

Second Annual Report to the National Office for Child Safety

NOVEMBER 2019



**Implementation of Recommendations of the Royal Commission
into Institutional Responses to Child Sexual Abuse**

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Executive Summary

The Salvation Army Australia (TSA) continues to be actively committed to implementing the recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse (the 'Royal Commission'), and to adopting and embedding the National Principles for Child Safe Organisations (the 'National Principles') across all of its activities.

Over the past 12 months, TSA has renewed its system for protecting children and young people and is improving the processes to support its safeguarding practice. Through newly established Safeguarding Consultant roles at each division of the Australia Territory, there has been significant work undertaken to embed safeguards within TSA policy and procedure, establish governance and accountability structures and build local capability.

In October 2019, during National Children's Week, TSA released both the Safety and Wellbeing of Children and Young People Policy and the Framework. Both the policy and framework represent the movement's commitment to ensure its practices and processes support and maintain safety for children and young people. With the release of these foundation documents, TSA leadership and all of its personnel commit to the principles that all children have a right to feel and be safe, have a voice, and have the right to be heard on issues affecting them. These principles are at the core of TSA's child safety framework.

TSA will continue to build on its safeguarding capabilities and competencies in 2020 and consolidate its current work. This includes the implementation of training and support materials and the introduction of new reporting and management systems to monitor and evaluate safeguarding practice. Additionally, in 2020 TSA will formulate and implement its child participation framework.



SECTION 1:

THE SALVATION ARMY AUSTRALIA

TSA is an international evangelical Christian movement operating as both a religious and charitable organisation. It commenced in London in the 1860s and its International Headquarters (IHQ) is located in London. IHQ is responsible for the overarching strategic direction that governs all Salvation Army territories internationally.

In 2017, IHQ updated its Child Protection Policy Framework to guide consistent global safeguarding practice and to establish measures of accountability. This update ensures TSA, as an international organisation, works to the same standards in protecting children.

TSA has operated in Australia since 1880 and has a significant history of working with and advocating for the rights and needs of vulnerable people in the community. TSA is committed to the promotion of social justice and the protection of the rights of disadvantaged and vulnerable people, including children and youth at risk. This is consistent with its values of integrity, compassion, respect, diversity and collaboration. Today, TSA is one of the largest national providers of welfare and social support services in Australia. It provides over 1000 social programs and activities through a network of churches, social support services and community centres across the country.



Child and youth safety is a shared priority for everyone across The Salvation Army. We know when children and young people feel safe and positive they grow to be healthy and resilient adults.

Territorial Leaders, Commissioners
Janine and Robert Donaldson, 2019



On 1 December 2018, TSA became a single, unified movement in Australia. Its overriding objective is to align and unite its vision and voice to create greater impact, increased innovation, stronger partnerships and better stewardship for the communities it serves.

TSA Governance Structure

The Australia Territory of TSA is legally constituted through eight Property Trust Acts representing each state and territory that it operates in nationally.

TSA’s Governance Board is committed to a high standard of governance that provides assurance to all TSA members and the community that it can achieve its objectives and deliver its mission (Governance Policy).

The board, which is chaired by the Territorial Commander, is accountable for its responsibilities to the General, who is the international leader of TSA.

The following five committees support the board in its role:

- Audit and Risk
- Quality and Safety
- Professional Standards
- Nominations
- Cabinet

