

Action Plan (Year 1 - 2022/23)	IRP Feedback on Action Plan (Year 1 - 2022/23)	Action Report (Year 2 - 2023/24)	IRP Feedback on Action Report (Year 2 - 2023/24)
Duty of Care Towards Staff (B.3.A – B.3.B)			
A Safe and Inclusive Environment that enhances employee wellbeing			
Review flexible working arrangements and, with staff, develop an agreed upon approach and suite of options for a flexible, healthy, and safe work environment. Ensure transparency around options and conditions for everyone.	The Panel recognises that the backdrop to this cluster in the Action Plan has been shared in the Core Report in Q4. However, we do encourage that some further and more up-to-date explanation on the current state of DEI would have been useful, although a lot of the information is also available in previous reports. In terms of the actions themselves, it seems that these items are inline with what the organisation heard from their employee engagement survey and other reviews.	Completed. In consultation with our staff our leaders reviewed our flexible working arrangements and agreed on a number of options available to all staff including 50% working from home and purchased leave options. These were introduced to staff in late 2023 and our staff handbook updated with the changes. In our recent staff engagement survey question - "We are genuinely supported if we choose to make use of flexible working arrangements, e.g. flexible start and end times or working from home" – 88% of staff agreed or strongly agreed with this statement.	Good feedback from staff - great that DEI is an ongoing discussion and area of priority
Identify and address barriers to entry into ChildFund Australia employment and reasonable accommodation for Staff with different abilities.	Potentially, certain actions such as "Identify and address barriers to entry into ChildFund Australia employment", "Educate and support decision makers at ChildFund Australia to use an inclusive approach to all decision making", or "Continue to ensure recruitment and procurement practice meet good practice in DEI, including focus on management diversification and creating opportunities within ChildFund for diverse young people to build their skills in international development." may need to be unpacked as they are being advanced, and we look forward to learning more about the details of what those barriers, inclusive approaches, and procurement inline with DEI may look like for ChildFund Australia.	Partially completed. ChildFund Australia engaged an external provider to do an accessibility audit of our Sydney Office. We have yet to implement all of their recommendations.	Accessibility audit is a commendable initiative. Report on further progress on this will be appreciated, especially in year 3
Update Bamboo performance management guide with questions that include a focus on work culture, well-being and inclusion in discussions.	In terms of ensuring a safe working environment, the Panel wonders if ChildFund Australia also surveyed its staff regarding mental health and considered the potential need for support. Following various reports in the corporate world, Accountable Now has found that staff's mental health is increasingly important as part of a holistic well-being approach, and allocated mental health time off and flexible working to allow for medical/counselling appointments may be useful strategies to support employees' mental health.	Completed. This question will be tested and reviewed in the upcoming review round in January 2025.	
Ensure ongoing focus on staff well-being through: - Diversity, Equity and Inclusion as standing item in all-staff meetings, where we celebrate how people are demonstrating our values, answer any 'curly questions', and update on DEI actions. - Continue to facilitate social activities, celebration of key cultural days, and explore a diversity of ways to socialise.		Completed and ongoing. DEI is a standing item at our quarterly All Staff meetings. We have covered a number of topics including findings from our DEI survey, anti-racism and inclusive decision making. In the past 12 months we have celebrated Eid, Lunar New, Year, Easter and Reconciliation Week, usually sharing food as a way of starting a discussion about these key cultural days.	The outcomes so far looks good, we are assuming that staff's feedback informs these decisions to celebrate the range of holidays shared here. A little bit unrelated, but has any of these internal meetings also led to additional reflections for practices in programmes too?
Ensure Transparency and Inclusive Decision Making			
Educate and support decision makers at ChildFund Australia to use an inclusive approach to all decision making.	In terms of "ensuring transparent and inclusive decision making", the Panel notes that the response in Q4 highlighted "concerns for decisions around our new strategy and change in fundraising model" as a reason why there was a decreased satisfaction level of how decisions are made at ChildFund Australia. In this sense, the item of documenting and sharing feedback is very important as socialisation and sharing of rationale support leaders to gather buy-in from stakeholders.	Completed. Inclusive decision-making tool introduced and demonstrated to all staff. Ongoing use role modelled and encouraged.	A brief description of the decision-making tool would be helpful for the Panel, especially would be interesting to learn more on, is about how the inclusive decision making tool can still balance the needs to (at times) make decisions quickly while considering multiple perspectives from staff.
