



FIFTH ANNUAL PROGRESS REPORT

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

DECEMBER 2022



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EXECUTIVE SUMMARY

The Salvation Army Australia (TSA) remains committed to ensuring children and young people are safe across all its activities and programs. The recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse (the Royal Commission) were accepted by TSA in 2017 and since this time consistent work has been undertaken to implement the recommendations.

The National Principles for Child Safe Organisations (the National Principles) were adopted by TSA in 2019. TSA has incorporated the National Principles and the Royal Commission recommendations into both its Policy Library and Framework for the Safety and Wellbeing of Children and Young People.

TSA leadership and personnel are committed 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 centre of TSA's Framework for the Safety and Wellbeing of Children and Young People.

During 2022, TSA has continued to implement and embed systems and processes that improve child safety including:

- Implementation of an activity and program register and activity risk assessment tool
- Incorporation of safeguarding risks across

- departmental and divisional risk registers
- Safeguarding assurance activities including the completion of the Safeguarding Assessment Tool across TSA divisions
- Enhancement and strengthening of policies and procedures to support child safety
- Strengthening systems and processes to ensure safe recruitment, screening and training for personnel
- Developing and implementing systems and strategies to empower children to raise concerns, make complaints and provide feedback

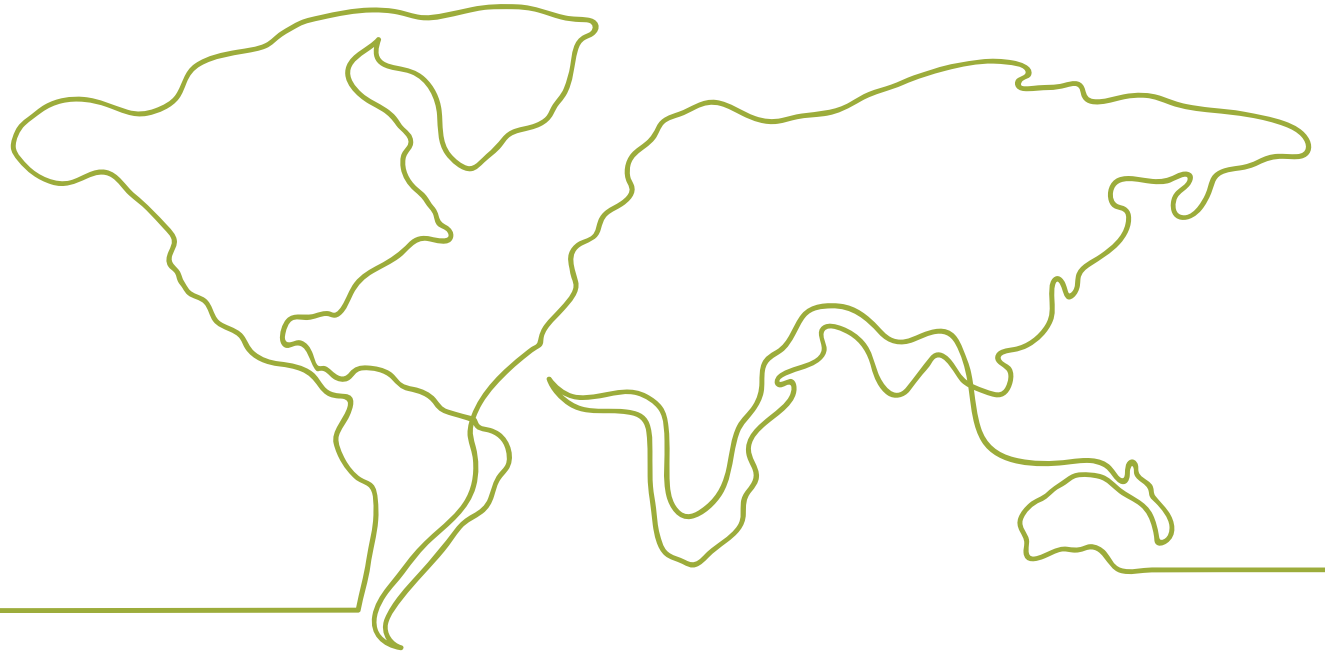
The Professional Standards Committee of the Board ensures that the National Principles are fully implemented, and that child safety risk is managed effectively.

TSA is committed to hearing the voices of children and has conducted a range of consultations with children and young people to better understand and improve child safe program delivery, intentionally to ensure the systems and processes in place promote an inclusive, participatory, child safe culture.

TSA will continue to listen to children and young people about issues that matter to them and co-design ways that improve safety and the delivery of services, activities and programs in 2023 and beyond.

SECTION 1:

The Salvation Army Australia



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

In 2021, IHQ updated its Child Protection Policy Framework to strengthen its global safeguarding practices. This update ensures TSA, as an international movement, continues its focus on 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 1,000 social programs and activities through

a network of churches, social support services and community centres across the country.

TSA Governance Structure

The Australia Territory of The Salvation Army is legally constituted through eight (8) Property Trust Acts representing each state and territory that it operates in nationally.

