are considered in decision-making processes and inform ongoing improvements to our programs and practices.

Creating a Safe, Inclusive and Supportive Culture

We promote a positive culture where children can build friendships, develop confidence and feel a strong sense of belonging. Peer relationships and social connection are actively encouraged through group activities, collaborative learning and performance opportunities.

Bullying, harassment, discrimination and exclusion are not tolerated. Any concerns are taken seriously, responded to promptly and addressed in line with our Child Safety and Behaviour Management policies

Staff and Volunteer Capability

All staff and volunteers are expected to uphold children's rights and actively support their participation. To ensure this, we provide guidance and training on:

- Children's rights, participation and empowerment.
- Child safe engagement practices, including age-appropriate communication.
- Recognising signs of harm, abuse or neglect.
- Responding appropriately to disclosures or concerns.
- The organisation's Child Safety and Wellbeing Policy and Code of Conduct.

Staff are supported to create environments where children feel confident to speak up and where their voices are listened to and acted upon.

Ongoing Commitment

Reflections Academy of Dance is committed to continuously improving how we engage with children, ensuring their voices are central to decision-making and that their rights are actively upheld in all aspects of our organisation.

INVOLVING FAMILIES AND COMMUNITIES

Reflections Academy of Dance recognises that families and communities are essential partners in promoting and maintaining the safety, wellbeing and participation of children and young people. We are committed to building strong, respectful and transparent relationships with families and the broader community to ensure that child safety is understood, shared and actively supported.

Partnership with Families

We actively involve families and carers in decisions that affect their child wherever appropriate. Families are encouraged to engage with us regarding their child's participation, learning needs, wellbeing and safety. This partnership approach ensures that families are informed and included in key decisions that support positive outcomes for children.

Families are supported to:

- Share information about their child's needs, strengths, cultural background and any additional support requirements.
- Participate in discussions about their child's progress, participation and wellbeing.
- Be involved in relevant decision-making processes that affect their child's experience in our programs and activities.
- Communicate openly with staff regarding any concerns, feedback or suggestions.

Communication and Information Sharing

Reflections Academy of Dance is committed to ensuring that families and communities have clear, accessible and timely information about our child safety and organisational practices.

We provide information to families and the community through:

- Publishing our Child Safety and Wellbeing Policy, Child Safe Code of Conduct and related documents on our website and making them available at reception.
- Including information about our governance structure, leadership, programs and organisational operations in enrolment materials and family handbooks.
- Sharing regular updates, reminders and child safety resources through newsletters, email communications, meetings and notices.
- Providing information about complaints processes, reporting pathways and how concerns are managed, including how disciplinary matters are addressed where relevant.

Information is presented in a way that is accessible and responsive to the diverse needs of our families and community.

Family Participation in Child Safety Decisions

RAD recognises that parents, carers and families play an important role in promoting the safety and wellbeing of children and young people.

The Academy actively supports family participation by:

- Consulting with families about decisions that affect their child's safety, wellbeing and participation.
- Involving families in the development of individual support plans, behaviour support strategies and risk management arrangements where required.
- Seeking parental input regarding private lessons, competition participation, performance requirements and supervision arrangements.
- Consulting families regarding photography, social media and consent for the use of images and personal information.
- Encouraging families to raise concerns, provide feedback and contribute to continuous improvement of child safety practices.
- Providing opportunities for families to participate in surveys, meetings and consultations regarding child safety and wellbeing.

Feedback, Consultation and Continuous Improvement

We actively seek and value feedback from families and community members as part of our commitment to continuous improvement in child safety and wellbeing. Feedback is welcomed at any time and can be provided through multiple communication channels.

We engage with families and communities by:

- Encouraging feedback, suggestions and concerns through direct communication with staff and management.
- Reviewing and responding to feedback in a timely and respectful manner.
- Consulting families on significant changes to programs, policies, procedures, staffing or facilities where appropriate.
- Using feedback to inform ongoing improvements to child safety practices, communication and service delivery.

