Safety and Wellbeing of Children and Young People Framework

From the Territorial Commander

I commend to you The Salvation Army (TSA) Safety and Wellbeing of Children and Young People Framework. This Framework represents our binding and public commitment to ensuring our practices and processes support and maintain safety for children at all times.

In presenting this Framework I commit to the principles that all children have a right to feel and to be safe, and that all children have a voice and a right to be listened to and heard on issues that affect them. 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.

We will continuously strive to ensure that TSA promotes safety and wellbeing for all children engaged in our movement.

There are four important foundations on which this framework is grounded:

➢ We have a zero-tolerance approach to child abuse and harm, recognising that abuse of children and young people is a crime and will be reported to the appropriate authorities

➢ The interests and wellbeing of children will always be placed above the interests of any individual and the organisation

➢ Personnel will always be supported when they act in good faith and in the best interests of children

➢ We, as adults, believe in children and young people, and acknowledge their courage in speaking up and having a voice in what we do

Our work in keeping children safe did not commence with the Royal Commission into Institutional Responses to Child Sexual Abuse, and does not end with its final report. Our work in this area is a continuous and dynamic process of development and review, and I call on you, and all the children and young people we work with, to engage with us in the process. I ask you all to join us in committing to the promise made in the United Nations Convention on the Rights of the Child – to give to children and young people the best we have to give.

This Framework is an essential part of our worship and mission. By encompassing this Framework in all we do, we will create safe places led by safe people for our children and the broader community.

Territorial Commander

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Our Commitment

TSA Australia[1] is committed to providing an environment that is safe for children, where they are valued, supported and empowered to actively participate in decisions that affect their lives.

TSA has a zero-tolerance approach to all forms of abuse and harm of children.

This commitment is made and understood by all personnel engaged in and with TSA, and crosses all worship, mission and enterprise expressions and environments.

In making this commitment, TSA holds all of its personnel accountable to ensuring children are protected from all forms of abuse and harm.

TSA:

- Holds the safety and wellbeing of children as a central and fundamental responsibility of the organisation

- Does not tolerate or condone abuse of any kind within any of its worship or program environments or activities, or by any person working for or with TSA

- Ensures all people working for and engaged with TSA understand their responsibility for reporting child abuse and respond immediately to any disclosure of abuse and undertake appropriate management to remove and/or reduce the risk of harm to children

- Believes in and values children and young people, and acknowledges the courage of children and young people in speaking up

- Seeks the participation and empowerment of children, families and the community as essential contributors in child safety planning, design and development processes

- Supports an open and transparent culture that enables safe disclosure of abuse, and fosters the proactive assessment and management of risk

- Respects the diversity of children's ability, cultural background, gender, language, racial origin, religious belief and/or sexual identity, and values the diversity this brings to their experiences and their voice

- Ensures all people working for and engaged with TSA, whether or not they work with children, are the most suitable for their role and responsibilities, and provides them with opportunities to inform and challenge them to maintain the safety of children

- Ensures all personnel working for and engaged with TSA understand their role and the behaviours expected of them in relation to safeguarding children and young people from abuse, neglect and harm

- Has policy, procedure and processes in place to support and enable these commitments, and an established process for continuous review and development

In making this commitment, TSA will continue to be vigilant, never forgetting the harm that our people and practices have caused in the past and continue to have on individuals and families.

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[1] Hereafter referred to as TSA

Purpose

Our Safety and Wellbeing of Children Priority

The safety and wellbeing of children is a shared priority for everyone across TSA. We know when children feel safe and positive, they grow to be healthy and resilient adults.

Our purpose

TSA aspires to create a culture, adopt strategies and act to promote the safety and wellbeing of children.

The aim of TSA Safety and Wellbeing of Child and Young People Framework[2] is to build an environment which is safe and inclusive for both children and young people[3], where children feel respected, safe, valued and are encouraged to reach their full potential.

TSA holds a zero-tolerance approach to all forms of abuse and harm to children as a foundation of the Framework. TSA supports and empowers children to contribute and actively participate in building an organisational culture that is safe for them.

The Framework drives TSA child safety and wellbeing culture and supports our child safety and wellbeing practices across all aspects of the organisation. The Framework recognises that promoting child safety and wellbeing is an ongoing process embedded in every aspect of our work.

The Framework emphasises a whole of organisation culture where the safety and wellbeing of children is at the centre of our thoughts, values and actions, demonstrated by:

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

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[2] Hereafter referred to as the Safety and Wellbeing Framework or 'the Framework'
[3] Hereafter the term 'child' or 'children' is used to denote any reference to 'children and young people', being any person under 18 years of age.

Scope

The Framework applies to:

- All personnel[4] engaged[5] by and with TSA, across all of its mission and enterprise expressions, irrespective of whether or not they are involved in child related activities, services or ministry within Australia and internationally on behalf of TSA

- Anyone who engages with TSA

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[4] The term 'personnel' refers to: A person who may be an officer, territorial envoy, aux-lieutenant, cadet, candidate, person serving under officer conditions, employee, volunteer, a contractor or subcontractor, employee of a contractor or subcontractor, employee of a labour hire company, trainee or student on placement who is engaged in any TSA mission expression or enterprise or is a Board or Board Committee member.

[5] The term 'engaged' refers to: Any individual or entity with a formal or informal relationship with TSA including but not limited to suppliers, service recipients and members of the community.

The Salvation Army Safety and Wellbeing Framework

Building a child safe organisation

TSA commits all of its personnel to protecting the rights of children to feel safe and be safe, and focuses its policies and processes to build and support this culture.

As stated in the National Principles for Child Safe Organisations, TSA intentionally and systematically aims to ensure it:

- Creates an environment where children's safety and wellbeing is the centre of thought, values and actions.

- Places emphasis on genuine engagement with and valuing of children.

- Creates conditions that reduce the likelihood of harm to children.

- Creates conditions that increase the likelihood of identifying any harm.

- Responds to any concerns, disclosures, allegations or suspicions.

Australian Human Rights Commission (2018)
National Principles for Child Safe Organisations p.4

The Framework promotes the rights, safety, wellbeing and voices of children across all TSA mission expressions and within all TSA operations, systems and practices.

Underlying the Framework is the belief that the safety and wellbeing of children is everyone's responsibility.

The Framework is based on the fundamental principles, defined in the United Nations Convention on the Rights of the Child, that every child who participates in activities or is engaged in the mission of TSA has a right to be free from physical, sexual, emotional and spiritual abuse, neglect, exploitation and bullying.

The Framework adopts the National Principles for Child Safe Organisations as its foundation:

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

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

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

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

5. TSA personnel working with children and young people are suitable and supported to reflect child safety and wellbeing values in practice

6. Processes to respond to complaints and concerns are child focused

7. TSA personnel are equipped with the knowledge, skills and awareness to keep children and young people safe through ongoing education and training

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

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

10. Policies and procedures document how TSA is safe for children and young people

These Principles are articulated through the TSA Quality Management System that supports a proactive and seamless child centred approach to continuous review and improvement of TSA Safety and Wellbeing of Children and Young People Policy, processes and practices:

- ➤ Workforce *(Supervision, Competency, Learning and Development)*

- ➤ Systems and Processes *(Policy, Standards, Practice Governance)*

- ➤ Monitoring and Evaluation *(Benchmarks, Quality Assurance, Accreditation)*

- ➤ Continuous Improvement *(Client Voice, Complaints and Incident Management)*

- ➤ Governance *(Strategy and Governance Reporting, including regulatory compliance)*

- ➤ Mission Delivery *(Models, Operational Planning and Reporting, KPI's)*

Each Principle is described by key action areas that define TSA's child safe culture, people, practice and processes. These actions have clear indicators ('evidence') that will be measured and reviewed for ongoing development and improvement.