Document and provide feedback to all staff on key information and decisions shared at all staff meetings as well as board meeting outcomes.		Completed. Internal communications plan in place which includes monthly CEO update email and quarterly staff meeting. Both the CEO update and staff meeting involve sharing information on decisions made at Executive Team (ET) and Board level.	This seems like a great way to enhance decision making transparency from senior leadership.
Strengthen whole of organisation Diversity, Equity, and Inclusion Knowledge and Capacity.			

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Continue to ensure recruitment and procurement practice meet good practice in DEI, including focus on management diversification and creating opportunities within ChildFund for diverse young people to build their skills in international development.	A resource that may be useful for ChildFund Australia in terms of "creating opportunities within ChildFund for diverse young people to build their skills in international development" is Accountable Now's series on Youth Engagement, which includes interviews done by young people on how they'd like to be engaged within the sector and what they find valuable.	Completed. Recruitment practices are regularly reviewed to ensure they meet good practice DEI. We have also introduced a daily stipend for interns to ensure we can attract diverse young people to participate in internships by removing financial penalty for participation.	This is a great step to make internships more accessible to young people. From where we sit, we can see that other organisations have also explored partnership with universities and set up traineeship to support with trainings of young people too.	
Systematise opportunities for facilitated self-learning and reflection on DEI topics (e.g. cultural safety, allyship, unconscious bias, discrimination, managing diverse teams) including identification and costing of common training sessions.		Partially completed. We have commenced the process of curating DEI self-directed learning content via our online learning platform. This is an ongoing process.		
Facilitate training for Board members on DEI topics and encourage discussions around Board and management diversification.		Yet to complete. This will be prioritised in 2025.	This is very promising, we see that top level policy makers often remain unaware about DEI issues.	
Accountability				
Aligned with our commitment to locally-led development and commitment to pursuing racial justice, provide all staff with anti-racism training and formally articulate ChildFund Australia's commitment and actions towards decolonisation and racial justice.	Lastly, beyond the DEI Committee detailed in Q4, and Employee Grievance Policy and Procedure, are there any other mechanisms for staff to share their ideas and inputs with leadership? Moreover, it would be interesting to indicate in the next report what Childfund Australia has in place to combat sexual harassment and related violence, as this plan indicates that there is something in place, however, there is not enough information provided on this end.	Completed. Staff provided with 3 training sessions: Racism101 and Deconstructing Whiteness were delivered by Hue consulting; Anti- racism and locally led development was delivered internally by members of our Programs team.	It's very heartening to see the progress being made in this area. It would be interesting to learn more about whether the organisation has plans to streamline these kind of practice for its country offices in the future too (if this is not already done of course).	
Measure DEI progress against Board-approved People and Culture KPIs, including regular surveys, tracking staffing diversity and engagement on DEI Learning topics.		Completed. DEI surveys are regularly conducted and results provided to management and our Board. DEI progress is reported quarterly to the Board.		
DEI as a standing Board agenda item.		Partially completed. DEI is reported on quarterly to the Board, but is not yet a standing Board agenda item.		
Progress on the DEI Action Plan (inclusive of RAP) as a standing executive leadership agenda item.		Partially completed. DEI is regularly reported to the Executive Team (ET) a but is not yet a standing ET agenda item.		
Collaboration with Partners (D.1.A – D.1.C)				
Increased flexibility in partnership categories				
Instead of increasing the number of partnership types, merge the existing partnership types and allow more flexibility.	The range of actions here illustrates ChildFund Australia's commitment towards localisation and shifting power to partners. The Panel positively notes the organisation's actions to streamline and simplify reporting processes for its partners, including looking to ensure alignment with other donors.	Completed. All, except the revision of Partner Agreement, was completed through a collaborative effort between Program and Finance Teams, including their respective Executive Team members. A guideline for ChildFund Australia Partner Types and Partner Engagement Process was endorsed by the Executive Team on 14 May 2024. This guideline eliminates the one-size-fits-all approach and guides Sydney and Country Offices in determining the appropriate nature of engagement and corresponding partnership processes.	It's very interesting that the guideline eliminates the one size fits all approach and is working towards more contextualisation. From our end, we would love to see and follow along on the journey of how ChildFund Australia is including different sizes and types of partners in its work.	