Cultural Safety and Inclusion

Reflections Academy of Dance is committed to building a culturally safe and inclusive environment for all children and families. We recognise and respect the diversity of our community and seek to ensure that all families feel welcomed, valued and able to participate.

We work to strengthen cultural safety by:

- Encouraging families to share cultural information, values and practices relevant to their child's experience.
- Ensuring communication is respectful, inclusive and responsive to cultural and linguistic diversity.
- Actively seeking to understand and address barriers to participation for families from diverse backgrounds.
- Incorporating family and community perspectives into our child safety and wellbeing approach.

RESPECTING EQUITY AND DIVERSITY

RAD is committed to creating an environment where every child feels welcomed, respected, valued and included. We recognise that diversity strengthens our community and are dedicated to providing equitable opportunities for all children to participate, learn and thrive.

To support this commitment, we:

- Foster a culture of respect, inclusion and belonging where children of all backgrounds, identities and abilities are encouraged to participate fully.
- Provide ongoing training and professional learning to staff and volunteers to strengthen their understanding of diversity, inclusion, cultural safety and equitable practices.
- Support the participation of all children, including Aboriginal and Torres Strait Islander children, children with disability, children from culturally and linguistically diverse backgrounds, children who are unable to live at home, and children who identify as LGBTIQ+.
- Encourage families to share information about their child's strengths, cultural background, access requirements and support needs through the enrolment process so we can provide appropriate adjustments and inclusive opportunities.
- Take a proactive approach to preventing and addressing racism, discrimination, exclusion and prejudice in any form, with clear processes for responding when concerns arise.
- Design programs, performances and learning experiences that reflect and celebrate the diverse backgrounds, cultures, experiences and interests of our students.
- Seek to ensure our leadership, staff and volunteer groups reflect the diversity of the communities we serve and promote inclusive representation in decision-making processes.
- Recognise, acknowledge and celebrate significant cultural events, traditions and occasions throughout the year.
- Create welcoming physical and online environments that visibly promote diversity, inclusion and cultural respect.
- Continuously review our facilities, resources, teaching practices and digital platforms to ensure they are accessible and inclusive for children of all abilities and backgrounds.

Through these actions, RAD aims to provide a safe, supportive and culturally responsive environment where every child feels respected, heard and empowered to participate.

ENSURING THAT STAFF ARE SUITABLE AND SUPPORTED

Reflections Academy of Dance is committed to ensuring that all staff, volunteers and contractors who work with children are suitable, appropriately screened and supported to uphold the highest standards of child safety and wellbeing. Our recruitment and people management practices are designed to embed child safety at every stage of employment and engagement.

Recruitment and Selection

We apply a consistent and robust recruitment process for all roles involving contact with children. This includes:

- Clear position descriptions and selection criteria that outline child safety responsibilities, expected behaviours and our commitment to a child-safe culture.
- Transparent advertising of roles, stating suitability to work with children as a key requirement.
- Structured interviews that assess candidates' experience, values and understanding of child safety.
- At least two verbal referee checks, including contact with recent supervisors where possible, with a focus on the applicant's experience working with children and young people.
- Verification of qualifications, registrations and relevant certifications prior to appointment.

Screening and Compliance Checks

Reflections Academy of Dance undertakes comprehensive screening to ensure only suitable people are engaged, including:

- Verification and ongoing monitoring of Working with Children Checks (WWCC) for all staff and relevant volunteers.
- Recording and securely storing WWCC details, with Reflections Academy of Dance listed as an employer/organisation to enable notification of any changes to clearance status.
- Regular review of expiry dates for WWCCs, first aid certificates and any other required registrations to ensure they remain current at all times.
- Confirmation of valid first aid certification for all staff working with children.

Induction and Child Safety Training

All staff and volunteers are required to complete a structured induction prior to commencing work with children. Induction includes:

- An introduction to the organisation's Child Safety and Wellbeing Policy and Code of Conduct.
- Training on child safety responsibilities, including recognising and responding to signs of harm.
- Guidance on external reporting obligations, including mandatory reporting requirements where applicable.
- Familiarisation with complaints handling processes, record keeping requirements and information sharing obligations.
- Clear expectations regarding appropriate professional boundaries and behaviour when working with children.
-

Ongoing professional learning is provided to ensure staff remain informed of child safety updates, policy changes and best practice approaches.