The Principles set the base foundation for the ongoing development of practices that promote child safety and wellbeing across TSA.

Each Principle should not be considered in isolation but should be read in conjunction with each other as a holistic and seamless approach to child safety and wellbeing.

The Salvation Army Australia Values

Recognising that God is already at work in the world, we value:

Integrity

Being honest and accountable in all we do

Compassion

Hearing and responding to pain with love

Respect

Affirming the worth and capacity of all people

Diversity

Embracing difference as a gift

Collaboration

Creating partnerships in mission

We commit ourselves in prayer and practice to this land of Australia and its people, seeking reconciliation, unity and equity.

The Framework embeds the teaching and mission of Jesus Christ, with love, justice, compassion and the sanctity of each individual at the heart of all we do for children:

- Care for and protect the most vulnerable (James 1:27; Psalm 82:3-4),

- Act justly and love mercy (Micah 6:8; Hosea 6:6),

- Express the compassionate love of God to our 'neighbours' and even to those who view themselves as our enemies (Mark 12:31; Matthew 22:39; Matthew 5:43-44).

The teachings of Jesus require that our obligations and actions towards all children exceed the accepted and expected community standard.

Safety and Wellbeing of Children Principles

Principle 1

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

TSA leadership and governance processes promote inclusive and welcoming environments for children through a culture of accountability and ongoing continuous review and improvement of its child safety and wellbeing practices.

TSA is committed to embedding the safety and wellbeing of children policy and processes through all levels of the organisation from top-down and bottom-up.

TSA governance structures are transparent and include community representation. TSA governance structures provide the authorising frameworks for compliance and accountability to TSA Safety and Wellbeing of Children and Young People Policy and practices.

Key action areas:

1.1   TSA makes a public commitment to child safety.

1.2   A child safe culture is championed and modelled at all levels of TSA from the top-down and the bottom-up.

1.3   TSA governance arrangements facilitate implementation of Safety and Wellbeing of Children and Young People Policy at all levels of the organisation.

1.4   TSA Code of Conduct Policy provides guidelines for TSA personnel on expected behavioural standards and responsibilities.

1.5   Risk management strategies focus on preventing, detecting and mitigating risks to children.

1.6   All TSA personnel understand their obligations on information sharing and recordkeeping.

Evidence:

a)   TSA has current policies and processes that define and embed child safety and wellbeing, including:

- Safety and Wellbeing of Children and Young People Policy (GO_LR_POL_TSWC), including the Statement of Commitment to the Safety and Wellbeing of Children embedded in the Framework

- Code of Conduct Policy (GO_LR_POL_TCOC), which applies to all TSA personnel irrespective of whether or not they work with children

- Duty of Care Policy (GO_LR_POL_TDOC)

- Incident Management Policy (GO_LR_POL_TCIM)

- Feedback and Complaints Management Policy (GO_QA_POL_TFBK)

- Whistleblower Protections Policy (GO_LR_POL_TWBP)

- Information Sharing and record keeping protocols

- Enterprise Risk Management Framework and Policy (GO_LR_POL_TERM)

b) TSA leadership champions and models child safety and wellbeing at all levels of the organisation from the top-down and bottom-up.

c) TSA governance structures are transparent and accountable, and facilitate and support the implementation of child safe policies, practice and culture to ensure child safety and wellbeing at all levels of the organisation:

- TSA Professional Standards and Quality Department incorporates a dedicated Safeguarding team to support the ongoing implementation and continuous review and improvement of our child safety and wellbeing practices and reports directly to the Assistant Chief Secretary of TSA

- TSA Professional Standards Committee, which comprises of two internal TSA members and three external community members, is responsible for monitoring and ensuring TSA child safety and safeguarding governance and risk accountabilities, and reports to the TSA Board

d) TSA Governance and Risk Department reports directly to the Assistant Chief Secretary and is responsible for the management of the Enterprise Risk Management Framework and Compliance Management System.

e) TSA Enterprise Risk Management Framework and Policy guides and regulates the assessment, investigation and mitigation of risk across the organisation. This Framework aligns with requirements of state, territory and federal government and regulatory body risk assessments and investigation requirements.

- All child related activities have a documented risk assessment undertaken annually, with specific attention to the organisation's child safety risk context, as per TSA policy and procedure

- All sites that conduct child related activities undertake an annual documented site-specific risk assessment

- TSA Quality Management System ensures policies, systems and processes are continuously reviewed and improved.

Principle 2

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

TSA child safety and wellbeing culture supports children to understand what child safety and wellbeing means. Children are informed of their rights and responsibilities in an age appropriate way, and with respect to their developmental stage, diversity and ability. Children are encouraged and supported to contribute and actively participate in building an organisational culture that is safe for them.

Children within TSA know how to and are able to access information about child safe practices, and are comfortable participating in decision making and communicating their views and concerns. Ultimately, TSA recognises and accepts that all of its personnel are responsible for child safety and wellbeing.

All TSA personnel value and respect children's identity and culture, are comfortable and skilled in engaging with them, understand their developmental needs and build on their strengths and capacities. TSA recognises the importance of friendship and peer groups to the safety and wellbeing of children, and encourages these links to enhance their experiences and development.

Key action areas:

2.1 Children are informed about all of their rights, including to safety, access to information, and participation.

2.2 The importance of friendships is recognised and support from peers is encouraged, to help children and young people feel safe and to be less isolated.

2.3 Where relevant to the setting or context, and with the appropriate parental of guardian consent, children may be offered access to sexual abuse prevention programs and to relevant age appropriate related information.

2.4 TSA personnel are attuned to signs of harm and facilitate child-friendly ways for children to express their views, participate in decision-making and raise their concerns.

Evidence:

a) Information about TSA Safety and Wellbeing of Children and Young People Policy is available and accessible in language and formats that reflect the age, developmental stage, diversity and abilities of children.

b) Information about TSA Code of Conduct Policy is available and accessible in language and formats that reflect the age, developmental stage, diversity and abilities of children.

c) Information about TSA complaints and investigation processes is available and accessible in language and formats that reflect the age, developmental stage, diversity and abilities of children.

- TSA provides children with information about their rights to an independent advocate or support person, and
- TSA personnel will assist children to identify and access an advocate or support person of their choosing

d) TSA Duty of Care Policy ensures children are informed of their rights, including their right to safety, information and participation in language and formats that reflect the age, developmental stage, diversity and abilities of children.

e) Children know who to report safety concerns to within TSA.

f) Children are provided with opportunities and options for feedback and participation in decisions that affect them, including decisions related to their safety.

g) TSA personnel are trained in strategies and provided with resources to encourage and actively support the participation of children.

h) TSA personnel understand the importance of children having and developing their own peer networks, roles and responsibilities, and are able to actively support these.