TSA's 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 (5) Committees support the Board in its role:

- Audit and Risk Committee
- Nominations Committee
- Pastoral Committee
- Professional Standards Committee (refer to National Principle 1, page 7)
- Quality and Safety Committee

The Centre for Restoration

TSA's Centre for Restoration (CfR) exists to support people who wish to bring a grievance for abuse suffered.

CfR provides support for any person who has been the victim of abuse while in Salvation Army care. When responding to complaints or allegations CfR is guided by the principles that all persons are entitled to:

- be treated with dignity and respect
- privacy and confidentiality
- due process
- efficient, prompt and timely service

At the heart of the approach is the principle

that each individual is always the main concern of CfR. In its engagement with survivors of abuse, TSA believes that the principles of restorative justice are critically important. TSA engages with survivors in a restorative justice process to help them obtain the outcomes which are the most meaningful for them.

The Salvation Army – Child Safety and Safeguarding

TSA's Safety and Wellbeing of Children and Young People Framework (TSA's Framework) embeds the National Principles and Royal Commission recommendations across TSA.

In 2021, TSA renewed its commitment to the National Principles and transitioned its work under The Salvation Army's Child Safe Project to a National Safeguarding Strategy (Safeguarding Strategy). The Safeguarding Strategy sets out specific actions to strengthen safety across three priority areas:

- Safe Mission Delivery
- Safe Program Design
- Safe Governance, Leadership and Culture

The Safeguarding Strategy promotes shared commitment across TSA with Divisional and Portfolio Leaders accountable for quarterly reporting against agreed actions. Progress

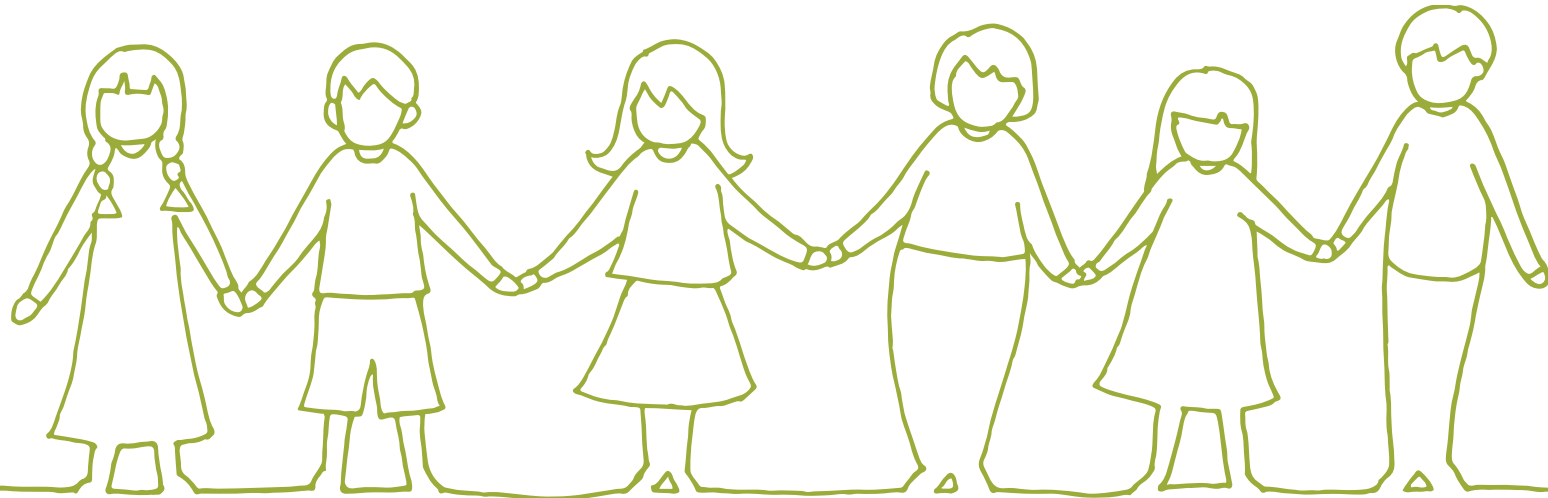
against the Safeguarding Action Plan is reported quarterly to the Professional Standards Committee of the Board.

The Safeguarding Consultants remain located in TSA state and territory frontline operational teams and continue to support TSA leaders to embed nationally consistent safeguarding practice in their day-to-day operations. They provide training, advice, support, knowledge and resources that enhance safe service delivery.

The Safeguarding Policy and Practice team continues to develop and strengthen policies, procedures, resources and training. The team monitors implementation of TSA's Framework and works with Senior Leaders to identify safeguarding risks and strengthen mitigations. The Professional Standards Committee of the Board maintains oversight of the implementation of TSA's Framework.

SECTION 2:

The Salvation Army's Child Safe Progress Report



TSA has adopted the National Principles which were endorsed by members of the Council of Australian Governments, the Prime Minister, State Premiers and Territory First Ministers, in February 2019. These National Principles give effect to recommendations of the Royal Commission relating to the child safe standards.