Supervision, Support and Performance Management

Reflections Academy of Dance provides ongoing supervision and support to ensure that all staff and volunteers consistently reflect child safe values in their practice. This includes:

- Regular supervision and informal check-ins to support safe and appropriate practice.
- Performance management processes that include expectations related to child safety and wellbeing.
- Addressing any concerns regarding conduct, practice or compliance promptly and appropriately.
- Providing feedback, coaching and development opportunities to strengthen child-safe practice.

Volunteers

Volunteers are only engaged where they are considered suitable, appropriately experienced and able to support the safety and wellbeing of children. All volunteers are required to hold a valid Working with Children Check and are supervised at all times when working with children.

Through these processes, Reflections Academy of Dance ensures that all people engaged by the organisation understand, uphold and actively contribute to a strong child-safe culture.

Record Keeping

RAD is committed to maintaining accurate, comprehensive and secure records relating to child safety and wellbeing. Effective record keeping supports accountability, transparency and our ability to respond appropriately to concerns affecting children and young people.

All child safety concerns, complaints, allegations, incidents, disclosures and near misses are documented through our incident reporting processes and managed in accordance with our child safety policies and procedures.

Where a complaint or concern requires investigation, all relevant documentation and evidence will be collected and retained as part of the investigation record. Records will be maintained regardless of whether a complaint is substantiated, unsubstantiated or unable to be determined.

The outcome of all investigations and complaint processes will be documented, including:

- Findings and conclusions reached.
- Actions taken in response to the matter.
- Decisions made and the reasons supporting those decisions.
- Any recommendations, follow-up actions or risk management measures implemented.

All records relating to child safety and wellbeing are stored securely, protected from unauthorised access and managed in accordance with privacy and record retention requirements.



COMPLAINT SYSTEMS

Purpose

This policy outlines how Reflections Academy of Dance will receive, manage, and respond to complaints and concerns relating to child safety, wellbeing, and conduct.

We are committed to:

- Providing accessible, child-focused complaint processes
- Taking all concerns seriously
- Responding promptly, fairly, and transparently
- Meeting our legal and mandatory reporting obligations

This policy applies to:

- All staff, volunteers, contractors
- Children and young people
- Families and community members

Guiding Principles

- Child safety is the highest priority
- Children are believed, listened to, and supported
- Processes are accessible, culturally safe, and inclusive
- Confidentiality is respected (within legal limits)
- No person is disadvantaged for raising a concern

Roles and Responsibilities

Leadership - Mat Laffan, Leanne Laffan and Kiandra Harman

- Ensure policy implementation and compliance
- Oversee serious complaints and investigations
- Ensure reporting obligations are met
- Take disciplinary action where required

Child Safety Officer- Kiandra Harman

- Primary contact for complaints
- Manage and document complaints
- Provide advice to staff
- Coordinate reporting to authorities
- Monitor outcomes and follow-up

Staff and Volunteers

- Must report all concerns immediately
- Respond appropriately to disclosures
- Maintain accurate records
- Follow this procedure

CHILD SAFETY COMPLAINTS HANDLING POLICY AND PROCEDURE

Children and Families

- Encouraged and supported to raise concerns
- Can choose how and who to report to

Accessible Complaint Pathways

Complaints can be made in multiple ways:

- In person to any staff member
- Email / phone
- Written form (including anonymous)
- QR code / online form (if available)

Children are supported to:

- Speak to a trusted adult
- Use child-friendly options (e.g. “tell, write, ask”)

Complaints access and awareness

RAD ensures complaints processes are accessible, culturally safe and understood by children and young people, families, staff and volunteers by:

- Providing a Child Safety Complaints Handling information in the Child Safety Policy which is on the website and at reception.
- Including complaints information in enrolment packs for families.
- Displaying child-friendly "Speak Up" posters in dance studios and waiting areas.
- Discussing child safety and complaints processes with students in age-appropriate language at the start of each year using the “Child Safety Discussion Tracker”.
- Providing staff and volunteers with complaints handling procedures during induction and annual child safety training.
- Allowing complaints to be made verbally, in writing, by email, through a parent/carer, support person or trusted adult.
- Providing additional support, communication adjustments or interpreter assistance where required to ensure the process is culturally safe and accessible for all children and families.