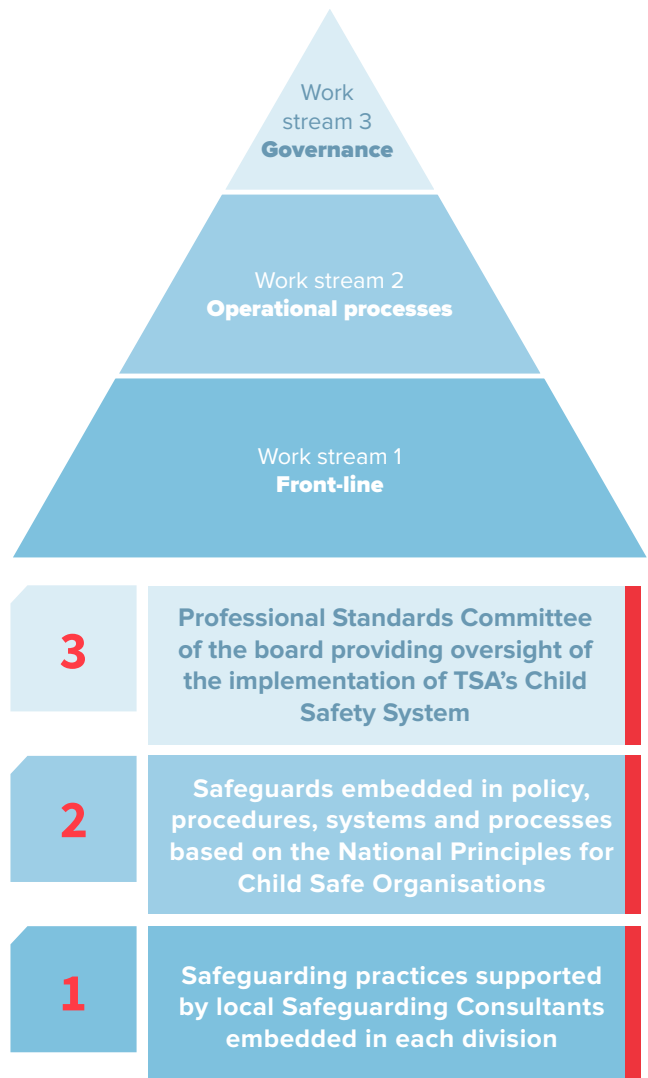
The Salvation Army – Child Safety and Safeguarding

In 2019, the Executive Mission Council endorsed a range of projects across TSA to drive the work that addresses the recommendations arising from the Royal Commission. This work also aligns the organisation with the National Principles.

Three work streams deliver the activities to strengthen the safety system for children and young people.

These include:

1. **Work stream 1:** Localised support to build child safe practice
2. **Work stream 2:** Policy, procedure and processes
3. **Work stream 3:** Governance and leadership



WORK STREAM 1: Front-line child safety practice developments

The Safeguarding Consultants, located in TSA state and territory front-line operational centres, are highly-specialised child safe practitioners. They actively support personnel to embed nationally consistent child safety policy and procedures in their day-to-day operations. Safeguarding Consultants also provide support and training to TSA front-line personnel. This equips them with the skills, knowledge and resources to work with a child focus. The Safeguarding Consultants also support personnel in relation to concerns of risk and harm to children and young people.

WORK STREAM 2: Safeguards built into policies, procedures, processes, systems and training

The Safeguarding Policy and Performance team comprises a group of specialists who develop tools and training to support the child safeguarding practices of front-line personnel. They also revise and improve the policy and procedures relating to children and young people. This team works with all areas of TSA's service and operational structures to embed child safety in all aspects of the movement's work and to align with its mission and values.

The Safeguarding Policy and Performance team draws on best-practice models and current research to support the review and improvement of TSA child safe tools and measures. It also actively assists operational developments to embed these approaches into practice.

This team monitors and evaluates the development of child safety practices, identifies areas for improvement and provides progress reports to the Professional Standards Committee.

WORK STREAM 3: Organisational governance

TSA's governance structure provides oversight of TSA's approach to child safety. It ensures accountability at all levels and a systematic framework for continuous improvement. TSA's governance ensures and promotes leadership accountability for child safety across all levels of the movement.

Child safety and wellbeing is the responsibility of all TSA personnel, in all departments and across all mission expressions. To support a national approach to child safety, the specialist safeguarding teams provide subject matter expertise in the development, review and improvement of policy, procedures and resources.



Our work in this area – including promoting the active involvement of children and their consultation in the planning and implementing of our services and activities – will be a continuous process of development and review.