Principle 3

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

TSA actively involves families and the community in its approach to child safety and wellbeing, and makes information about its policies and practices accessible to them. TSA informs parents and carers about safeguarding children and encourages their feedback and input into the organisation's processes. TSA supports parents and carers to speak up and drive conversations regarding child safety and wellbeing and provides information on how and when they can raise issues and concerns.

TSA recognises that families have the primary responsibility for the upbringing of their children and supports their awareness of their children's primary protective networks. TSA values the wide variety of family structures, the role different family members may play in a child's life, their backgrounds and cultures. Families and carers are best placed to advise about their children's needs and capabilities, and TSA encourages their engagement to inform practices and environments that are safe for them. In a safe environment, children, families and community members feel their culture and identities are respected.

Key action areas:

3.1 Families participate in decisions affecting their children.

3.2 TSA engages and openly communicates with families and the community about its child safe approach and relevant information is accessible.

3.3 Families and communities have a say in the development and review of TSA policies and practices.

3.4 Parents, caregivers and the community are informed about TSA operations and governance.

Evidence

a) TSA Duty of Care Policy ensures that families are involved in decisions that affect their children.

b) Information about TSA operations, governance structures and processes is available to families and communities in clear language and accessible formats.

c) Information about TSA Safety and Wellbeing of Children and Young People Policy is available to families and communities in clear language and accessible formats.

d) Information about TSA Code of Conduct Policy is available to families and communities in clear language and accessible formats.

e) TSA creates opportunities for families and communities to inform and provide feedback in how the organisation operates.

f) TSA seeks feedback from families and communities on issues of child safety and wellbeing and incorporates this into policies and practices.

g) Information about TSA complaints and investigation processes is available to families and communities in clear language and accessible formats.

h) TSA actively seeks partnerships with families and communities to promote and raise awareness of child safety both within the organisation and within the broader community.

Principle 4

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

TSA Values affirm the work and capacity of all people (Respect) and embrace difference as a gift (Diversity).

TSA recognises and values children's diverse circumstances and is committed to working in a child centred way that empowers them to participate more effectively. TSA child safety and wellbeing culture embraces the strengths and individual characteristics of children, and embraces all children regardless of their abilities, sex, gender, social, economic or cultural background.

TSA strives to ensure all children feel comfortable accessing and participating in services that are provided in culturally safe and inclusive ways, and that reduce the risk of discrimination, exclusion, bullying and abuse.

Key action areas:

4.1 TSA personnel understand children's diverse circumstances, and provide support and responds to those who are vulnerable.

4.2 Children have access to information, support and complaints processes in ways that are culturally safe, accessible and easy to understand.

4.3 TSA pays particular attention to the needs of Aboriginal and Torres Strait Islander children, children with disabilities, children from culturally and linguistically diverse backgrounds, children who are unable to live at home, and lesbian, gay, bisexual, transgender and intersex (LGBTI) young people.

Evidence:

a) Equity and diversity of children is reflected and upheld in policy and practice developments and implementation.

b) TSA Code of Conduct Policy reflects the attitudes and behaviours that are rights-based and non-discriminatory, and that support and respect the rights of all children. This Code is championed and modelled at all levels of the organisation from the top-down and the bottom-up.

c) Information about TSA Reconciliation Action Plan and Statement of Reconciliation with respect to Aboriginal and Torres Strait Islander people is available publicly and in an accessible format.

d) Information is provided in a language and format that promotes inclusion and acceptance, and is easily accessible and understood by children.

e) Practices and processes support TSA personnel:
- To reflect on how discrimination and exclusion, whether intentional or unintentional, may work against a safe and inclusive culture, and
- To develop proactive strategies to address this

f) TSA personnel are trained to recognise and respond effectively to children with diverse needs.

Principle 5

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

TSA has a large and diverse workforce across its mission expressions and enterprises, and recognises that its recruitment, screening and professional development processes are essential foundations to its safety and wellbeing of children culture.

TSA personnel are subject to mandatory background screening requirements, as defined for each position, before they enter the organisation to ensure the most suitable candidates are selected.

As a Child Safe Organisation, all TSA personnel undertake mandatory induction training that includes their understanding of this Framework, their child safety responsibilities and cultural safety concepts. As personnel progress through their engagement with TSA, they are provided with supervision and support to meet the organisation's expectations and mandatory requirements in relation to their work and engagement with children.

TSA personnel are provided with training and resources to support their work in safeguarding children.

Key action areas:

5.1   Recruitment, including advertising, interviews, referee checks and employee and volunteer pre-employment screening, emphasise child safety and wellbeing.

5.2   Relevant TSA personnel have current Working with Children Checks or equivalent background checks.

5.3   All TSA personnel receive an appropriate induction and are aware of their responsibilities to children and young people, including record keeping, information sharing and reporting obligations.

5.4   Ongoing supervision and personnel management is focused on child safety and wellbeing.

Evidence:

a)   TSA recruitment and induction policies and procedures ensure:

- All TSA brief of appointments (officers), position descriptions (employees) and role profiles (volunteers) are developed with reference to the Worker Role and Obligations Matrix which defines the mandatory background screening and integrity check (e.g. National Criminal History Check ('police check'), Working with Children Check) requirements for each position to be undertaken prior to engagement.

- All position advertisements clearly identify TSA as a child safe organisation and specify the mandatory background checking requirements

- All TSA personnel in child related activities hold a valid Working with Children Check, as applicable to individual states or territories, prior to engagement, which is validated and recorded

- Interviews and referee checks for all personnel include child safe behavioural based questions appropriate to the role, which emphasise the expectations of all personnel to understand and comply with TSA commitment to safety and wellbeing of children

- TSA personnel undertake the mandatory Safety and Wellbeing of Children Induction module and TSA Today module, which incorporates the commitment to and signing of TSA Code of Conduct Policy

b) TSA maintains records of all personnel engaged with the organisation.

c) TSA maintains records of the background checks of all personnel engaged with the organisation.

d) TSA Safety and Wellbeing of Children training framework includes specific training for personnel involved in recruitment and selection duties to ensure their practices reflect and comply with TSA Safety and Wellbeing policies and processes. These include:

- Development of position advertisements that clearly identify TSA as a child safe organisation and specify the mandatory background checking requirements

- The construction and use of child safe behavioural based questions appropriate to the role in interviews and referee checks, which emphasise the expectations of all personnel to understand and comply with TSA commitment to safety and wellbeing of children

- Requirement for personnel to have a mandatory police check prior to engagement, and repeated every 3 years as per the Worker Role and Obligation Matrix. Personnel from overseas must meet mandatory international police check requirements

- Requirement for personnel to undertake a police check prior to taking up a new position or following extended leave

e) TSA Professional Standards and Quality Department undertakes monthly audits and provides reports on compliance with Working with Children and other mandatory background screening checks, and reports to the TSA Professional Standards Committee and the Quality and Safety Committee.

f) TSA supervision and management processes and practices support and focus on child safety and wellbeing.

g) Annual performance reviews to be developed for officers and employees include child safeguarding responsibilities relevant to their roles and duties. Volunteers are to be engaged by line managers in regular collaborative exploration of role satisfaction, motivation and performance of their duties with reference to child safeguarding responsibilities.

h) TSA Partnership Agreements and Memorandum of Understandings for engagement of third parties and/or contractors ensure all parties meet the minimum requirements of the TSA Safety and Wellbeing Policy and relevant TSA policies and procedures, for example the TSA Code of Conduct, Feedback and Complaints Management and Incident Management policies.