The long-term partnership category be expanded to allow the inclusion of grassroots organisations and tools to be updated for different size organisations – i.e. move away from the current one size fits all approach.				
Review/revise the Partner Agreement to reflect flexibility and proportionality.				
Update Delegation of Authority in line with the revised partner categories.				
Streamlining the due diligence and organisational capacity assessment process in relation to Gender Equality, Disability, Social Inclusion (GEDSI), Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH), Child Safeguarding, Fraud and Corruption and AML				
Develop separate processes for different sized partners, starting with a reduced process for grassroots organisations using bottom-up approach for the system development, allowing those currently working with small organisations to develop a simplified approach to the process and forms.				
Remove the requirement for a GEDSI policy for partners at the Due Diligence level and focus on the practice.				
		Completed. The inter-departmental and inter-office working group completed the Due Diligence		

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Establish a working group to review the due diligence form and guidance notes/process together with the Organisational Capacity Assessment (OCA) tool; consult Partnership focal points before submitting to the Executive team. Adapt relevant recommendations/actions emerging from the Child Safeguarding Review – specifically separating PSEAH from CSG and review policies and procedures. Review Code of Conduct to include behaviour related to partnership. Review Counter-Terrorism procedure. Review Fraud and Corruption Policy and Procedure. After Executive teams endorsement, socialise and test the changes before Implementing Due Diligence and OCA based on the revised partner categories – highlight how practices could be aligned with partnership principles. Develop standard CFA intro document highlighting transparency on who we are as a partner, our partnership approach and what it means to be a ChildFund Australia partner.	The integration of GEDSI, Safeguarding and PSEAH throughout partnership procedures also seems very interesting, as it may also deeply embed these issues in a cross-cutting way in joint actions, as well as mainstreaming these “do no harm” requirements within partners' institutional processes and policies.	Assessment and Organisational Capacity Assessment tools, incorporating the recommendations from the systems review. The guidance notes and tools were tested, validated through a partner workshop, endorsed by the Executive Team on 14 May 2024, and have been used for both new and existing partners. The tools have been consistently updated and refined based on user feedback. Additionally, the OCA tool is now used to establish baselines for partner capacity strengthening initiatives. Safeguarding Focal Points and representatives from partners provided feedback into the Safeguarding section for the Organisation Capacity Assessment for Partners (measured against CFA Safeguarding Minimum Standards) July – October 2024.	This is a heartening update on how the new tool has been co-created, tested and validated alongside partners. What are some of the changes in the tool? What are the baseline requirements?
Integrating GEDSI, Safeguarding and PSEAH through the partnership procedures such as Due Diligence, Capacity Assessment and Risk Management. This streamlines the process and integrates the concepts into the partnership approach. Move away from the current standalone approach, particularly with GEDSI and PSEAH. This will be achieved by:			
Establish a working group to review the due diligence form and guidance notes/process together with the Organisation Capacity Assessment tool. Review and revise Organisational Capacity Assessment tool along with other partnership engagement tools with the aim to streamline and integrate related tools, eg. Capacity Strengthening Plan.	If it is not already planning to, the Panel encourages ChildFund Australia to include its local and national partners, beyond country offices, in any working groups or committees on due diligence, as such representation may increase the diversity in the perspectives being offered.	Completed. The Due Diligence Assessment, Capacity Assessment and Partner Safeguarding Report and Monitoring Tool and Organisation Capacity Assessment for Partners are now all streamlined to improve usability for partners and ensure consistency. The tools are now being used for new and current partners.	What has been some feedback so far from partners about the tools?