Territorial Leaders, Commissioners
Janine and Robert Donaldson, 2019



SECTION 2:

REPORTING AGAINST THE RECOMMENDATIONS

Section 2.1:

Making institutions child safe

Measure 2.1.1:

New or revised Code of Conduct, policies and procedures for child safe institutions

Report Volume: Volume 6 and Volume 7

TSA Policy Developments

In February 2019, following the consolidation of TSA into a national structure, work began to nationalise all policies and procedures. This process of review reduced approximately 600 policies from the two former territories into 58 national policies. Procedures, guidelines and other documents support these national policies. This work is due to conclude in late 2020.

Review of all TSA policy and procedures is against the National Principles key action areas and indicators, and with reference to the Royal Commission recommendations. This whole-of-organisation approach to child safety and wellbeing ensures child safety practices and responsibilities are addressed across all aspects of TSA roles. It also means safeguarding processes are embedded in policy and procedures, and child safeguarding-related training is included in the implementation of the national policy suite.



The Salvation Army is a child safe organisation and is committed to protecting children and young people from harm.

Excerpt from TSA's commitment



Safety and Wellbeing of Children and Young People

The board endorsed TSA's Safety and Wellbeing of Children and Young People Policy and the Framework in August 2019. Both documents were formally released during National Children's Week in October 2019, along with a number of associated initiatives. These included:

- A video featuring the Territorial Leaders speaking about TSA's commitment to child safety
- New child safety online training and supporting training documentation
- New safeguarding children and young people website pages, with resource material. This includes the Safety and Wellbeing of Children and Young People Policy, a summary version of the framework, the Code of Conduct Standards and a summary version of the Code of Conduct, and

other reference documents (such as explaining child abuse and how to make a complaint)

- A new Safeguarding Children and Young People Toolkit for TSA personnel and volunteers, available on the intranet (featuring training materials, tip and fact sheets and relevant TSA policies and procedures)

Safety and Wellbeing of Children and Young People Policy

The Safety and Wellbeing of Children and Young People Policy represents TSA's national approach to child safety, replacing five former territorial policies and procedures that guided the movement's child safe approach.

This policy represents a whole-of-organisation commitment to child safety and holds all TSA personnel accountable and responsible for ensuring the safety and wellbeing of children — irrespective of whether they work with children.

Safety and Wellbeing of Children and Young People Framework

The Safety and Wellbeing of Children and Young People Framework adopts the 10 National Principles as its foundation. It embeds TSA's commitment to ensuring a safe and inclusive environment for children and young people where they feel respected, safe, valued and encouraged to reach their full potential.

The framework drives an organisational culture that supports safety and wellbeing

practices across all aspects of TSA. It recognises that promoting child safety and wellbeing is an ongoing process and is subject to continuous review and improvement.

The framework places children at the centre of our thoughts, values and actions through:

- The genuine engagement with, and valuing of, children
- Ongoing review, analysis, critical appraisal and improvement of our child safety and wellbeing practices



These Principles, and preserving the dignity of the safety of children, are at the core of who we are and what we do, and I commit all our personnel to ensuring the protection of children from all forms of harm and abuse.

Safety and Wellbeing of Children and Young People Framework

Territorial Leaders, Commissioners
Janine and Robert Donaldson



Safety and Wellbeing of Children and Young People Training Framework

Report Volume: Volume 6 – Standard 5 & 7; Volume 16 – Recommendation 16.43, 16.45, 16.50

TSA is committed to ensuring its personnel have the information, resources, ongoing education and training to support and enable the development of safeguarding practices.

TSA Safety and Wellbeing of Children Training Framework focuses on developing the awareness, insights and skills of personnel. This will enable them to better engage with and enhance the safety and wellbeing of children within the movement. This training framework, which activates National Principle 7, recognises and responds to the large and diverse workforce at TSA. This includes specific and targeted training for personnel in child-related activities, personnel in leadership positions and those with ministry responsibilities.

In October 2019, in conjunction with the release of the Safety and Wellbeing of Children and Young People Policy and the Framework, TSA launched its first training component, Safeguarding Principles.

Safeguarding Principles training:

The Safeguarding Principles training is an externally sourced online training module from the Australian Childhood Foundation that contains 10 units based on the National Principles. The training has built-in quizzes to embed learning, and compliance is monitored and reported to the Professional Standards Committee.



