

The Salvation Army Australia

Fourth Annual Progress Report Implementation of Recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse

November 2021

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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 incorporated the National Principles and the Royal Commission recommendations into both its Policy and Framework for the Safety and Wellbeing of Children and Young People.

TSA leadership and personnel commit to the principles that all children have a right to feel and be safe, have a voice and have the right to be heard on issues affecting them. These principles are at the centre of TSA's Framework for the Safety and Wellbeing of Children and Young People.

During 2021, TSA has implemented and reviewed substantial systems and processes that improve child safety including:

- Safeguarding Risk Model
- Safeguarding Risk Profile
- National Safeguarding Strategy
- Safeguarding Assurance Activities

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

Despite the ongoing challenges presented by the COVID-19 pandemic, TSA continued to mitigate the risk of harm to children and young people accessing its services. A reprioritisation of the goals to mitigate these risks was undertaken in light of the COVID-19 pandemic.

During 2021, TSA undertook surveys with young people to understand the impact of COVID-19 on young people engaging with TSA across its services and programs. Young people shared how the pandemic has affected their relationships, mental health and education/employment.

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.

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:

- Mission Delivery
- Program Design
- 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 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 fourth 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

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

TSA is committed to child safety and has zero tolerance for child abuse. 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 2021, the risk of harm to children and young people was assessed across TSA's Departments and Divisions and key mitigations were contextualised as required.

TSA's National Safeguarding Strategy and associated Safeguarding Action Plans were created following the review of TSA's child safe risk profile and TSA's Child Safe Project in addition to findings from quality assurance activities. The Professional Standards Committee of the Board endorsed the National Safeguarding Strategy in September 2021. The Action Plans contained within the Safeguarding Strategy hold each Division and Portfolio accountable for implementing, strengthening and monitoring the safeguarding controls embedded within the Safety and Wellbeing of Children and Young People Framework.

2021 Progress Summary

- Ongoing Code of Conduct training for all personnel
- Information-sharing procedures implemented
- Enterprise project scoped to review information and data storage, retention and archiving systems and processes across TSA
- Enterprise Risk Management Framework reviewed, and risk registers updated across all Divisions and Portfolios
- Launched TSA's Safeguarding Strategy 2021-2026 and Safeguarding Action Plans

Goals beyond 2021

- Department and Divisional risk registers to continue to be reviewed and mitigations strengthened
- Progress with Safeguarding Action Plan (2021-2026) is monitored and reported to Professional Standards Committee of the Board
- Implement the Data Management and Intelligence Capability enterprise project

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

In 2021, TSA undertook surveys with young people to understand the impact of COVID-19 on young people engaging with TSA across its services and programs. Two hundred and ninety-nine young people (aged 13–25) from TSA homelessness and employment services and Salvation Army congregations were invited to participate in the survey. Responses were received from a diverse cohort of young people including 63 responses from young people identifying as Aboriginal and/or Torres Strait Islander and 14 young people who identified as gender diverse.

Young people shared how the pandemic had affected their relationships, mental health and education/employment, with 50% of respondents reporting that their relationships were worse than before the pandemic, 69% reporting that the pandemic had a negative effect on their mental wellbeing, and 54% reporting that the pandemic had a negative effect on their employment and/or that they were struggling financially and were unable to attend courses.

Young people were also invited to share their experiences with The Salvation Army during the COVID 19 pandemic and 87% said services had provided the response they required during the pandemic. Respondents reported that they appreciated the practical supports offered such as laptops, shelter, food parcels and masks. Many respondents highlighted that their relationships with staff were important, including regular “check-ups” by staff, emotional support and information provided about the pandemic. Respondents also shared their frustration with missing face to face contact with staff and programs, the slow internet at TSA centres and limits placed on resources that could be provided.

Respondents were also asked how they feel about the future and encouragingly, 61% of respondents felt positive about the future with 59% being positive about achieving their goals.

The preliminary findings demonstrate the significant challenges young people have faced during the pandemic. Moving forward, the findings will help TSA shape responses that support young people’s recovery including their mental health and wellbeing and access to employment. The findings also provide insight into TSA practices that have been effective in their support of young people.

In 2020 TSA commenced the development of a Lived Experience and Participation Framework to support and strengthen participatory practice across TSA. As part of this work, in 2021 TSA undertook a research project to understand how TSA engaged with its clients including children and young people across the movement. Two forms of enquiry were used to map current participation and ascertain barriers and enablers. Seventy-five semi-structured interviews were conducted with personnel from across TSA services and an online mapping tool was utilised to capture current participation activities. TSA is assessing the feedback and the research outcomes will inform the development of supports for personnel including tools, training and supporting policy framework. Next steps will include a focus on co-designing TSA’s Lived Experience and Participation Framework with children and young people.