TYPES OF COMPLAINTS AND HOW THEY ARE MANAGED

RAD encourages children and young people, families, staff and volunteers to raise concerns or complaints without fear of disadvantage or retaliation. Complaints may be made verbally, in writing, by email, through a parent/carer, support person, trusted adult or directly to the Child Safety Officer.

All complaints are treated seriously, handled confidentially where possible, and managed in a manner that is culturally safe, child-focused and accessible.

A. Child Safety Concerns (Including Abuse, Harm or Risk)

Examples:

- Physical, sexual or emotional abuse
- Neglect
- Grooming behaviours
- Inappropriate conduct towards a child
- Boundary breaches
- Exposure to unsafe environments

Response:

- Ensure the immediate safety and wellbeing of the child or young person.
- Listen respectfully and reassure the child that they have done the right thing by speaking up.
- Do not investigate or ask leading questions.
- Record factual information as soon as possible.
- Report immediately to the Child Safety Officer and/or Director.
- Make mandatory reports to Police, Child Protection or other relevant authorities where required by law.
- Follow the directions of external authorities.
- Provide appropriate support to the child and family throughout the process.

B. Breaches of the Child Safety Code of Conduct, Policies or Procedures

Examples:

- Inappropriate language or behaviour
- Boundary violations
- Social media or electronic communication breaches
- Photography or image-use breaches
- Failure to follow child safety procedures

Response:

- Record and assess the complaint promptly.
- Notify the Child Safety Officer or Director.
- Conduct a fair and timely review of the concerns.
- Maintain confidentiality and procedural fairness.
- Implement appropriate actions, which may include additional supervision, training, disciplinary action or policy review.
- Communicate outcomes to relevant parties where appropriate.

TYPES OF COMPLAINTS AND HOW THEY ARE MANAGED

C. General Complaints

Examples:

- Communication concerns
- Behaviour concerns
- Program delivery concerns
- Service quality issues

Response:

- Acknowledge receipt of the complaint within 48 hours where possible.
- Assess the complaint and determine appropriate action.
- Communicate with those involved respectfully and fairly.
- Seek resolution in a timely manner.
- Record actions taken and outcomes achieved.
- Identify any opportunities for continuous improvement.
- Accessibility and Cultural Safety

RAD recognises that children, young people and families come from diverse backgrounds and may require different supports to participate in complaints processes. Complaints can be made in a way that best meets the needs of the individual. Additional support, communication adjustments, interpreters, advocates or trusted support persons may be used where required to ensure complaints processes are accessible, inclusive and culturally safe.

Suggested Time frame:

- Acknowledged within 24-48 hours
- Meeting held within 3-5 days
- Action taken (staff reminder/training/communication change)
- Parent informed of outcome
- Issue resolved and documented

FLOWCHART OF COMPLAINT HANDLING PROCEDURE

Step 1: Receive Complaint

- Listen respectfully
- Take all concerns seriously
- Do not dismiss or minimise

Step 2: Immediate Safety Check

- Is a child at immediate risk?
 - YES → contact emergency services/police
 - NO → proceed to next step

Step 3: Record

- Document:
- Date, time
- What was said/observed
- Who was involved
- Use objective, factual language

Step 4: Report Internally

- Staff must report immediately to:
- Child Safety Officer OR
- Director

Step 5: Assess Complaint Type

- Child safety / abuse → external reporting required
- Conduct breach → internal investigation
- General complaint → manage accordingly

Step 6: External Reporting (if required)

- Police
- Child Protection
- Regulatory authority (e.g. VRQA)

Step 7: Investigation / Action

- Conduct fair and timely review
- Maintain confidentiality
- Take appropriate action

Step 8: Outcome and Follow-up

- Inform relevant parties (where appropriate)
- Provide support to child/family
- Monitor ongoing safety

Step 9: Recordkeeping

- All complaints documented and securely stored

ALTERNATIVE REPORTING PATHWAY

If the complaint relates to the:

- Artistic Director
- Child Safety Officer
- Leadership

The complaint must be reported to:

- An alternative senior staff member OR
- External authority (e.g. VRQA, Child Protection, Police)

No complaint will be handled by the person it is about.