Safeguarding@TSA training:

The Safeguarding@TSA training is an induction to TSA's Safety and Wellbeing of Children and Young People Framework and its 10 National Principles. It provides information about how to respond to allegations and concerns of child harm and/or risk. All personnel must complete this training. This module is due for implementation in early 2020.

SAFEGUARDING@TSA – TRAINING CONTENT

Leadership commitment to protecting the safety and wellbeing of children and young people



A video with a commitment from the Territorial Leaders to protect the safety and wellbeing of children and young people

TSA Safety and Wellbeing of Children and Young People Framework



Information about how TSA is working towards meeting the 10 National Principles

Safeguarding children and young people



How to respond to allegations of harm and risk within TSA

Safeguarding@TSA is mandatory for all TSA Officers, employees and volunteers in child-facing roles or who hold a pastoral/spiritual or leadership role.

Specialist safeguarding modules:

Building on the Safeguarding Principles and Safeguarding@TSA training, specialist safeguarding modules will be developed and implemented over 2020-21. These modules will be focused, short courses specific to identified needs and risks. The Safeguarding Consultants will deliver the specialist safeguarding modules, which will respond to specific training needs around emerging or identified child safeguarding issues.

Specialist safeguarding modules will provide:

- **Advanced training** (i.e. for personnel working with high-risk groups such as children engaging in sexually harmful behaviours, perpetrator behaviour and grooming)
- Targeted training on **operational aspects** of child safety (i.e. undertaking activity risk assessments, assessing perpetrator dynamic and static factors, physical and online safety)
- Targeted training for **key personnel** cohorts such as those in leadership and/or ministry positions (i.e. vicarious trauma, document retention and record keeping, theology of safeguarding)

TSA is investigating opportunities to assess, plan and further build the capacity of personnel capabilities, with a focus on:

- Implementation and compliance with policies, practice and safeguards
- Confidence to act when a child or young person voices a concern about their safety and wellbeing
- Attitudes in relation to children and young people's knowledge and access to safety education
- Knowledge about the risks and prevention of child sexual abuse

Code of Conduct Policy and Code of Conduct Standards

Report Volume: Volume 6 – Standard 1

The board endorsed the TSA Code of Conduct Policy (the 'Code of Conduct') and Code of Conduct Standards (the 'Standards') in August 2019. This Code of Conduct replaces four former TSA territory codes of conduct policies. It also establishes a national standard for defining and managing appropriate behaviour required by all personnel of TSA and anyone who engages with TSA. The Code of Conduct and the Standards embed expectations of behaviour when working and interacting with children. The Code of Conduct clearly articulates that TSA is a child safe organisation. It also embeds TSA's commitment to:

- Providing an environment that
 - Is safe and inclusive for children, where they feel respected, safe, valued and encouraged to reach their full potential
 - Embraces the strengths and individual characteristics of children, regardless of their abilities, sex and sexual identity, gender and gender identity or social economic or cultural background.
- A zero-tolerance approach to all forms of abuse and harm
- The Safety and Wellbeing of Children and Young People Policy and the Framework, which defines the

organisational culture, strategies and actions that promote child safety and wellbeing.

The Standards define the expected behaviours, standards and responsibilities of personal conduct in all areas of work. This includes the expectations related to working with children and young people. For example, the Standards address behaviours related to:

- Mandatory background checks for personnel in direct contact with children and/or young people
- Recognition of the power imbalance between personnel and children and young people
- Reporting obligations, including the mandatory requirement for personnel to report immediately any concerns or incidents of child abuse or harm, and the need to ensure any risk is removed/reduced
- Physical contact and one-on-one interactions with children and young people
- Children's program and activity guidelines for overnight stays, camps and sleeping arrangements
- Transporting children
- Communication with children, including electronic communications

The Code of Conduct and the Standards are available on TSA's website, along with an easy English version of the Code of Conduct for the safety and wellbeing of

children and young people.

The new mandatory online Code of Conduct training module was released to all Officers and employees 11 November 2019, and is due for completion in early 2020. Roll-out to volunteers will commence in 2020. All new personnel must complete this module as part of their induction. This Code of Conduct training will be refreshed every two years.