In addition, and with respect to TSA officers and any personnel in a paid ministry role:

i) All officers and personnel in paid ministry positions will have regular supervision with a pastoral supervisor.

In addition, and with respect to Candidates and Cadets:

j) TSA has additional screening requirements for candidates for ministry and cadets in training, including external psychological assessments.

k) TSA Candidate and Cadet training programs include additional training requirements which build individual knowledge and skills in a range of areas to understand and support child safeguarding.

l) Newly commissioned TSA officers are supported by a suitable mentor for at least 5 years post commissioning.

Principle 6

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

TSA has a zero tolerance approach to all forms of child abuse and harm, and the misconduct of personnel towards children. TSA takes all complaints seriously and responds promptly and thoroughly to each notification. TSA will be proactive in preventing abuse and harm to children by removing and/or reducing risks as they are identified and/or reported.

All TSA Feedback and Complaints Management and Incident Management Policies and procedures clearly outline the roles and responsibilities of personnel in the management of complaints or incidents.

TSA has a Whistleblower Protections Policy.

All personnel are provided with information about these policies to enable them to be responsive to concerns and incidents as they are identified. Personnel in child related positions and those in leadership positions are provided with training specific to their position and duties to recognise and respond to issues and concerns of abuse, neglect, grooming and other forms of harm and risk to children, and understand their legal and regulatory reporting requirements.

Information about TSA Feedback and Complaints Management, Incident Management and Whistleblower Protection Policies is available to children, families and all personnel in clear language and accessible formats.

Personnel in child related areas and activities ensure that children and their families are aware of and understand the Feedback and Complaints Management and Incident Management Policies, and understand how and to whom a complaint or concern can be raised.

Key action areas

6.1   TSA has an accessible, child focused complaint management policy which clearly outlines the roles and responsibilities of all TSA personnel including how to manage different types of complaints, breaches of the Code of Conduct and other relevant policies, and obligations to act and report.

6.2   Effective complaint management processes are understood by TSA personnel, children and families, and are culturally safe.

6.3   Complaints are taken seriously and responded to promptly and thoroughly.

6.4   TSA has policies and procedures in place that address reporting of complaints and concerns to relevant authorities, whether or not the law requires reporting, and co-operates with law enforcement.

6.5   Reporting, privacy and employment law obligations are met.

Evidence:

a) TSA has a Whistleblower Protections Policy.

b) TSA has a Feedback and Complaints Management Policy and an Incident Management Policy. These policies are informed by the principles of open disclosure. These policies:

- Define leadership and personnel responsibilities in relation to the timely reporting and handling of complaints and incidents, and the investigation of these

- Ensure the safety of children and witnesses during the management of complaints or incidents through the removal and/or reduction of risk or harm factors

- Define how alleged and actual events of abuse, complaints and incidents are identified, reported and responded to

- Ensure the root cause and systemic issues related to and underlying complaints and incidents are identified and action taken to address them

- Respect the rights of complainants and alleged offenders, and ensure that investigation processes adhere to the principles of natural justice and procedural fairness

c) Information about TSA Feedback and Complaints Management Policy and Incident Management Policy is available publicly and in language and formats accessible to and understood by children and the community.

d) Breaches of TSA Code of Conduct Policy are taken seriously and responded to promptly by senior management in line with TSA Performance Management and Misconduct policy and procedures.

e) TSA personnel are provided with formal policy and process briefings to ensure they are well informed about their roles and responsibilities in relation to the Feedback and Complaints Management and Incident Management Policies, including reporting and privacy obligations for responding to complaints.

f) TSA personnel in child related areas and activities are provided with specific training to ensure they have the knowledge and capacity to respond to disclosures, and report as required both within TSA and to external authorities.

g) All concerns, disclosures and allegations of child abuse and harm are reported both internally, and to relevant external authorities as required under legislation and/or contractual obligations.

- Professional Standards and Quality Department provides oversight of reports of abuse, and reports on compliance with TSA policy and regulatory processes to the Professional Standards Committee and the Quality and Safety Committee.

- Professional Standards and Quality Department undertakes analysis of incidents and complaints to identify systemic issues and make recommendations to address these issues

h) TSA personnel ensure that children and families are provided with information about the complaints process, and resources to empower children to report concerns and risk.

i) TSA Professional Standards and Quality Department undertakes regular review of complaints, incidents and compliance with policies to identify root causes and/or systemic issues, and to

support continuous improvements to processes. TSA Professional Standards and Quality Department ensures remedial action plans are implemented in response to internal reviews where process requirements do not meet the standards articulated in the Safety and Wellbeing of Children and Young People Policy.
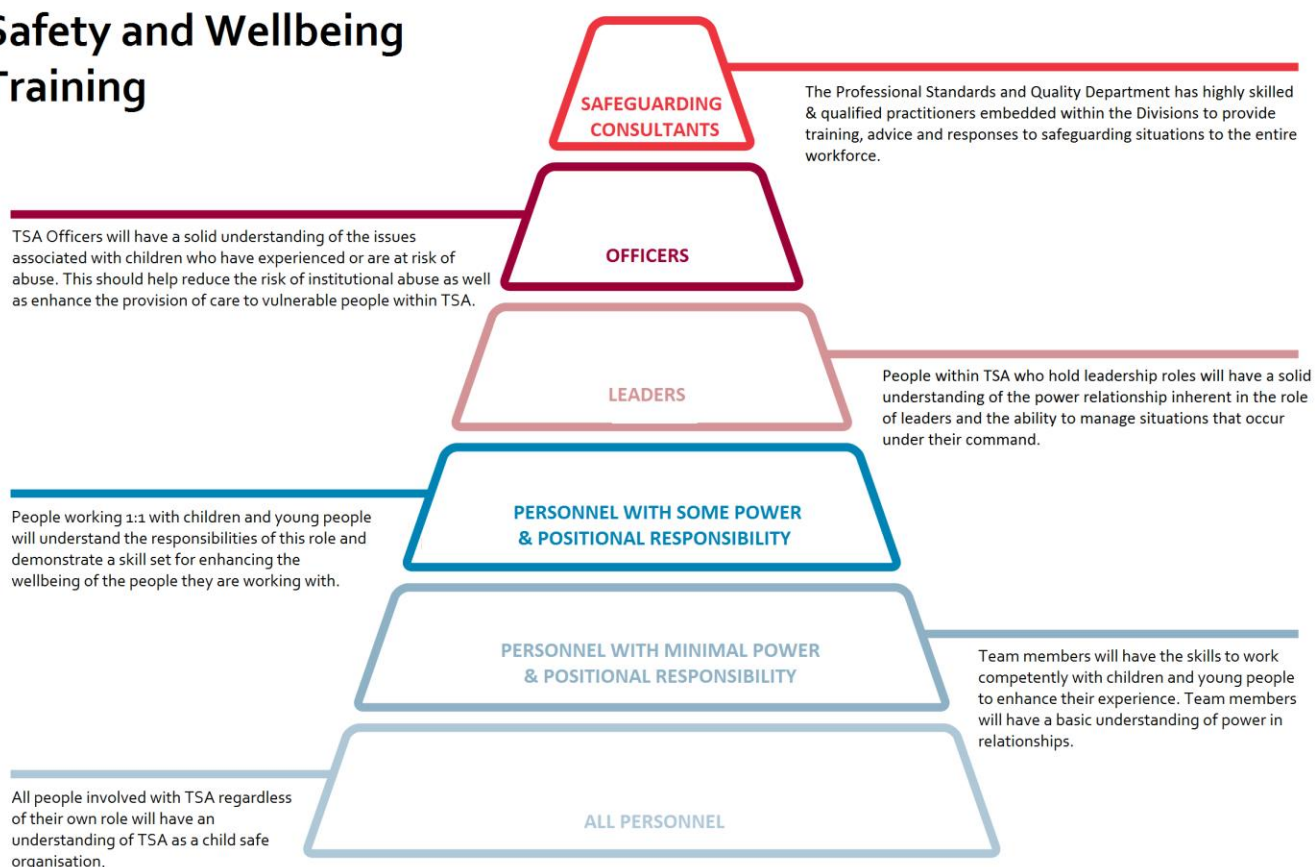
Principle 7