Mandatory Reporting Obligations

All staff must:

- Comply with legal reporting requirements
- Report reasonable belief of child abuse
- Follow Victorian Child Safe Standards and relevant legislation

Failure to report may result in disciplinary action.

Support for Children

We will:

- Prioritise child wellbeing during the process
- Offer a support person
- Use age-appropriate communication
- Respect cultural and individual needs

Continuous Improvement

We will:

- Regularly review complaints data
- Update policies and training
- Seek feedback from children and families

Information Sharing and Confidentiality

RAD recognises that sharing relevant information can play an important role in protecting children and promoting their safety and wellbeing.

Information relating to child safety concerns, complaints and incidents will be handled sensitively and confidentially. Access to information will be limited to those who require it to fulfil their responsibilities or to ensure the safety and wellbeing of children and young people.

Where appropriate and lawful, information may be shared with families, support services, regulatory bodies, law enforcement agencies or other relevant authorities to:

- Respond effectively to a complaint or concern.
- Meet legal and reporting obligations.
- Support investigations.
- Protect children and young people from harm.
- Any information sharing will be guided by the best interests of the child, relevant privacy obligations and our Complaint Handling and Child Safety Policies.

STAFF KNOWLEDGE, SKILLS & AWARENESS

Reflections Academy of Dance is committed to ensuring that all staff and volunteers have the knowledge, skills, and awareness required to keep children and young people safe. We promote a strong child-safe culture through ongoing education, training, and accessible information to support staff and volunteers in understanding their responsibilities.

Training and Education

All staff and volunteers are required to complete child safety induction training prior to commencing work with children. This induction includes, at a minimum, an overview of:

- Children's rights and the principles of child safety
- Reflections Academy of Dance Child Safety Policy and Code of Conduct
- Recognising signs of child abuse, neglect, and harm
- Responding appropriately to disclosures or concerns raised by a child
- Appropriate responses to harmful behaviours between children and young people
- Record keeping requirements, including accurate and timely documentation of concerns
- Risk identification, assessment, and management within the dance studio environment
- External reporting obligations, including mandatory reporting requirements where applicable
- Creating culturally safe, inclusive environments and responding to racism, discrimination, and bias
- Safe online behaviour and use of social media in relation to children and young people

Ongoing Training and Development

Child safety training is not a one-off requirement. Reflections Academy of Dance provides ongoing professional development and refresher training to ensure staff remain up to date with current legislation, best practice, and organisational expectations.

Additional training opportunities may be provided through:

- Annual refresher training sessions
- Staff meetings and briefings
- External professional development workshops
- Updates following policy changes, incidents, or regulatory guidance

Identifying and Recording Training Needs

Training needs are identified through:

- Staff induction and onboarding processes
- Performance reviews and supervision discussions
- Changes to legislation, standards, or organisational procedures
- Identified risks or incidents within the organisation

All training attendance is recorded and maintained in a central staff training register, including date, topic, and participants.



CHILD SAFE STANDARD 8: STAFF AND VOLUNTEERS ARE EQUIPPED WITH THE KNOWLEDGE, SKILLS AND AWARENESS TO KEEP CHILDREN AND YOUNG PEOPLE SAFE THROUGH ONGOING EDUCATION AND TRAINING.

Access to Information

Child safety policies, procedures, and supporting resources are readily accessible to all staff and volunteers. Updates to child safety information are communicated promptly through staff meetings, email updates, and/or written policy updates.