Personnel Policy and Procedure Suite

Report Reference – Recommendation 6.6 – Standard 5: People working with children are suitable and supported

The procedural requirements for screening, recruitment, onboarding and induction have been aligned with the child safety processes.

Safeguards are embedded at all points in the recruitment journey. For example, procedures across pre-employment, screening and recruitment include the following child safe strategies:

- The requirement for mandatory background checks (national/international police checks, Working with Children Checks (WWCC) or Working with Vulnerable Person Checks (WVPC)) is defined in all position descriptions and role profiles
- TSA child safe statements are included on all position advertisements, including both internally and externally advertised positions

- Online job postings for child-related positions include recruitment criteria such as:
 - ‘Must have experience working with children’ or
 - ‘Must be able to demonstrate an understanding of appropriate behaviours when engaging with children’
- Mandatory child-related, behavioural-based questions are required in applicant interviews
- Mandatory questions for referee checks with prompts for further expansion depending on referee response

Child Safe Position Interview Protocols – mandatory child-related behavioural-based questions:

Q1 Can you please tell us about your beliefs and values in relation to working with children and young people?

Q2 Can you please tell us about your awareness and understanding of keeping children safe?

Q3 Can you please tell us about your professional experience, competencies and qualifications in relation to working with children and young people?

Q4 Can you please tell us why you left your previous position?

TSA Officers, cadets and candidates for officership

In addition, specific policies and procedures related to TSA Officers, cadets and candidates for officership have been revised and updated for a national focus.

POLICY & PROCEDURE	KEY ASPECTS
<p>Active Officer Service Conditions and Uniform Policy</p>	<p>Defines the mandatory requirements for all Officers to:</p> <ul style="list-style-type: none"> • Undertake background checks and to hold valid WWCC or WVPC (Royal Commission Recommendation 6.5 Standard 5) • Complete all safeguarding training prior to appointment and ongoing as required (Royal Commission Recommendation 16.47, 16.49) • Report incidents and allegations of misconduct and inappropriate behaviour and to report alleged criminal activity (Royal Commission Recommendation 16.51) <p>States the precluding convictions that restrict a person from becoming or remaining as a TSA Officer (Royal Commission Recommendation 16.56)</p> <p>Defines the requirements for supervision, coaching, mentoring, spiritual direction and/or retreats to support and ensure quality of service through appropriately accredited and trained personnel. TSA makes provision for the payment of qualified external providers of pastoral supervision (Royal Commission Recommendation 16.44 and 16.45)</p>
<p>Ministry Guidance Procedure for Officers</p>	<p>Applies to all active Officers and details the procedure to implement ministry guidance to address capability or performance issues related to behaviour, ministry issues, breach of TSA Orders and Regulations, continued poor performance</p> <p>Involves the intentional and focused engagement of an Officer with their Divisional Commander in the development and implementation of a SMART plan of action to clarify and correct the issues (Royal Commission Recommendation 16.44)</p>

POLICY & PROCEDURE	KEY ASPECTS
<p>Recruitment and Officer Formation Policy (to be endorsed early 2020)</p>	<p>Involves the requirements for the recruitment and formation of Officers in TSA until the end of their first five years of officership</p> <p>TSA child safe organisation statement is included</p> <p>Defines the specific recruitment processes and aligned to the TSA Recruitment and Onboarding Policy, including:</p> <ul style="list-style-type: none"> • Mandatory background checks • Valid WWCC or WVPC • Mandatory safeguarding questions for applicant interview and referee checking • Psychological screening and risk assessment <p>(Royal Commission Recommendation 16.42)</p> <p>Defines the requirement for the development of an individually tailored training plan that incorporates the mandatory training modules, including the mandatory safeguarding training requirements</p> <p>(Royal Commission Recommendation 16.43)</p> <p>Recognising the importance of establishing new Officers in the context, ethos and experience of TSA officership, a First Five Years Development Program provides a structured plan of support, training and developmental requirements and sets minimum requirements for such, including:</p> <ul style="list-style-type: none"> • Capacity development • Supervision • Appraisals <p>(Royal Commission Recommendation 16.43, 16.44, 16.45, 16.47)</p>

System developments to support a child safe institution

A significant undertaking in 2019, and continuing into 2020, has been the integration and/or development of national systems to support the movement's compliance, audit, monitoring and review requirements.