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

TSA is committed to ensuring its personnel have the information, resources, ongoing education and training to support and enable their implementation of the Safety and Wellbeing Framework, Policy and related TSA policies and procedures.

TSA Safety and Wellbeing of Children Training Framework focuses on developing the awareness, insights and skills of personnel so that they can better engage with and enhance the safety and wellbeing of children within the organisation.

The Training Framework recognises and responds to the large and diverse workforce within TSA, with specific and targeted training for personnel in child related activities, personnel in leadership positions and personnel with ministry responsibilities.

Child and Youth Safety and Wellbeing Training

SAFEGUARDING CONSULTANTS
The Professional Standards and Quality Department has highly skilled & qualified practitioners embedded within the Divisions to provide training, advice and responses to safeguarding situations to the entire workforce.

OFFICERS
TSA Officers will have a solid understanding of the issues associated with children who have experienced or are at risk of abuse. This should help reduce the risk of institutional abuse as well as enhance the provision of care to vulnerable people within TSA.

LEADERS
People within TSA who hold leadership roles will have a solid understanding of the power relationship inherent in the role of leaders and the ability to manage situations that occur under their command.

PERSONNEL WITH SOME POWER & POSITIONAL RESPONSIBILITY
People working 1:1 with children and young people will understand the responsibilities of this role and demonstrate a skill set for enhancing the wellbeing of the people they are working with.

PERSONNEL WITH MINIMAL POWER & POSITIONAL RESPONSIBILITY
Team members will have the skills to work competently with children and young people to enhance their experience. Team members will have a basic understanding of power in relationships.

ALL PERSONNEL
All people involved with TSA regardless of their own role will have an understanding of TSA as a child safe organisation.

TSA supports and enables its personnel to participate in professional development opportunities, both internal and external to the organisation, such as professional seminars and memberships, supervised peer discussions, team training days and access to research and publications. This ensures personnel continuously develop and inform their own skills and insights into their attitudes towards children, and build a contemporary understanding of child development, safety and wellbeing.

Key action areas:

7.1   TSA personnel are trained and supported to effectively implement the organisation's child safety and wellbeing policies.

7.2   TSA personnel receive training and information to recognise indicators of child harm, including harm caused by other children and young people.

7.3   TSA personnel receive training and information to respond effectively to issues of child safety and wellbeing, and support colleagues who disclose harm.

7.4   TSA personnel receive training and information on how to build culturally safe environments for children and young people.

Evidence:

a)   TSA Safety and Wellbeing of Children Training Framework includes:

- Mandatory induction training for all TSA personnel on the TSA Safety and Wellbeing of Children Framework and Policy, and the mandatory TSA Today module which includes a specific section on the TSA Code of Conduct, complaints and incident reporting requirements. All personnel must undertake the mandatory modules upon entry to TSA and every 2 years thereafter

- Basic through to advanced training opportunities on safeguarding and wellbeing of children

- Specific training for leaders in ministry and child related roles on safeguarding and wellbeing of children

- Skills capability training in ministry and leadership skills

- Safeguarding in recruitment and selection processes for Human Resource practitioners and other personnel involved in recruitment and selection

- Activity risk assessment training

- Training for working with specific groups, for example: Aboriginal Torres Strait Islander Children, children with disabilities and/or specific needs and children from culturally and linguistically diverse background, LGBTI children

- Specific skills training for personnel working internationally in developing countries to inform capacity building in child safety and wellbeing

- Process training, including first aid and mental health first aid

b)   TSA learning and development system supports and enables audit and compliance of training requirements which is undertaken by the Professional Standards and Quality Department reporting to the Professional Standards Committee and the Quality and Safety Committee.

c)   Safety and wellbeing of children is a standing item on team meeting agendas to enable opportunities for ongoing development, learning and discussion amongst personnel.

d)   TSA personnel training and development needs are assessed in annual performance reviews. In addition, the Professional Standards and Quality Department undertakes a safeguarding training and development needs assessment every 3 years to inform and continuously improve the TSA Safety and Wellbeing of Children training framework.

Principle 8

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

TSA is aware that reducing the risk of harm in physical and online environments is an important preventative mechanism.

In the current technological world, TSA utilises technological platforms to provide valuable tools in education, communication and help seeking. TSA ensures that the risks associated with these platforms are minimised through all available means, including: education and provision of information to children, parents and personnel about expectations of online behaviour; the application of safety filters; and communication protocols.

TSA ensures the physical environments in which its mission expression and enterprise activities occur are safe, well-maintained and welcoming to children and all individuals, and are compliant with Health and Safety requirements.

TSA risk management audits identify and provide strategies to remediate potential risks where adult-to-child or child-to-child interactions occur, or where the physical and/or online environment is unsafe.

Key Action Areas:

8.1   TSA personnel identify and mitigate risks in the online and physical environments without compromising a child's right to privacy, access to information, social connections and learning opportunities.

8.2   The online environment is used in accordance with TSA Safety and Wellbeing of Children Policy and TSA Code of Conduct, and other relevant policies and practices.

8.3   Risk assessments are undertaken for all child related activities, at point of commencement and annually thereafter for ongoing activities, and mitigates risks posed by the setting, activity, and the physical and online environment.