Localise compliance to reflect the context			
Continue to develop policies, procedures and training for compliance. Identify a core group of trainers from SO, CO, and RO who could deliver the topic. Counter-terrorism and Procurement training for all offices. Fraud and Corruption training for all COs. Training of Trainers on PSEAH and CSG Policies and Procedures.	Moreover, under the heading “Localise compliance to reflect the context”, it seems that the brevity of the outlined steps means that nuances regarding how these steps contribute to effective localisation are not coming through; for example, will policies be co-developed with NOs and POs, rather than developed for those entities? Are trainers identified from POs and NOs because they are knowledgeable in their context? At the same time, it would have been useful to share further what is being required from partners currently (although we do have some information already from a previous report).	Ongoing. Roll out face-to-face and remote training on program partner engagement processes commenced in August 2024 and will be ongoing, as needed. Completed. Child Safeguarding Focal Point Training was delivered in May 2024, policies have been professionally translated in official country languages and support provided to contextualise training.	How is training being contextualised and what are some learning from the contextualisation process? How is the focal point training differring country-to-country?
Organisational Development Approach to Capacity Strengthening			
Commit to building organisational development costs into projects and core funding (commitment to be built into new projects for the rest of the FY24 and all new projects from FY25 onwards). This will be part of the broader work being undertaken by the Sydney Finance team around cost recovery.	Additionally, will the item “Commit to building organisational development costs into projects and core funding” apply to ChildFund Australia’s funding from its donors, or its partners’s funding as received from ChildFund Australia? If it is the latter, then it is a very positive step towards ensuring equity and part of a trend that we observe as emerging within the sector (see also Restless Development’s commitments - 2022 report, pg. 3).	Ongoing. For example, Safeguarding capacity strengthening project budget costing tool developed January 2024 and is in testing phase.	

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Coordinate with other INGOS to minimise the impact of due diligence requirements, compliance, and to increase funding flexibility and quality of funding to local partners.			
Mapping and identification of common funders/INGOs of common local partners in-country to assist in identifying opportunities for leverage rather than duplication (i.e., avoid duplicating Due Diligence, Capacity Assessment/Strengthening Plan)		Ongoing. To reduce burden on potential partners, both the due diligence assessment and organisational capacity assessment consider the use of prior assessments, if partners would like to share them with ChildFund Australia. Agreements are discussed and agreed with partners on a case-by- case basis. A documented, principles approach ICR is being drafted to ensure a consistent and transparent approach.	This is a very interesting approach - and one that is very much reflective of many calls from local partners around the sector. We look forward to learning from ChildFund Australia about how this process enabled the organisation to retain the need to systematically vet appropriate partners while reducing burden at the same time.
Country and Regional Offices engage with common funders/INGOs to agree practical ways to leverage existing partnership due diligence exercises/requirements			
Agree commitments/principles to be applied in terms of the same terms and conditions being passed on to the partner as in any agreements between ChildFund and the donor e.g., sharing indirect costs recovery, timeframe for grant agreements.			
Contextualize and operationalise the dimensions of localisation to reflect the agreed priorities of ChildFund Australia and its partners.			
Finalise ChildFund Australia guidance notes on locally-led development.		Ongoing work by the working group on the Locally led development framework alongside ChildFund Australia Strategic Plan refresh. In December 2024, the ChildFund Australia Leadership team will discuss and finalise the framework and will also hold a dialogue with civil society organisations in Cambodia about the importance of partnership in locally led development.	Focus on increased participation of local communities in the work is very positive.
Facilitate workshop with partners in Cambodia and Timor Leste (COs with the most numbers of partners) on how respective principles for locally-led development and partnership are applied in the revised partnership approach and systems.		Completed. Workshops with partners in Cambodia and Timor Leste in October and November 2023 and these informed the revisions in partnership processes and tools.	
Utilise the outcomes of the workshop to inform final updates on Partnership Engagement, Project Cycle Management, relevant approaches and policies, as applicable.			
Alignment of human resources			
Invest on actualising the Competency Framework by creating all organisation competency model that supports partnership approach; design and deliver training to all CFA staff in SO and CO on basic level of partnership-related competency	We also note positively the efforts to invest and align resources towards ensuring that staff competency can support the new partnership approach.	Ongoing. The Framework was finalized for piloting and is currently being socialised with Country Offices for piloting which is commencing currently.	