Of relevance is the introduction of Salvos WorkDay, an integrated human resource management system. This system embeds reporting and compliance accountabilities and streamlines the screening, recruitment and onboarding requirements for TSA personnel.

Salvos WorkDay has embedded compliance and escalation processes. These processes are built in to monitor and manage compliance with the Working with Children Check and/or Working with Vulnerable Person Check, and other background check requirements at pre-employment and ongoing. In addition, the system tracks compliance of TSA-mandated training requirements.

Salvos WorkDay went live in October 2019 for all TSA Officers and employees. It will phase in contractors and volunteers in early 2020.

Other national systems in development and scheduled for launch in mid-2020 include:

- Incident reporting and management
- Activity risk assessment and activity planning processes

Measure 2.1.2: Improvements to institutional responding and reporting

Report Volume: Volume 6 and Volume 7 – Recommendation 7.7 and 7.8

Feedback and Complaints Policy

Report Volume: Volume 6 – Standard 6; Volume 7 – Recommendation 7.7

TSA's Feedback and Complaints Policy, which replaces 10 policy and procedural documents from the two former territories, defines TSA's commitment to:

- Encourage and provide opportunities for feedback
- Manage feedback in a consistent, transparent and effective manner
- Use feedback to continuously improve its mission and service delivery

The board endorsed the policy in August 2019. It will be implemented nationally in mid-2020 with the following procedural support documents:

- Investigation Procedures
- Vexatious Feedback Procedures
- Investigation Report Template
- Audit and Compliance Guide and Checklist

Building on the Feedback and Complaints Policy, and with reference to National Principle 6, TSA's Child Focused

Complaints Procedure and Guidelines will direct TSA personnel to respond and work with children to resolve complaints. This procedure will be implemented in mid-2020.

The Child Focused Complaints Procedure will include easy English guides for children and young people, made available on TSA's website.

Incident Management Policy

Report Volume: Volume 6 – Standard 6; Volume 7 – Recommendation 7.7

The national TSA Incident Management Policy is currently in review. An online reporting and incident management system to manage incidents, and to monitor and evaluate trends in incidents, nationally is in development. The national policy, related procedures and the Incident Management System is anticipated to be operational from mid-2020.

The procedure for reporting and managing incidents and allegations of child abuse is currently under review as a national procedure. This procedure will incorporate state/territory reporting mandates, including Reportable Conduct Scheme requirements. This procedure will be released in early 2020, in line with the updated Incident Management Policy and reporting system.

Other policy developments

Since August 2019, the board has also endorsed the following related national policies:

- Suite of human resource screening, recruitment, onboarding and induction policies and procedures
- Governance Policy
- Compliance Policy
- Enterprise Risk Management Policy
- Whistleblower Protections Policy
- Workplace Relations Policy

These policies were reviewed with reference to the National Principles and the Royal Commission recommendations, and have child safety requirements embedded in them. These national policies represent the harmonisation of the two former territorial policies under the TSA policy agenda.

**Measure 2.1.3:
Improvements to recordkeeping and
information sharing**

*Report Volume: Volume 8 –
Recommendation 8.1 and 8.4*

The management of records and client information represents a significant activity for TSA. Work has commenced to review existing processes and systems currently in place for all TSA programs and activities. It is anticipated that a nationally centralised and consistent approach to the management (i.e collection, classification, creation, storage, use/release/sharing, retention, archiving, and disposal/ destruction) of TSA information, records and data will be implemented in 2021.

In addition, and with reference to the different information-sharing legislative approaches across the country, TSA will review and align its information-sharing procedures to best-practice principles and practice required by legislation. This work will be completed late 2020.