TSA has also adopted the recommendations of the Royal Commission relating to religious institutions (Report Volume 16). The

National Principles and actions related to recommendations to religious institutions are embedded in TSA's Framework.

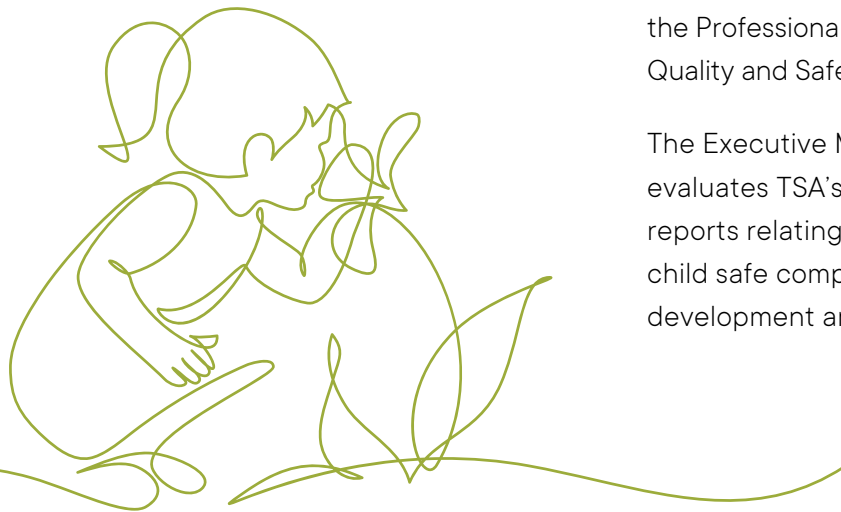
TSA actively engages with partner agencies and government bodies to ensure our policy, practice and processes are consistent with industry and sector standards and operate within the intent of the state and territory oversight bodies. TSA is an active member of the National Council of Churches and

collaborates with other member churches to strengthen child safe maturity across the sector. We actively engage with government bodies in their oversight of reportable conduct and Working with Children Check schemes.

This is TSA's fifth progress report in implementing the recommendations from the Royal Commission and the Ten National Principles for Child Safe Organisations.

NATIONAL PRINCIPLE 1:

Child and youth safety and wellbeing is embedded in TSA leadership, governance and culture



TSA is a committed child safe organisation with a zero tolerance of harm, and where the safety and wellbeing of children is paramount. This commitment is published on TSA's website alongside TSA's Safety and Wellbeing of Children and Young People policy, the Code of Conduct and complaint mechanisms.

The Professional Standards Committee of the Board is responsible for monitoring, evaluating and governing the development of TSA's child safe culture. The Quality and Safety Committee of the Board is responsible for monitoring incidents and complaints relating to children and young people. 'Safety' is a key domain in TSA's Quality Framework, overseen by the Quality and Safety Committee. The Board governs TSA's child safe culture through regular reports from the Professional Standards Committee and the Quality and Safety Committee.

The Executive Mission Council monitors and evaluates TSA's performance through regular reports relating to child safe risk management, child safe compliance, child safe culture development and incidents and complaints.

TSA Code of Conduct

TSA's Code of Conduct clearly articulates that TSA is a child safe organisation and 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 ethnicity, cultural background, language, age, disability, religious belief, sexual orientation, gender identity, gender expression and intersex status.
- Has a zero-tolerance approach to all forms of abuse and harm

The Code of Conduct Standards define expected behaviours for personnel in all areas of work including work with children and young people.

The Salvation Army's Risk Management Framework

TSA is committed to preventing, identifying and mitigating risk to children and young people. TSA's Enterprise Risk Management Framework defines the process for the effective, efficient and consistent management of risks across TSA.

During 2022, TSA has continued to assess, monitor and mitigate the risk of harm to children and young people across TSA's Departments and Divisions and the child safe risk profile has been incorporated into Departmental and Divisional risk registers, reflecting relevant key risks and appropriate mitigations.

TSA's National Safeguarding Strategy, implemented in late 2021, has been in place for 12 months. The Action Plans contained within the Safeguarding Strategy develop, enhance and embed TSA's safeguarding goals, including Safe Mission Delivery, Safe Program Design, and Safe Governance, Leadership and Culture. During the previous 12 months, a quarterly review of the Action Plans has taken place and progress has been reported to the Professional Standards Committee of the Board.

PROGRESS SUMMARY 2022

- Department and Divisional risk registers reviewed, and mitigations strengthened
- Safeguarding Action Plan progress monitored and reported to the Professional Standards Committee of the Board on a quarterly basis
- Review of Code of Conduct training implementation to ensure accessibility and flexibility to meet training compliance
- Safeguarding protocols included within all Internal Audit processes
- Enterprise contracts, Memorandums of Understanding and Agreements reviewed to ensure TSA and legislative safeguarding requirements are included
- Safeguarding risks identified and mitigated prior to entering into new contracts/funded service agreements and as part of developing project design and concept briefs

GOALS BEYOND 2022

- Year two of the National Safeguarding Strategy will support TSA to consolidate and build upon the achievements and risk mitigations delivered so far
- Risk registers will continue to be reviewed and updated as needed and at least annually
- Annual Safeguarding Self-Assessments to be implemented across TSA

NATIONAL PRINCIPLE 2:

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

In 2022, multiple resources were developed to support frontline personnel to engage with children and young people and promote their voices across TSA's work.