Support and Supervision

Reflections Academy of Dance is committed to supporting staff and volunteers in fulfilling their child safety responsibilities. Support is provided through:

- Clear supervision and reporting structures
- Access to a designated Child Safety Officer or Studio Director for guidance
- Opportunities for debriefing following incidents or disclosures
- A culture that encourages questions, reflection, and continuous improvement

Staff are encouraged to seek clarification or support at any time where they are uncertain about child safety procedures or concerns.



SAFE PHYSICAL AND ONLINE ENVIRONMENTS

Reflections Academy of Dance's Social Media Policy applies to all forms of online platforms, including (but not limited to) social networking sites, video and photo sharing platforms, blogs, micro-blogs, wikis, podcasts, forums, instant messaging services, and geo-spatial tagging features (such as check-ins).

All staff, volunteers, families, and students are expected to comply with this policy to ensure a safe, respectful, and child-safe online environment.

We remind all members that privacy and anonymity online cannot be guaranteed. Extra care must be taken when posting, sharing, or commenting on any content that may identify children or young people. No images, videos, or identifying information of a child may be shared without appropriate and documented consent in line with the studio's Photo Release Agreement. Children who do not have consent must not appear in any online content. All online behaviour must align with the Reflections Academy of Dance Code of Conduct and Child Safety Policy at all times.

Content that is obscene, defamatory, threatening, harassing, discriminatory, hateful, or otherwise inappropriate towards any staff member, student, family member, or affiliated person will not be tolerated and may result in disciplinary action and/or legal consequences.

Staff and volunteers representing Reflections Academy of Dance online must do so professionally, with integrity and respect, and must comply with all privacy, confidentiality, and child safety requirements.

The sharing of any confidential or sensitive organisational information online is strictly prohibited. This includes (but is not limited to) fees, scheduling, casting decisions, internal communications, and performance opportunities.

All intellectual property, including choreography, costume design, and teaching materials, must be respected and must not be shared without appropriate permission.



CHILD SAFE STANDARD 9: PHYSICAL AND ONLINE ENVIRONMENTS PROMOTE SAFETY AND WELLBEING WHILE MINIMISING THE OPPORTUNITY FOR CHILDREN AND YOUNG PEOPLE TO BE HARMED.

While associated with the studio, all members must ensure that any online content is appropriate and does not contain material that is racially, sexually, physically, or religiously offensive.

Studio-related matters must not be discussed or negotiated via social media. All official communication must occur through approved studio channels.

Staff must not “friend,” follow, or connect with students or parents on personal social media accounts unless there is a pre-existing personal relationship that predates employment and does not compromise professional boundaries.

Private or informal online groups created for discussion about studio matters are discouraged. Families and staff are encouraged to use the studio’s official communication channels or approved groups to ensure transparency, accuracy, and child-safe communication. Breaches of this expectation may result in review and/or disciplinary action.

No photographs or videos of Reflections Academy of Dance dancers may be posted by staff, volunteers, or families without documented consent from a parent/guardian and approval from studio management.

Any content featuring children must ensure that identifying details, including names, ages, locations, or other personal information, are removed prior to publication.

THIRD PARTIES PROVIDERS

Reflections Academy of Dance recognises that the use of third-party contractors, service providers, and external organisations can introduce additional risks to children and young people. The organisation is committed to identifying, assessing, and managing these risks to ensure that child safety is maintained at all times.

RAD retains primary duty of care for all children and young people participating in its programs, including where services are delivered by third parties.

Procurement and Engagement of Third Parties

All third-party contractors and service providers engaged by Reflections Academy of Dance (including paid, unpaid, and volunteer arrangements) must comply with the organisation's Child Safety Policy and Code of Conduct.

Prior to engagement, RAD will:

- Undertake a suitability check of the third party, including consideration of their child safety policies and practices (where applicable)
- Provide the organisation's Child Safety Policy and Code of Conduct to the third party
- Provide the Third party with a Third-Party Agreement Form
- Confirm Working With Children Checks (or equivalent screening requirements) for all individuals who may have contact with children
- Provide Third Party with an Induction Checklist

Child safety expectations may be formally included in procurement agreements, contracts, or written service arrangements.