8.4   TSA procurement policies for facilities and services from third parties ensure the safety of children.

Evidence

a)   TSA Code of Conduct Policy and related online environment and social and digital media policies and processes specifically identify and articulate safe online practices.

b)   TSA has a Social Media Policy and Digital Media Policy.

c)   TSA Enterprise Risk Management Framework includes the identification and mitigation of risks associated with physical and online environments.

d)   Risk assessment reviews are conducted of the physical spaces in which child-related activities occur.

e)   TSA Professional Standards and Quality Department coordinates the regular review of TSA sites, programs and activities to identify high risk areas for children's engagement, and monitors compliance with remedial action plans to ensure safety and wellbeing of children. Reports identifying the high risk areas are provided to the TSA Professional Standards Committee and the Quality and Safety Committee.

f) TSA Property Department actively considers the physical environment in relation to child safety in its review of current and potential buildings and premises, including assessments conducted prior to purchase, lease, development or re-development of any physical location.

g) TSA uses approved online platforms to provide education, communication and help seeking tools to TSA personnel, children and their families.

h) TSA personnel whose roles and duties pertain to the management, use and operation of IT infrastructure, including TSA website and social media, are provided with child safety and wellbeing training specific to their roles.

i) TSA Safety and Wellbeing of Children training framework includes:

- Safe online environments and social and digital media use modules from introductory to advanced training, and specific modules on online environments

j) TSA personnel in child related areas are provided with:

- Training in how to undertake Risk Assessments of activities with children
- Resources to inform and educate children about safe online environments and promote safe usage of social media

k) Documented risk assessments and mitigation plans are undertaken for all child related activities (at point of commencement, and annually thereafter for ongoing activities). Risk assessments and mitigation plans consider risks posed by TSA settings, activities, and the physical and online environments in line with TSA procedures. Compliance with child related activity risk assessments is audited by Professional Standards and Quality Department and reported to the Professional Standards Committee and the Quality and Safety Committee.

l) TSA provides information and resources that are easily accessible and understandable to children on how to identify and report physical environment and online risks.

m) Information about TSA technology, communication and media policies are available to children and their families in clear language and easily accessible formats.

Principle 9

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

TSA commits to the continuous review and improvement across all of its mission and enterprise expressions.

In line with TSA Quality Management Framework, the Professional Standards and Quality Department coordinates process and operational reviews to ensure that TSA policies and procedures, including reporting and record keeping practices, are being implemented by personnel.

TSA recognises that the participation and involvement of its personnel, children, families and community members in these reviews will strengthen the organisation's child safeguarding capacities, and seeks to involve and capture their comments and insights where possible.

TSA Professional Standards and Quality Department reports on the finding of and learnings from reviews to the Professional Standards Committee and the Quality and Safety Committee.

Learnings from reviews and examples of good practice are shared with personnel through local communication processes.

Key Action Areas:

9.1   TSA regularly reviews, evaluates and improves child safe practices.

9.2   Complaints, concerns and safety incidents are analysed to identify causes and systemic failures so as to inform continuous improvement.

9.3   TSA reports on the findings of relevant reviews to TSA personnel, community and families and children.

Evidence

a) TSA has a culture and practice of continuous improvement.

b) TSA Safety and Wellbeing of Children and Young People Policy and processes are subject to regular review to inform continuous development and improvement as defined in the Quality Management System.

c) TSA Internal Audit Department coordinates regular audits of child safe processes, and reports findings and analyses to the Audit and Risk Committee.

d) Complaints, concerns and safety incidents are analysed by the Professional Standards and Quality Department to identify causes and systemic failures so as to inform continuous improvement, and are reported to the Quality and Safety Committee.

e) Findings from internal reviews and systemic audits are reported to TSA personnel and made publicly available.

f) Findings from internal reviews and systemic audits are reported to relevant authorities as required.

Principle 10

Policies and procedures document how TSA is safe for children and young people.

This Framework embeds the National Principles for Child Safe Organisations as the foundation of TSA Safety and Wellbeing of Children policy and processes.

This Framework is championed and promoted by the Board and leadership, and adopted through actions and advocacy by all personnel.

TSA Safety and Wellbeing of Children and Young People Policy applies to all personnel engaged with the organisation. TSA expects all personnel to be fully aware of their professional and personal obligations to ensure the safety and wellbeing of children is embedded in all activities and operations.

Documentation of safety and wellbeing policies and processes aims to ensure consistency of application of practice and engagement across all activities of TSA. Regular review of processes and feedback from personnel, children, families and other stakeholders ensures policy and processes remain relevant, practical and evidence based.

Key action areas:

10.1   TSA policies and procedures address all national child safe principles.

10.2   TSA policies and procedures are documented and easy to understand.

10.3   Best practice models and stakeholder consultation informs the development of policies and procedures.

10.4   TSA leaders champion and model compliance with policies and procedures.

10.5   TSA personnel understand and implement policies and procedures.

Evidence

a)   The Board endorses the Safety and Wellbeing of Children and Young People Policy and Framework.

b)   TSA Safety and Wellbeing of Children and Young People Policy and Framework embeds the National Principles for Child Safe Organisations as its foundations. The Framework and Policy reflect the recommendations arising from Royal Commission into Institutional Responses to Child Sexual Abuse and other relevant evidence based research and practice, nationally and internationally.

c)   TSA uses evidence based practice to guide and inform the development of its safety and wellbeing policies, processes and practices.

d)   TSA Child Safe Advisory Group promotes and champions the Safety and Wellbeing Framework, the Safety and Wellbeing of Children and Young People Policy and relevant process developments.

e)   TSA Child Advisory Group, represented by children and young people within TSA, ensures the voice of children is directly included in the ongoing development and review of safety and wellbeing processes across TSA.

f) Information about TSA Safety and Wellbeing of Children and Young People Framework and Policy is available in a language and format that is easily understood and accessible to all TSA personnel, children and the community.

g) TSA Professional Standards and Quality Department, in collaboration with other relevant TSA departments, reviews safety and wellbeing policy and process compliance, and reports to the Professional Standards Committee and the Quality and Safety Committee, to inform:

- Consistency of understanding and implementation across the organisation

- Ongoing development and review

h) Interviews and/or surveys of TSA personnel, children, families and community members demonstrate confidence and awareness of the organisation's policies and procedures in promoting a child safe culture.

Workforce

- •TSA Safety and Wellbeing of Children and Young People Policy
- •TSA Safety and Wellbeing of Children Training Framework
- •TSA Code of Conduct and Code of Conduct Standards
- •TSA Orders and Regulations as they apply to officers, soldiers, local officers
- •TSA Performance Management Policy
- •TSA Recruitment and Onboarding Policy
- •TSA Separation Policy
- •TSA Work Health Safety Policy
- •TSA Worker Role and Obligation Matrix

Systems and Processes

- •TSA Approved Authorities Matrix
- •TSA Code of Conduct and Code of Conduct Standards
- •TSA Duty of Care Policy
- •TSA Enterprise Risk Management Policy
- •TSA Feedback and Complaints Management Policy and TSA Incident Management Policy
- •TSA Orders and Regulations as they apply to officers, soldiers and local officers
- •TSA Safety and Wellbeing of Children and Young People Policy
- •TSA Social Media Policy and Digital Media Policy
- •TSA Whistleblower Protections Policy

Monitoring and Evaluation

- •TSA Professional Standards and Quality Department
- •TSA Quality and Safety Committee
- •TSA Quality Management Framework

Continuous Improvement

- •TSA Continuous Improvement Framework
- •TSA Incident Management Policy
- •TSA Feedback and Complaints Mangement Policy
- •TSA Quality Management Framework

Governance

- •Audit and Risk Committee
- •Board
- •Professional Standards Committee
- •Quality and Safety Committee
- •TSA Compliance Management System
- •TSA Enterprise Risk Managment Framework
- •TSA Governance and Compliance Policy

Mission Delivery

- •Key performance measures
- •Operational guidelines
- •Practice models

Fig 3: TSA policy and governance structures aligned to the Safety and Wellbeing of Children Framework

Our Legislative Responsibilities

TSA takes its legal and moral responsibilities seriously, and this includes its

- ➢ Responsibility to Protect
- ➢ Responsibility to Disclose
- ➢ Responsibility to Report

TSA is subject to mandatory legislative and regulatory reporting requirements in relation to the protection of children from abuse and neglect.