A Practice guide titled "Establishing child friendly feedback pathways" was developed to enhance knowledge and capability of TSA frontline teams in supporting the engagement of children in feedback and complaints processes. It provides guidance on creating child-led, safe, and accessible ways for establishing feedback pathways and responding to feedback from children.

Consent forms for activities and programs as well as image consent forms were reviewed

and updated and made available in TSA's Safeguarding Toolkit. Language has been strengthened to be more child friendly and inclusive of gender identity and ability.

TSA progressed a range of initiatives that have strengthened work on child participation and engagement. Consultations were undertaken with diverse client cohorts of TSA including children and young people to directly inform the development of a nationally consistent Lived Experience and Participation Framework. These consultations were completed between August-November 2022 with children and young people aged 4-18 years. The purpose of the consultation is to better understand how they engaged with TSA mission expressions, and enablers and barriers for their safe and meaningful participation in TSA's work. Participants included children and young people from diverse backgrounds and abilities including Aboriginal and Torres Strait Islander children, culturally and linguistically diverse children, LGBTIQ+ young people, young people in out of home care, and independent education settings.

In 2022, TSA's Children's Team launched a nationwide children's survey to commemorate Children's Week as part of the Listening Project. This online survey was aimed at listening to

the voices of children to understand more, advocate for and learn from them. The survey engaged children aged 5-12 years associated with TSA Corps across Australia. Parents and caregivers were actively encouraged and supported to help children access and complete the survey.

Case Study

TSA's Youth Services – Upton Road and Tranmere Street (Victoria) provides youth-specific crisis accommodation for individuals and families aged 16 to 25 years and offers outreach support for 70 individuals.

The Youth Services Youth Participation program offers young people opportunities to collaborate with staff to make short-term decisions (creating a school holiday program or meal planning) and implement long-term changes (changes to accommodation infrastructure and case management processes). Weekly residents' meetings provide a space to discuss, plan and make decisions about current and future events and changes within the service. For example, young people might meet with staff to decide that funds generated by the Youth Participation Social Enterprise program will be spent on recreational activities for the school holidays or on new sporting or arts supplies for young

people to access during their time in crisis accommodation.

Upton Road and Tranmere Street Social Enterprise program provides paid opportunities for young people to develop customer service and hospitality skills and aims to develop a positive relationship with the local community, increasing young people's confidence to participate in the community and providing the community with opportunities to learn about their work and youth homelessness.

The monthly Upton Road Plant and Seedling Sale provides opportunities to participate in the social enterprise program, as well as the option of ongoing, paid positions. Young people can practise making coffee on the Upton Road coffee cart, engage with members of the public and learn more about the Upton Road gardens and permaculture program. The Upton Road Social Enterprise has also participated in community events such as International Overdose Awareness Day and the South Melbourne Y(Our)Fest.

After leaving the service, young people are provided the opportunity to participate in a one-on-one exit interview and to provide extensive feedback on a range of topics, including the physical space of the refuge,

the program model, staffing and whether any follow-up support is needed.

Staff and young people work together to ensure that Upton Road residents' voices are represented across the broader youth and homelessness sectors, working together to draft submissions for Parity magazine, Australia's leading national homelessness publication (published by Council to Homeless Persons) and the Victorian Youth Strategy, among others.

PROGRESS SUMMARY 2022

- Child Friendly Feedback Pathways Guidance developed and socialised
- Children's consultations completed to inform Lived Experience and Participation Framework development
- National Children's Survey launched as part of the Listening Project
- Informed consent mechanisms are in place

GOALS BEYOND 2022

- Practice Tools and resources will be developed that further support children and youth participation through Child Friendly Feedback Pathways
- A young persons' advisory group will be established to review complaint and feedback processes
- In partnership with the Australian Catholic University, TSA will conduct a national survey of children and young people's experience of safety at TSA
- Data analysis and consolidation of key findings from The Listening Project

NATIONAL PRINCIPLE 3:

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

TSA continues to promote information about its child safe approach, policies and frameworks on its public website, thereby making this accessible to families and the broader community. TSA's Safety and Wellbeing of Children and Young People Policy and Framework, Code of Conduct and information on TSA's complaint management processes are available to families and the general public. These documents are also available as summary documents and with simple English versions where appropriate. TSA's website also includes external child safety resources for parents and carers that can be accessed through the safeguarding resources page on the public website. The accessibility function, Recite Me, has now been added to TSA's website so that resources are available to end users in a range of languages and formats. TSA's website also



includes portals, to provide feedback and to raise a child safety concern, that are accessible to families and carers.