Risk Management of Third-Party Engagements

Before and during engagement of any third party, RAD will assess and manage potential risks to children, including:

- Whether the third party will have direct or indirect contact with children
- Supervision requirements while the third party is onsite
- Controlled access to children (including limiting unsupervised interaction)
- Sign-in and sign-out procedures for all external contractors
- Clear points of contact between staff and the third party at all times
- Onsite supervision of third-party activity where children are present

Third-Party Engagements

Third parties may include, but are not limited to:

- Guest choreographers or workshop facilitators
- Photographers and videographers
- Venue hirers or external performance spaces

All third parties are subject to the same child safety expectations regardless of whether services are paid, voluntary, or provided as a donation.



CHILD SAFE STANDARD 9: PHYSICAL AND ONLINE ENVIRONMENTS PROMOTE SAFETY AND WELLBEING WHILE MINIMISING THE OPPORTUNITY FOR CHILDREN AND YOUNG PEOPLE TO BE HARMED.

Monitoring, Reporting, and Communication Requirements

Third-party agreements must include requirements for:

- Prompt reporting of any child safety concerns, incidents, or allegations
- Communication of any changes that may affect child safety risk (e.g. staffing changes or access changes)
- Cooperation with RAD child safety procedures and investigations where required

Any child safety incident involving a third party will be recorded and reviewed in line with RAD incident reporting procedures.

Failure to Comply

Where a third party fails to meet child safety expectations, RAD will take appropriate action, which may include:

- Immediate removal of the individual from contact with children
- Suspension of access to RAD facilities or programs
- Termination of the contract or service agreement
- Reporting to relevant authorities where required

RAD will not continue to engage any third party where risks to children cannot be adequately managed.

Continuous Improvement

All third-party engagements are periodically reviewed to ensure child safety risks remain effectively managed. Learnings from incidents, near misses, or feedback are used to improve procurement processes and strengthen child safety controls.

REVIEW OF POLICIES

Reflections Academy of Dance is committed to the continuous improvement of child safety and wellbeing through regular review, evaluation, and consultation. We recognise that child safety is an ongoing responsibility and our policies and practices are actively monitored and updated to ensure they remain current, effective, and aligned with best practice.

Child Safety Leadership and Responsibility

Leanne Laffan (Managing Director) and Kiandra Harman (Artistic Director) are appointed as the organisation's Child Safety Officers. They are the first point of contact for child safety matters and are responsible for overseeing the implementation, monitoring, and review of the Child Safety Policy and associated procedures. Mat Laffan, Leanne Laffan, and Kiandra Harman share responsibility for ensuring that reviews are completed, documented, and acted upon.

Scheduled Policy Review

The Child Safety Policy and all related child safety and wellbeing policies and procedures are formally reviewed:

- Every 6 months through an internal review process
- Annually through a broader consultation process involving staff, students, and parents/guardians
- Immediately following any significant incident, complaint, or "near miss" relating to child safety

Policies may also be updated at any time where improvements are identified or legislative changes occur.

Monitoring Implementation of the Child Safe Standards

Reflections Academy of Dance regularly assesses its compliance with all Child Safe Standards by:

- Reviewing policies and procedures against current legislative requirements and best practice guidance
- Auditing implementation across day-to-day operations (e.g. enrolment processes, staff conduct, supervision, and reporting systems)
- Ensuring staff and volunteers are aware of and applying child safety procedures consistently
- Identifying gaps or inconsistencies in practice and addressing them promptly

Engagement and Consultation

We actively seek feedback from children, young people, families, staff, and volunteers to inform the ongoing development of our child safety practices.

Consultation methods may include:

- Informal feedback and conversations
- Surveys or feedback forms
- Staff meetings and reflective discussions
- Student voice opportunities in age-appropriate formats

Feedback is considered as part of all policy reviews and used to guide improvements where appropriate.