Action plan to roll-out Program Competency Framework			
Advocacy Addresses Root Causes (E.1.A – E.1.D)			
Increase and institutionalize advocacy capacity (knowledge, skills, resourcing) across ChildFund Australia's work			
Development of ChildFund's Advocacy Approach and Work Plan	ChildFund Australia is proactively working to expand its reach and actions to ensure the protection of children in different contexts, including online safety, poverty, and humanitarian settings. In terms of accountability, it is furthermore good to see that institutional capacity is considered an integral and complementary aspect to carrying out advocacy action. Throughout the report, ChildFund Australia's commitment to properly invest in, ensure internal capacity, and provide support to its workforce is commendable.	Completed. An Advocacy approach has been developed and socialized across the organization, alongside a workplan.	
Build influence through informal and formal engagement with government and sector stakeholders. Our work is nascent in government relations and this objective seeks to strengthen our influence, in order to achieve our policy and program priorities, through engagement with key stakeholders (sector, parliament and government). In focus is increasing government relations understanding across the organisation, growing relationships with key political targets over the long term through identified tactics, and increasing capability internally. It's important to note that Government Relations is usually a stand alone function and role in organisational machinery. Growing sector partnerships and relationships is essential to amplify our reach, and to indirectly influence decision makers through a number of avenues. This will be achieved through key activities such as:			

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Participation in ACFID lobby rounds	Furthermore, it is great to see ChildFund Australia leveraging its unique position and joining forces with other initiatives within the country to enhance advocacy efforts. It would be great to share in the next report how some of these actions are unpacked (i.e. further explanation on what a child and youth-focused budget may look like), how these actions progressed, and how these actions have stemmed from ChildFund Australia responding to stakeholders’ needs.	Completed. ChildFund Australia engaged with government and sector stakeholders repeatedly and consistently throughout 2024. ChildFund engaged on: • Gaza • Aid budget • Children’s situation in Cox’s Bazaar • Online safety in Australia and the Asia Pacific ChildFund provided a number of submissions and reports both standalone and in partnership with other sector organizations on a range of thematic areas, largely children in development policy and online safety.				
Increase in-house capability.						
Government engagement on key policy priorities: 2—6 parliamentary trips per annum.						
Targeted submissions and policy advice.						
Sector engagement (ACFID meetings, Taskforce meetings, attending conferences, supporting aligned initiatives, relationship building).						
12-month engagement plan with review.						
Have positive impact for children and young people in the region through policy change – focussing on our policy priorities						
<i>Policy Priority: Ending Violence Against Children, focusing on the digital environment.</i> - Strengthen online safety regulatory and legislative environment for children in Australia (and therefore influence the policy and protective environment across the region). - Promote solutions that support children and young people's skills and capacity to enact self-protective behaviours (Swipe Safe). - Strengthen the development program focus on ending violence against women and children.	Additionally, the Panel encourages ChildFund Australia to reflect on how these policy changes and their impact will be monitored and if there are approaches in place to validate policy change alongside stakeholders.	In Progress. A children's privacy code was passed into legislation in 2024, with significant policy contributions from ChildFund Australia. A parliamentary event was held to promote SwipeSafe to key government stakeholders as well as a large number of bi-lateral meetings with Parliamentarians and government departments. ChildFund provided a submission, briefings, and ongoing advocacy in relation to children in the development program. ChildFund, as a partner organisation to a research grant, secured funding to developed a bi-annual report on child rights in Australia, with a focus on poverty for First Nations children. ChildFund conducted advocacy and strategic communications in relation to Cox's Bazaar and Afghanistan.	Impressive range of work done so far on advocacy.			
<i>Policy Priority: Addressing multidimensional child poverty across the region (including ODA investment).</i> - Promote and strengthen Australian development program and budget that is child and youth focussed. - Support and contribute to child rights-based approaches to addressing poverty in Australia.						
<i>Policy Priority: Humanitarian Advocacy</i> - Focus on advocacy against our existing commitments in Afghanistan and Cox's Bazaar. - Promote partner reports. - Work in coalition for education in emergencies. - Strategically communicate for key moments – such as events or key anniversaries. - Progress advocacy offerings to partners in the Pacific."						