A suite of child safety resources is available in the Safeguarding Toolkit for personnel working with children and families. These include resources for parents and carers on TSA's commitment to child safety, measures to keep children safe, and how to raise a child

safety concern. The resources are available in a variety of languages and formats. In addition, a range of external resources are available to enhance parents'/carers' understanding of child rights, child abuse and TSA safeguarding reporting processes.

During 2022, a review of the consent process for participation in TSA activities and programs was completed. This included review of the

information provided to parents and carers about the activities and programs, and review of the consent form. Following this review, additional information has been embedded in the consent form including Safe and Welcome at TSA and How to Make a Complaint.

Parents are provided with information regarding TSA's child safe approach and reporting pathways available to them in the event of a safeguarding concern. For example, TSA's National Children's team develops and shares detailed parent information booklets with parents of all participants of children's camps. Feedback is consistently sought from parents after all children's events organised by the team. All parent feedback received is reviewed and used to inform the planning of future events.

TSA understands that parents' perspectives and lived experiences are invaluable in achieving and maintaining safe and high-quality delivery of services, programs and activities for children and young people. During 2023, targeted consultations with parents and carers have been planned to inform the development of TSA's Lived Experience and Participation Framework to gain their insights on how TSA creates safe and welcoming spaces for children and young people and what can be improved.



PROGRESS SUMMARY 2022

- Resources are available in a variety of languages and formats including Arabic, Nepali, Swahili, Chinese, Korean and Farsi
- Information provided to family and carers reviewed and updated regarding safe activities and how to make a complaint
- Child participation consent process reviewed and updated

GOAL BEYOND 2022

- Integrate parent and carer inputs into Lived Experience and Participation Framework
- Families and communities are provided opportunities to engage in policy and procedure reviews, supporting the development of a child safe culture

NATIONAL PRINCIPLE 4:

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

In further support of TSA's Diversity and Inclusion Policy (2021) and its Inclusion Commitment Statement published in 2020, a range of initiatives were completed in 2022 to demonstrate TSA's continued commitment and accountability to ensuring the safety and wellbeing of Aboriginal and Torres Strait Islander people, people of all abilities, people from a CALD background and the LGBTIQ+ community.

TSA strengthened its commitment to promote equity and diversity across our work with the establishment of a new leadership position – Executive Manager Inclusive Practice in the Quality

and Safeguarding Team. The newly appointed Executive Manager will oversee the implementation of TSA's Inclusive Practice Action Plan.

TSA reviewed its Diversity and Inclusion Policy and Code of Conduct to ensure expected behaviours and unacceptable behaviours are explicit in the Code of Conduct standards related to inclusive practices and safe behaviour towards LGBTIQ+ people. New resources were developed to inform the LGBTIQ+ community of their right to safety, information and participation when engaging with TSA. The LGBTIQ+ Inclusive Practice Working Group



continued to meet regularly and has recently commenced a review of its terms of reference.

Inclusive Faith Based Facilitation trainings were conducted covering 80 individuals from Divisions and Corps and advanced trainings were offered to 40 participants to specifically equip them in facilitating conversations regarding human sexuality and same-sex relationships.

Implementation of TSA's current Innovate Reconciliation Action Plan (RAP) continued during 2022. With significant progress against most RAP deliverables over 2020-2022, TSA has met the prerequisites for the next stage Stretch RAP. Key highlights from TSA's RAP implementation in 2022 included:

1. During National Reconciliation week TSA hosted 22 events across Australia and distributed information, resources and promotional material to personnel, volunteers and the public. The Chief Secretary hosted two webinars during National Reconciliation Week and NAIDOC week.
2. Multiple NAIDOC events were organised by TSA across Australia at local Corps. One was hosted by a TSA Youth Outreach Service. The day included traditional food, traditional dancing and children's activities.

3. Youth Services team at TSA's Western Australia Division established key partnerships between TSA and Aboriginal and Torres Strait Islander peoples and communities to support the cultural needs of Aboriginal children and the possible transitions for both non-Indigenous and Aboriginal young people between organisations.
4. As of August 2022, 7872 members of TSA personnel have completed the E-learning cultural program, 20 have completed the face-to-face cultural program and 18 members of personnel have completed the cultural immersion program.
5. TSA's Aboriginal and Torres Strait Islander Employment Strategies were further strengthened by updating TSA's recruitment processes with recommendations from the Aboriginal and Torres Strait Islander.

Recruitment and Retention working group. All respondents to the 2022 recruitment feedback surveys indicated that they felt culturally safe during the recruitment process.

PROGRESS SUMMARY 2022

- Implemented faith-based facilitation
- Met the prerequisites for the next stage Stretch RAP
- Completed multiple NAIDOC Week activities

GOALS BEYOND 2022

- Seek regular input from children and young people from culturally diverse backgrounds including Aboriginal and Torres Strait Islander children and young people, children and young people who identify as LGBTIQ+, children and young people of all abilities, and children and young people from culturally and linguistically diverse backgrounds
- Implement the Inclusive Practice Action Plan
- Development of a consolidated Territorial Diversity and Inclusion Strategy and Action Plan

NATIONAL PRINCIPLE 5:

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

TSA's Safety and Wellbeing of Children and Young People Policy and Framework informs all personnel of TSA's commitment to the safety and wellbeing of children.