Incident, Complaint and Risk Analysis

Reflections Academy of Dance regularly reviews and analyses:

- Complaints and concerns raised
- Incident reports and documented safety concerns
- Near misses or identified risks
- Patterns or trends that may indicate systemic issues

This process is used to identify root causes, highlight areas for improvement, and strengthen policies, procedures, and training where required.

Where improvements are identified, corrective actions are documented, implemented, and monitored for effectiveness.

Communication of Review Outcomes

Findings from child safety reviews and resulting changes are communicated to the organisation through appropriate channels, which may include:

- Staff meetings and briefings
- Email updates and internal communications
- Parent communications or newsletters (where appropriate)
- Updated policy documents made accessible to all stakeholders

This ensures transparency and supports a shared understanding of child safety expectations across the organisation.

Continuous Improvement Commitment

Reflections Academy of Dance is committed to ongoing improvement of child safety practices. Feedback, review outcomes, and incident learnings are used to strengthen our child-safe culture and ensure we continue to provide a safe, supportive, and inclusive environment for all children and young people.

POLICIES AND PROCEDURES

RAD is committed to maintaining clear, accessible and effective policies and procedures that support the safety, wellbeing and participation of children and young people. Our policies and procedures provide guidance to leadership members, staff, volunteers, contractors and families on their responsibilities in creating and maintaining a child-safe environment.

Our Child Safety and Wellbeing Policy is supported by a range of related policies, procedures and resources, including our Child Safe Code of Conduct, recruitment and screening procedures, complaint handling processes, risk management framework, record keeping and information sharing procedures, volunteer and human resources policies, and other operational documents that contribute to child safety and wellbeing.

These policies and procedures are regularly reviewed to ensure they remain consistent with legislative requirements, the Victorian Child Safe Standards, contemporary child safety practices and the needs of our organisation. Reviews are informed by feedback from children, families, staff, volunteers and community members, as well as advice from child safety experts, sector resources and relevant regulatory bodies.

RAD makes child safety policies and key information available to staff, volunteers, families and the wider community through our website, enrolment materials, induction processes and ongoing communications.

All staff and volunteers are required to understand, comply with and actively implement the organisation's child safety and wellbeing policies and procedures. Child safety responsibilities are reinforced through recruitment processes, induction, training, supervision, regular communication and performance review processes.

The organisation monitors compliance with child safety policies and procedures through ongoing supervision, review activities, incident reporting, audits, training records and continuous improvement processes. Where gaps or areas for improvement are identified, appropriate action is taken to strengthen child safety practices and organisational culture.

Through these measures, RAD demonstrates its commitment to embedding child safety and wellbeing into all aspects of its governance, leadership and operations.



CHILD SAFE STANDARD 11: POLICIES AND PROCEDURES DOCUMENT HOW THE ORGANISATION IS SAFE FOR CHILDREN AND YOUNG PEOPLE.

POLICY REVIEW AND APPROVAL

This policy will be reviewed annually, or sooner if:

- Relevant legislation changes
- A critical incident occurs at the studio
- Feedback from staff or parents identifies gaps

Role	Name	Signature	Date
Child Safety Officer	Kiandra Harman	Kiandra Harman	6/29/2026
Studio Owner / Principal	Leanne Laffan and Kiandra Harman	Leanne Laffan and Kiandra Harman	6/29/2026
Approved By	Mathew Laffan	Mathew Laffan	6/29/2026



Agreement Procedure

I, _____, acknowledge that I have read and understood the Child Safety and Risk Management policies provided to me by Reflections Academy of Dance Pty Ltd for 2026.

I agree to uphold these policies at all times and understand my responsibility to maintain a safe, respectful and supportive environment for all students. I confirm that my Working With Children Check (WWCC) is current and that I will comply with all organisational policies, procedures and expectations outlined by the academy.

I understand a breach of this contract can result in warning or instant dismissal.

Signature:

Date:

PRINT NAME: _____

Witness Signature:

Date:

WITNESS PRINT NAME: _____

*Please initial each page of the contract, sign the above agreement and return to Reflections Academy of Dance Pty Ltd in person.

**You have received two copies of this contract, one to be returned and one for your records.



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