**Section 2.2:
Children and Young People’s Voices**

**Measure 2.2.1:
Children participate in decisions that
affect them**

*Report Volume: All relevant volumes and
recommendation*

Several activities have been undertaken, and are in planning, to reinforce and facilitate the voice and inclusion of children and young people involved with TSA. These activities ensure children and young people are engaged in decisions affecting them. These include:

- Review of current TSA activities and best-practice approaches to support the inclusion of children and young people
- Listening Project (Children) — undertaken by TSA’s Mission Resources Children’s Team
- Listening Project (Young people) — undertaken by TSA’s Mission Resources Youth Team

TSA has commenced work to define a Child Participation Framework to enable and support the active participation of children and young people. This will provide the foundation to embed their participation in decisions affecting them across TSA.

Early planning of this framework has defined a model that utilises co-design methodologies. This will empower the voices of children and young people through local-level engagement and service delivery. It also involves them

in strategic planning and governance reporting.

Finalisation of a youth participation model and processes will be a major focus of TSA in 2020. Children and young people will lead and inform the process through local engagement activities and consultation.

The Listening Projects

In 2019, the youth and children’s ministry teams ran a range of forums and interviews with children, youth and their families. The purpose was to hear about:

- Key issues affecting them and their peers
- Perceptions of safety within TSA
- How they connected with, and why they remain connected to, TSA
- What transformation means and what it looks like to them

The aim of hearing from children and young people was to inform the ongoing agenda for the children and youth teams. This will ensure service activities and processes are responsive and proactive to the needs and desires of children and young people. These projects represent an ongoing dialogue with children and young people as the development of TSA’s Child Participation Framework is progressed.



A difficulty is that adults just tell you what to do and you have no say. People need to take time to ask us what we want. Ask us when you think about what you plan for us.

seven-year-old girl



The Children’s Listening Project

conducted 30 interviews with children and their parents across Australia. A range of interview strategies were used, such as asking children to draw and play to ‘articulate’ their responses.

The Children’s Listening Project has already identified several key learnings. These include:

- Children have agency – even children as young as five can have a voice about their wants and desires for themselves, their friends and their families
- ‘Family’ was identified as the most important relationship group to children, followed by their friends
- Fun and play were central to their experiences and learning

The Young Person’s Listening Project

similarly heard from 34 young people across Australia about the key issues and concerns. As part of this project, the Youth Team utilised a co-design model to enable participation and collaboration, recognising and including the diversity of young

people. Co-design provides an alternative to a top-down consultation approach, which has limited application to the lived experience of the young people involved.



Lived experience is the recognition that users are experts by experience. Those that experience a particular situation are experts and the recipients of our work are the primary experts in our work.

*Co-design and Youth Ministry –
A Lived Experience Approach to
Engaging Young People 2019*
(Presentation by John Marion,
TSA Territorial Youth and
Young Adult Specialist)



SECTION 3:

REDRESS

Report Volume: Volume 17 – Redress and civil litigation report recommendations

TSA announced its commitment to the National Redress Scheme and formally endorsed its involvement 31 May 2018. TSA's Centre for Restoration exists to support and work with individuals who wish to bring a grievance against TSA for abuse suffered while in the care of TSA.

As of 30 September 2019, the Centre for Restoration has:

- Received a total of 295 requests for information from the National Redress Scheme, with the centre managing almost 100 current matters
 - 27 claims have been paid through the National Redress Scheme
 - Undertaken 20 informal settlement conferences with survivors who have chosen to seek redress through legal engagement. A further 15 conferences are scheduled to occur before the end of December 2019
- The Head of the Centre for Restoration attends each conference with an offer to meet with the survivor for a restorative justice meeting
- Increased its workforce capacity in the areas of case management and historical records research

- Engaged with survivor services to increase and improve their understanding of TSA Centre for Restoration processes for all parties

The nationalisation of TSA structures and processes has enabled the Centre for Restoration to design and implement a centralised response to redress/ personal injury claims. This streamlined approach has supported the processes for responding to claims of historical abuse.



CONTACT DETAILS

TSA website:

www.salvationarmy.org.au

Safeguarding Children and Young People resources are available under About Us – Governance and Policy: Safeguarding Children and Young People.