TSA operates nationally and requires all personnel who work with children and young people to have Working with Children Checks or equivalent background checks. In 2021 TSA established the Integrity Check Team (ICT) to ensure that legal obligations are met. During 2022 the ICT has worked to embed the Integrity Check Framework and continued to review role requirements ensuring that TSA's human resources management system contains current personnel screening records.

As part of the Integrity Check Framework, a management reporting dashboard has been developed, enabling each line manager to view and manage their team compliance with Working with Children Check/equivalent requirements.

Ongoing assurance activities ensure personnel working with children and young people have undertaken the appropriate screening processes, including the relevant State or Territory Working with Children Check/equivalent requirements.

During 2022 Human Resources reviewed and strengthened its recruitment and onboarding processes to ensure that TSA's child safe organisation statement is included in position advertisements and position descriptions; that interview and reference templates include the mandatory safeguarding behavioural questions; and that the required background screening requirements are noted in recruitment documentation.

Human Resources has implemented the Accountability Framework for all Officers and employees which provides for regular supervision and support of personnel, feeding into annual personnel reviews.

Professional Pastoral Supervision was implemented in 2021. In addition, 25 Officers completed the Graduate Certificate in

Professional Supervision in 2022. TSA has a dedicated team, the Pastoral Services Team, which continues to support the implementation of the Professional Pastoral Supervision model.

PROGRESS SUMMARY 2022

- Integrity Check Framework strengthened and embedded
- Integrity Check and Mandatory Training Compliance Dashboard reporting implemented
- Recruitment and Onboarding Policy and Procedure reviewed and strengthened
- Accountability framework for Officers and employees implemented

GOALS BEYOND 2022

- Review the effectiveness of Professional Pastoral Supervision
- Safeguarding competency to be included in TSA's Leadership matrix

NATIONAL PRINCIPLE 6:

Processes to respond to complaints and concerns are child and youth focused



A Practice Guide, supporting the establishment of Child Friendly Feedback Pathways, has recently been published. This resource is designed to guide mission expressions to establish inclusive, safe and accessible feedback pathways for children and young people. The purpose of the guide is threefold: promoting child friendly, safe and accessible feedback and complaints pathways; providing advice

to personnel in the development of feedback pathways; and enhancing practice in responding to children's feedback and complaints. Over the course of the coming year, further tools and resources to strengthen capability in responding to complaints and concerns, and methods for effectively engaging children in the co-production of complaint and feedback pathways, will be developed and implemented across TSA.

TSA supports a safe speak-up culture and is committed to providing a range of pathways for its personnel to report potential misconduct or wrongdoing. The Whistleblower Protections Policy has been further enhanced with the development of an online Whistleblower Protections training module which complements the online Code of Conduct training that is now available to all personnel. YourCall continues to

provide an independent reporting pathway for personnel who would prefer to use confidential and external processes for reporting potential wrongdoing.

During 2022, TSA continued to strengthen the complaint and incident management system and further embed this into the safe delivery of TSA mission expressions. Updates were made to the system to ensure that all child-related incidents are automatically forwarded to the Divisional Safeguarding Consultant for review and followed up. This has ensured that specialist oversight is applied to all reported incidents, supporting full engagement with TSA policies and procedures, including Responding to Safeguarding Concerns processes. These reporting mechanisms have resulted in a more consistent pathway for personnel to seek support and advice from the Safeguarding Team.

The Quality and Safety Committee of the Board continues to review all incidents, allegations or concerns related to abuse or harm of children and young people to ensure the appropriate response and management.

PROGRESS SUMMARY 2022

- Published Child Friendly Feedback Pathway Practice Guide and mission expressions are implementing localised feedback and complaints pathways
- Complaints and Incidents are managed according to Incident management procedures and reported via a single incident management system
- All child-related incidents entered into the incident management system are automatically forwarded to Divisional Safeguarding Consultants for follow-up and review
- Services and Departments review feedback, complaints and incidents to identify ways to improve safety

GOALS BEYOND 2022

- Further embed local feedback systems for children and young people through the co-design of feedback and complaints pathways with additional tools and resources
- A young persons' advisory group will be established to review complaint and feedback processes

NATIONAL PRINCIPLE 7:

TSA personnel, including Officers, employees and volunteers, are equipped with the knowledge, skills and awareness to keep children and young people safe through ongoing education and training

TSA continues to invest in training for Officers, employees and volunteers to build the knowledge, skills and awareness to keep children and young people safe. Current training modules include:

1. Code of Conduct Training
2. Safeguarding@TSA Training
3. Safeguarding Principles Training
4. Managing Incidents and Complaints Training
5. Recording Client Complaints and Incidents Training
6. Trauma Informed Care Training
7. Managing Vicarious Trauma Training
8. Aboriginal and Torres Strait Islander Introduction and Foundational Training
9. Core Inclusion Training
10. Cultural Inclusion Training
11. LGBTIQ+ Inclusion Training
12. Activity Risk Assessment Training
13. Whistleblower Training

Alongside these training modules the Divisional Safeguarding Consultants provide specialist advice and training to leaders and frontline personnel to support the development of safeguarding expertise across TSA. In

particular, the Safeguarding Consultants visit each Corps and review implementation of the Safeguarding policies and procedures. This process supports local leaders to build their understanding of safeguarding processes in a safe and supportive environment. A continuous improvement plan is developed as a part of this process to support ongoing safeguarding capability development.