Safeguarding of Stakeholders E.3.A – E.3.B						
Child Safeguarding Policy and Procedures						
Update policy according to review recommendations.		Completed. Child Safeguarding Policy reviewed and approved in September 2023.				
		Completed. Training to all staff and Board on updated Policy and Procedures rolled out by Safeguarding Focal Points from June to October 2024.				
Policy to be socialised and staff trained.		Completed. Child Safeguarding Procedures were reviewed and approved in January 2024.				
Update Child Safeguarding Procedures.		Completed. Policy and Procedures have been professionally translated into official country languages.		Did any adaptations take place when translation happen?		
Policy and procedures translated into official country languages.						

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Child Safeguarding Training			
Develop separate Child Safeguarding and PSEAH training (based on risk approach, and level of contact with children).	Some of the background to this strand within the action plan has already been shared in the core response (Q3) above. Such commitments to continuously review and improve safeguarding practices, especially in a child-focused organisation are very well received. Moreover, it is great to hear that children are being involved in inputs to the design of safeguarding messaging and reporting mechanisms - as the involvement of children and young people also supports them to better understand their rights and empowers them to raise their voices when wrong is done.	In Progress. Child Safeguarding training was developed and delivered, however the PSEAH training will be developed and delivered after the approval of a revised policy and procedures in 2025.	
Form a working group for approving content and roll-out of Action Plan for updated Child Safeguarding and PSEAH training material.		In Progress. A Working Group was formed and is currently functioning.	
Completing training mapping based on role level of contact with children and separate PSEAH and CSG.		In Progress. Safeguarding training mapping completed by the Working Group.	
Development of Child Safeguarding Focal Point training material.		Completed. Safeguarding Focal Point training material updated in 2024 included a refresher training package on updated policy, procedures with guidance manual, training to implement the Safeguarding Partner Report and Monitoring Tool and training to support Partners to complete Due Diligence and Organisational Capacity Assessment.	
Code of Conducts	It is also good to see that organisational child safeguarding risk management includes training for staff, HR screening, and expanding further into reviews of previous investigations and related policies. Such action demonstrates that ChildFund Australia places children's safety front and centre, and has a wide understanding of what areas of its work may affect children negatively. Potentially, Plan International's approach to child safeguarding which takes a gender-sensitive and intersectional lens may be a useful reference point.		
As per review recommendations, merge the two codes of conduct into one – ensuring all standards are set.		Completed. Code of Conduct revised in May 2024.	
Roll our new code for new staff that is inclusive of CFG and PSEAH principles, rights and responsibilities.		Completed. Online training for Code of Conduct created and rolled out for staff in August 2024.	
Child Friendly Communication and Reporting Mechanisms			
Facilitate children's input into the design of Safeguarding messaging and reporting mechanisms for ChildFund Australia.		Ongoing. Facilitating children's feedback on safeguarding across all programming is a work in progress with some good examples coming from Cambodia. The feedback mechanism, safeguarding reports were printed (in local child friendly language) and disseminated to community members including children, parents and schools through community awareness raising activity, training and workshops facilitated and implemented by local NGO partners. Evidence of impact is in use of the reporting line.	Very good to see that the reporting line is being used given these adjustments and efforts to encompass child friendly approaches to safeguarding.
Roll out resources and focal points to gather feedback.		In Progress. Plan to produce one-page summary of policy in child friendly language and to gather children's feedback in early 2025.	
Managing Organisational Child Safeguarding Risk			
Training for staff to monitor project risk to focus on children		Completed. Child Safeguarding training included risk and mitigation/ protective actions delivered to all staff between July 2024 to October 2024.	
Update risk assessment and screening on employment in HR policy.		In Progress. This will be a priority in 2025.	
Review Child Safeguarding Investigation and policy breach procedures in HR Policy.		In Progress. Investigation Guidance is in the Grievance Policy and Procedure (July 2023) but is not specific to safeguarding. This will be addressed in 2025.	
Review ChildFund Australia policies for including of ChildFund Safeguarding Risk in related policies eg. ICT, Communications and HR.		In Progress. Non-compliance or poor safeguarding practice across ChildFund Australia's Policies was documented in the Child Safeguarding Action Plan created for 2023-2025 with updates being reported to the Executive Team.	