Nothing in the Framework will remove or diminish any individual and/or organisational responsibilities as stipulated in state, territory and/or federal legislation. TSA complies with state, territory and/or federal funding body reporting requirements.

Nothing in the Framework will remove or diminish any individual and/or organisational responsibilities of TSA personnel travelling overseas on mission based activities and projects to adhere to the local regulations and legislation of the country in which they are based.

TSA adheres to privacy legislation and national privacy principles and information sharing legislation.

Development of this Framework

United Nations Convention on the Rights of the Child

The rights outlined in the United Nations Convention on the Rights of the Child (UNCRC) are a key influence on the development of universal child safe approaches. The UNCRC specifically recognises that children have a right to be protected from physical and mental harm and neglect, and enjoy the full range of human rights: civil, cultural, economic, political and social. Article 12 of the UNCRC highlights the importance of respecting the views of children: children have the right to voice their views and have their opinions taken into account when adults make decisions that affect them.

TSA – International

TSA is an international evangelical movement and part of the universal Christian movement. TSA International Headquarters (IHQ) in the United Kingdom has endorsed its organisational Child Protection Policy Framework with the expectation that it will guide the development and implementation of child safe practices in all of its operations globally. The IHQ Framework draws on the World Health Organisation's definitions of child abuse and maltreatment, and embeds the United Nations Convention on the Rights of the Child as a primary governing principle. TSA Australia's Child and Youth Safety and Wellbeing Framework aligns with the mission and intent of the IHQ Framework.

National Principles for Child Safe organisations

The National Principles were developed under the guidance of Community Services' Ministers across Commonwealth, State and Territory governments under the National Framework for Protecting Australia's Children 2009-2020. As of February 2019, the National Principles have been endorsed by members of the Council of Australian Governments, including the Prime Minister and state and territory First Ministers.

The National Principles provide a nationally consistent approach to creating organisational cultures that foster child safety and wellbeing across all sectors in Australia.

The National Principles reflect the ten child safe standards recommended by the Royal Commission into Institutional Responses to Child Sexual Abuse, with a broader scope that goes beyond child sexual abuse to cover other forms of harm to children and young people.

TSA has adopted the National Principles as the cornerstone of its Safety and Wellbeing of Children and Young People Framework and Policy.

Royal Commission into Institutional Responses to Child Sexual Abuse

In November 2012 the Federal Government of Australia announced the appointment of a Royal Commission to inquire into institutional responses to child sexual abuse in Australia. On 15 December 2017, the Royal Commission presented its final report to the Governor-General, detailing the findings of the five-year inquiry.

While the Royal Commission's main focus was child sexual abuse, three volumes of the final report outline processes for creating child and youth safe organisations. Volume 6 of the Royal Commission's final report outlines the role child safeguarding standards can play in making organisations safer for children, and how regulatory oversight could be improved to better facilitate the implementation of safeguarding standards in organisations.

Given the focus of the Royal Commission on religious institutions, Volume 16 makes specific recommendations for religious organisations.

In June 2018, the Australian Government tabled its response to the Royal Commission's recommendations. As one element of its response, the Australian Government established the National Office for Child Safety in July 2018. A key activity of the National Office includes working with the National Children's Commissioner, states and territories and the non-government sector to lead the national coordination and implementation of the National Principles.

TSA accepts and adopts the Royal Commission's recommendations and aligns its Child and Youth Safety and Wellbeing Framework and Policy with these recommendations.

Australian legislation – child protection and child safe standards

In Australia, child protection is legislated and regulated through federal, state and territory governments. States and territories have a variety of legislated and regulated approaches to child safety, including:

- Child Safe Standards
- Reportable Conduct Schemes
- Working with Children or Working with Vulnerable Person Checks
- Reporting of abuse and mistreatment of children.

TSA policies and procedures meet the requirements of and align with relevant federal, state and territory legislation and regulatory requirements for all its activities undertaken in Australia and overseas.

References

Australian Human Rights Commission (2019) National Principles for Child Safe Organisations.

Royal Commission into Institutional Responses to Child Sexual Abuse. (2017)

> *Final Report - Preface and executive summary*

> *Final Report – Volume 6: Making institutions child safe*

> *Final Report – Volume 16: Religious institutions*

TSA International Headquarters Child Protection: Policy Framework

UNICEF, United Nations Convention of the Rights of the Child

Definitions

Term	Definition
Child Abuse	Child abuse refers to and includes: **Physical abuse** is the use of physical force against a child that results in or is likely to result in harm to a child. Physically abusive behaviour can include but is not limited to "hitting, beating, kicking, shaking, biting, strangling, scaling, burning, poisoning and suffocating". **Sexual abuse** is the exposure to or involvement of a child in any sexual activity by an adult. Sexual abuse can also include the engagement of a child in sexual activity by another child who by the nature or their age of development has increased power. Sexual abuse includes but is not limited to: "fondling genitals, masturbation, oral sex, vaginal or anal penetration by a penis, finger or any other object, fondling of breasts voyeurism, exhibitionism and exposing a child to or involving a child in pornography". **Psychological abuse** is typically characterized by distorting someone's sense of reality. This is also called 'gaslighting' (a form of psychological manipulation in which a person seeks to sow seeds of doubt in a targeted individual or in members of a targeted group, making them question their own memory, perception, and sanity). The goal of the psychological abuse is to convince the victim that they are crazy or incompetent. Psychological abuse distorts facts with the intent of undermining confidence and making an individual more pliable. **Emotional abuse** aims to manipulate other people by undermining their self-esteem or resorting to coercive behaviours. Emotional abuse may include: ▪ Shouting or name-calling ▪ Acting in a disparaging or patronizing way to make a person feel stupid or incompetent ▪ Presenting ultimatums, such as telling someone what to do ▪ Blaming the individual for their own emotional reactions or blame them for their own unhappiness. ▪ Withholding affection until they get their way. ▪ Invading an individual's privacy by going through a person's private belongings or reading text messages. **Neglect** refers to a failure by a caregiver to provide the basic requirements for meeting the physical and emotional developmental needs of a child. Physically neglectful behaviours include a failure to provide adequate food, shelter, clothing, supervision, hygiene or medical attention. **Spiritual Abuse** is the denial or use of spiritual or religious beliefs and practices to control and dominate a person. Spiritual abuse can impact on someone's self-esteem and confidence, make them feel guilty, damage their spiritual experiences and isolate them. **Exposure to family violence** is generally considered to be a form of psychologically abusive behaviour, where a child is present (hearing or seeing) while a parent or sibling is subjected to physical abuse, sexual abuse or psychological maltreatment, or is visually exposed to the damage caused to persons or property by a family member's violent behaviour. **Exploitation** refers to committing or coercing another person to commit an act or acts of abuse against a child; possessing, controlling, producing, distributing, obtaining or transmitting child exploitation material; committing or coercing another person to commit an act or acts of grooming or online grooming; using a child for profit, labour, sexual gratification or some other personal or financial advantage.