During 2022, TSA's safeguarding training modules were reviewed. The foundational training undertaken by personnel during their induction and every two years thereafter has been adapted into a facilitated face-to-face delivery model for volunteers. Foundational training includes TSA Today Code of Conduct, Safeguarding@TSA and Work Health and Safety for Volunteers.

Specialised Whistleblower Training has been implemented across TSA. Two modules have been developed and implemented. The first module is for all TSA personnel and the second module is for Senior Managers. The purpose of these training modules is to ensure whistleblower complaints are managed in line with the legislative requirements.

PROGRESS SUMMARY 2022

- Foundational training including Code of Conduct, Work Health Safety and Safeguarding has been adapted to provide facilitated learning options for volunteers
- Safeguarding Consultants continue to provide specialist advice, support and training to leaders and frontline personnel around managing safeguarding risks, incidents and workforce capacity-building
- Improved tracking and monitoring of safeguarding training compliance for personnel

GOALS BEYOND 2022

- Review Cadet safeguarding training modules and update as required
- Development of spaced learning opportunities for key personnel to build safeguarding capacity and core competencies
- Redesign of the advanced level safeguarding training to complement Safeguarding@TSA



NATIONAL PRINCIPLE 8:

Physical and online environments promote safety and wellbeing while minimising the opportunity for children and young people to be harmed

The Code of Conduct Policy and Standards, Safety and Wellbeing of Children and Young People Policy, Digital Communications and Social Media Policy, and supporting practices continue to drive an organisation-wide commitment to preventing risks to children and young people engaged in both physical and online environments at TSA.

In 2021, an activity and program register and activity risk assessment tool was developed and implemented. This system includes a specific safeguarding risk assessment framework derived from research conducted by the Royal Commission, which enables oversight of the consistent management and quality of activities

and services developed for children and young people.

A comprehensive review of the system has since been completed. Based on operational feedback, further work is underway to improve functionality and efficacy.

Safeguarding standards have been developed to guide the work of TSA's Property function in the design and development of all new builds, renovations and modifications to existing TSA premises. This has already been brought to life in the development of key new premises at Dandenong, Victoria, where a range of TSA services will be delivered from a building designed around creating safe spaces for all.

The Safeguarding Consultants continue to provide advice to frontline leaders in managing the design of safe programs and activities involving children and young people.

Safeguarding training as well as the Code of Conduct Training and Volunteer induction processes further enhance and reinforce knowledge of this requirement among TSA personnel.

PROGRESS SUMMARY 2022

- Embedding of activity and program approval system to track program delivery and activity risk assessment development, review and management
- Safeguarding risk registers developed and implemented across TSA
- Internal audit of activity and program register system commenced

GOALS BEYOND 2022

- Review the activity and program register system to improve usability, data capture and assurance mechanisms
- Review and strengthen social media procedures and practices in the delivery of services to children and young people
- Review safeguarding design standards for TSA property

NATIONAL PRINCIPLE 9:

Implementation of the national child safe principles is regularly reviewed and improved

TSA regularly reviews its implementation of the national principles at an individual, service and institutional level.

TSA's policies and procedures are regularly reviewed in line with policy management standards, legislative amendments and feedback following implementation. Complaints, concerns and safety incidents are reported and analysed using TSA's incident management system which supports identification of areas for improvement to reduce the risk of further harm.

The Safeguarding Assessment Tool continues to strengthen practice at the local level, within Divisions across TSA. Safeguarding Consultants complete assessments during face-to-face visits with Corps Leadership Teams and review the

implementation of the national principles as they relate to the functions of the Corps and delivery of community services. Safeguarding Assessments support the development of a continuous improvement action plan to address the principles and enhance TSA's safeguarding practices.

The Professional Standards Committee oversees the implementation of TSA's safeguarding strategy and monitors compliance with TSA's Safety and Wellbeing of Children and Young People Framework.

TSA continues to promote the distributed leadership model, adopting a broad approach to risk management, addressing organisational structure and culture risks as well as situational risk and risks posed to children by people involved with TSA. We continue to strengthen risk identification, management and mitigation arrangements to ensure TSA offers a safe environment where all children's voices can be heard.

The Salvation Army's Safeguarding Strategy 2022-2027 sets out TSA's Safeguarding Vision, Goals and Outcomes and Objectives as outlined on page 22.

PROGRESS SUMMARY 2022

- National Safeguarding Strategy and Action Plan successfully implemented and Year 1 key actions achieved
- Risk registers and risk assessment/management processes regularly reviewed and strengthened
- Responsibility for implementation of the safeguarding action plan is shared across TSA with Portfolio and Divisional Leader sponsorship

GOALS BEYOND 2022

- Implementation of the Safeguarding Strategy and Year 2 of the Action Plan
- Quality assurance tools and audit schedules developed to support capacity building and mitigate risks across all TSA departments and services
- Review and refinement of risk assessment systems related to locally delivered programs and activities

The Salvation Army's Safeguarding Strategy 2022-2027

SAFEGUARDING VISION

Safe and inclusive TSA environments where children, young people and adults feel safe, heard, respected and valued; and where there are measures to protect them from abuse and harm.

SAFEGUARDING GOAL

All Portfolios, Departments and personnel are committed, accountable and implement safeguards within their area of responsibility.

SAFEGUARDING OUTCOMES

Develop, enhance and embed:

- **Safe** Mission Delivery
- **Safe** Program Design
- **Safe** Governance, Leadership and Culture

SAFEGUARDING OBJECTIVES

Safe Mission Delivery

1. Safeguarding risks are known and controlled through assessment, planning and approval.
2. Clients and participants know and can exercise their rights, provide feedback and raise concerns.

3. Personnel processes ensure personnel are suitable.
4. Personnel are skilled and trained, can identify and report safeguarding concerns and act in ways that promote safety and wellbeing.

Safe Program Design

1. Incidents, complaints and feedback mechanisms are accessible and inclusive.
2. Systems and processes support physical and online safety.
3. There are continuous safeguarding improvement processes.
4. Programs are accessible and inclusive, and children, young people and adults with vulnerability participate in service design.
5. Safeguards are embedded in program design.
6. Media representations, marketing and fundraising campaigns ensure safety and wellbeing of clients and participants.

Safe Governance, Leadership and Culture

1. Leaders champion safeguarding and are accountable for safeguarding culture and performance.
2. Policies and procedures support safety and wellbeing.
3. Information is managed in safe and responsive ways.
4. TSA complies with legislative requirements, engages in government reform and demonstrates accountabilities.

NATIONAL PRINCIPLE 10:

Policy and procedures document how TSA is safe for children and young people

TSA has adopted the National Principles for Child Safe Organisations within its Safety and Wellbeing of Children and Young People Framework and Policy.

Safeguards for protecting and promoting the safety and wellbeing of children and young people have been included in multiple policies including, but not limited to, the Code of Conduct Policy, the Code of Conduct Standard, Recruitment and Onboarding Policy, Complaints Management and Incident Management Policies, Lived Experience and

Participation Policy, Quality Management Policy, Enterprise Risk Management Policy, Person of Interest (Safeguarding) Policy, Inclusion and Diversity Policy, and the Digital and Social Media Policy.

During 2022, additional to the suite of policies underpinning the safeguards for children and young people, TSA developed an LGBTIQ+ Inclusive Practice Framework and Inclusive Practice Action Plan that further promotes a child safe culture across TSA.



Child-friendly versions of TSA policies have been created and published on TSA's website including:

- Safe and welcome at TSA
- Our commitment to your safety and wellbeing
- Code of conduct
- What is child abuse?
- How to make a complaint

Toolboxes have been built into TSA's Intranet and include guides, frequently asked questions, tip sheets and a range of other tools to support implementation of the policy and procedures.

TSA's Quality Management Framework includes a policy review cycle which requires regular review of policy impact and intent. Policies and related procedures are updated based on the identification of emerging risks, continuous improvement initiatives and changes to legislative or regulatory requirements.

PROGRESS SUMMARY 2022

- Completion of consultations with children and young people engaged with TSA to support the review and ongoing implementation of the Lived Experience and Participation Framework
- Ongoing review of policy suite to strengthen prevention, detection, response and management of safety and wellbeing for children and young people, resulting in consolidation and centralisation of all policies and procedures (the Policy Hub) to support TSA access, awareness and adherence to expectations when keeping children and young people safe
- Enhancement to the Activity Risk Assessment and Program Approval procedures to better identify and address emerging risks across Divisions
- Review of Recruitment and Onboarding Policy and Integrity Check Procedures

GOALS BEYOND 2022

- Ongoing review of themes from Safeguarding Assessments, feedback, complaints and incidents to inform and strengthen policy, procedures and capacity-building initiatives
- Ongoing implementation of the Lived Experience and Participation Framework including consultation and feedback from children, young people and their families in the review of the Safety and Wellbeing of Children and Young People framework and policy

FIFTH ANNUAL PROGRESS REPORT
Implementation of Recommendations of
the Royal Commission into Institutional
Responses to Child Sexual Abuse



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View Safeguarding Children and Young People resources on our website

www.salvationarmy.org.au/about-us/governance-policy/safeguarding-children-and-young-people/our-resources/