Term	Definition

Child Abuse *(continued)*	**Bullying** occurs when people use words or actions repeatedly against an individual or a group, causing distress and risk to their wellbeing. Bullies are usually in a position of power or influence over the person they bully. They usually want to make the person feel less powerful or helpless. It can happen anywhere, including at school, at work, at home, online, or via text messaging or email.
	
	    ▪ **Face-to-face bullying** (sometimes referred to as direct bullying) involves physical actions such as punching or kicking or direct verbal actions such as name-calling and insulting.
	
	    ▪ **Covert bullying** (sometimes referred to as indirect bullying) is less direct, but just as painful. It means bullying which isn't easily seen by others and is conducted out of sight, such as excluding people from groups or spreading lies or rumours. Because it is less obvious, it is often unacknowledged by adults.
	
	    ▪ **Cyberbullying** occurs using information or communication technologies such Instant Messaging or chat, text messages, email and social networking sites or forums. It has many similarities with offline bullying, but it can also be anonymous, it can reach a wide audience, and sent or uploaded material can be difficult to remove. Most people who cyberbully also bully off-line.
	
	Grooming refers to a pattern of behaviour aimed at engaging a child as a precursor to sexual abuse. Grooming can be conducted online, in person or both by a stranger or someone known to the child. It includes establishing a 'special' friendship/relationship with the child. Grooming can include the conditioning of parents and other adults to think that the relationship with the child is 'normal' and positive. The process can take as little as a few days or as long as months or even years.
	
	Online grooming When a child is groomed online, groomers may hide who they are by sending photos or videos of other people, often representing themselves as someone younger to gain trust. Like direct grooming behaviours, online groomers will use tactics such as giving individual attention to a child, buying gifts, isolating child from friends and family to make the child feel dependent on them and giving the groomer power and control, introducing the idea of 'secrets' to control, frighten and intimidate. Online groomers may target one child online or contact lots of children quickly and wait for them to respond. A groomer will use the same sites, games and apps as young people, spending time learning about a child's interests and use this to build a relationship with them.
	
	Children can be groomed online through:
	    ▪ Social medial networks
	    ▪ Text messages and messaging apps
	    ▪ Email
	    ▪ Text, voice and video chats in forums, games and apps.

Child, children, young person/people	A child or young person refers to any individual under 18 years of age. Within this Framework the term 'children' or 'child' is used to refer to all children and young people.
Child safe organisation	The Royal Commission into Institutional Responses to Child Sexual Abuse defines a child safe organisation as: 'Institutions that create culture, adopt strategies and take action to prevent harm to children, including child sexual abuse. A child safe institution is one that consciously and systematically creates conditions that reduce the likelihood of harm to children, creates conditions that increase the likelihood of identifying and reporting harm, and responds appropriately to disclosures, allegations or suspicions of harm.' *(Royal Commission into Institutional Responses to Child Sexual Abuse. Final Report: Vol 6 – Making Institutions child safe. Pg12)*

Term	Definition
Cultural Safety	Cultural safety refers to "an environment that is safe for people: where there is no assault, challenge or denial of their identity, of who they are and what they need. It is about shared respect, shared meaning, shared knowledge and experience, of learning, living and working together with dignity and truly listening." Williams, R. (2008) Cultural safety; what does it mean for our work practice? *Australian and New Zealand Journal of Public Health*, *23(2),* 213-214. Cultural safety also refers to creating an environment that: ▪ Empowers individuals actively participate in activities believing they are valued, understood and taken seriously; ▪ Supports individuals to carry out culturally significant tasks as part of their involvement in Salvation Army activities and/or program.
Engaged	Any individual or entity with a formal or informal relationship with TSA including but not limited to suppliers, service recipients and members of the community.
Equity and diversity	Equity ensures everybody has an equal opportunity and is not treated differently or discriminated against because of their characteristics. Diversity takes into account the differences between people and respects the diversity of perspective and contribution of all people. TSA values the diverse skills and perspectives people bring to its operations, mission expressions, and the workplace through their gender, gender identity, age, language, ethnicity, cultural background, disability, religious belief, sexual orientation and marital status.
IHQ	TSA International Headquarters (London, UK)
Mission Enablers	Services that support and enable Mission Delivery at the front-line.
Mission Expression	Ministries or services of The Salvation Army that provide holistic mission and serve people in local communities. This includes Corps, Social and Community programs, Chaplaincy and Mission Enterprises. Examples include but are not limited to Corps meetings and programs, accommodation services, Doorways and Salvo Stores.
Personnel, TSA	A person who may be an officer, territorial envoy, aux-lieutenant, cadet, candidate, person serving under officer conditions, employee, volunteer, a contractor or subcontractor, employee of a contractor or subcontractor, employee of a labour hire company, trainee or student on placement that is engaged in any TSA mission delivery or expression or is a Board or Board Committee member.

Term	Definition
Principles	A fundamental truth or proposition that serves as the foundation for a system of belief or behaviour or for a chain of reasoning (Oxford Dictionary); a basic rule or belief about what is right and morally good, that influences the way people behaviour and the way people treat each other (MacMillan Dictionary). In this Framework, this term refers to the National Principles for Child and Youth Safe Organisations.
Professional Standards Committee	The Professional Standards Committee exists to define and promote, within TSA, a world's best practice response to allegations of abuse and ensure TSA is actively enhancing child safety with the Australian Community.
Quality and Safety Committee	The Quality and Safety Committee's role is to define and promote a culture of continuous quality improvement and consumer safety that aligns with Salvation Army values and meets legislative and regulatory obligations. The committee receives reports on breaches of Duty of Care and approves recommended improvement plans.
Royal Commission	For the purpose of this Framework, the term 'Royal Commission' refers to the 'Royal Commission into Institutional Responses to Child Sexual Abuse'.
Safeguarding	The measures to protect the safety, rights and wellbeing of individuals which allows them to live and interact within the community free from abuse, harm and neglect.
The Salvation Army (TSA)	The Salvation Army in Australia inclusive of all Mission Expressions and Mission Enablers.

Document Control Information

Document ID	GO_LR_PRO_TSWC		
Theme	Governance		
Category	Legal, Risk and Compliance		
Policy Owner	Assistant Chief Secretary		
Policy Implementer	Head of Professional Standards and Quality		
Approval Authority	Australia Territory Board		
Review Date	N/A		
Next Review Date	August 2020		
Previous Documents/ Versions	**AUE -** N/A		
	AUS - N/A		
Document History	**Version**	**Date Approved**	**Summary of Changes**
	V1-0	08/08/2019	Inaugural version