2021 Progress Summary

- COVID-19 impacts Survey
- Lived experience and participation research

Goals beyond 2021

- Practice Tools that support children and youth participation
- Children and youth focus groups
- Engage children and young people in the development of localised complaints processes
- Co-design the Lived Experience Framework with children and young people
- Co-design TSA's young people's reference group

National Principle 3 – Families and communities are informed and involved in promoting child safety and wellbeing

TSA has focused on making its safeguarding policies and frameworks accessible to families and the broader community.

TSA continues to publish information about its child safe approach on its public website. TSA's Safety and Wellbeing of Children and Young People Policy and Framework as well as TSA's Commitment Statement, Code of Conduct Policy and Standards, Incident Management Policy and Feedback and Complaints Policy are available to families and the general public. These documents are also available as summary documents and with simple English versions where appropriate. In addition, TSA publishes a range of material and helpful links for parents and carers. Recite Me has now been added to TSA's website so that resources are available to end users in a range of languages and accessible formats. TSA invites feedback on all its safeguarding-related policies and procedures and the TSA's website includes a portal where feedback can be provided. The Safeguarding Toolkit provides resources that personnel can make available to children, young people and carers. This includes posters and materials outlining TSA's child safe approach. These resources are available in a variety of languages and formats. Resources are also available to enhance parents'/carers' understanding of child rights, child abuse and reporting processes.

Parents of children accessing programs and activities are provided with information regarding the specific operations and management of their program. This includes parents being provided with information regarding TSA's child safe approach including expected behaviours and reporting requirements.

TSA understands that the lived experience of people it engages with and their active participation in its operation is invaluable in achieving and maintaining safe and high-quality delivery of services, programs and activities. The safety and well-being, personal capacity and skills of clients, participants and beneficiaries are enhanced through participation.

During 2020, TSA published its Lived Experience Policy which includes the following commitments:

- Delivery of safe, person-centred, effective and seamless services, programs and activities
- Learning and continually improving services and advocacy based on the wisdom, insight and lived experience of others, particularly the people engaged in the delivery of its mission
- A rights-based approach, equipping and encouraging participation from all clients, participants, beneficiaries and other stakeholders
- Embedding equity and embracing diversity in its operations
- Involving clients, participants, beneficiaries, other stakeholders and TSA personnel in working out how they can influence TSA's operations through participation and developing policies, processes and services that support this participation.

2021 Progress Summary

- Families and community resources accessible in a variety of languages and formats
- TSA continues to promote opportunities for feedback

Goals beyond 2021:

- Establish family and community reference groups and strengthen feedback pathways

National Principle 4 – Equity is upheld, and diverse needs respected in policy and practice

In September 2020, TSA published its Diversity and Inclusion Policy, outlining TSA's commitment to maintaining worship, service and work environments that are fair, safe and inclusive. This policy sits alongside the Lived Experience and Participation Policy which takes a rights-based approach to participation and values the experience of all clients, participants and beneficiaries of TSA services.

During 2021 TSA released its Inclusion Commitment Statement:

"The Salvation Army Australia acknowledges the Traditional Owners of the land on which we meet and work and pay our respect to Elders past, present and future.

"We value and include people of all cultures, languages, abilities, sexual orientations, gender identities, gender expressions and intersex status. We are committed to providing programs that are fully inclusive. We are committed to the safety and wellbeing of people of all ages, particularly children."

During 2021, a range of learning and development opportunities were provided for leaders across TSA. An inclusion webinar with people from the LGBTIQ+ community and guest speaker, Sarah McCarthy, a diversity and inclusion consultant to support the ongoing development of TSAs inclusive practices, particularly for LGBTIQ+ people.

Implementation of TSA's Reconciliation Action Plan continued during 2021 including the following activities:

1. The Chief Secretary hosted a webinar 'Uluru Statement from the Heart' with guest panellists Aunty Pat Anderson, Professor Megan Davis and Board Member Adrian Appo OAM. The webinar was attended by more than 700 personnel during NAIDOC Week.
2. Implementation of the Aboriginal and Torres Strait Island Cultural Competency Framework including resources and supporting documents.
3. Launch of Cultural Learning Introduction Training.
4. The Human Resources team in collaboration with Career Trackers have developed a plan to host interns from nominated universities across Australia

for First Nations peoples. This includes paid internship throughout the course of their degree.

5. An Aboriginal and Torres Strait Island Grants project was announced calling for applications across the movement to support engagement projects with First Nations communities across Australia. TSA has funded 15 projects from locations such as Kalgoorlie (Western Australia) and Cherbourg (Queensland).

Progress Summary 2021

- Launch of TSA's Inclusion Statement
- Inclusion webinar: Listening to people from the LGBTIQ+ community about their experiences with TSA
- Ongoing implementation of the Reconciliation Action Plan including the funding of 15 projects across Australia to support engagement with First Nations communities

Goals beyond 2021

- TSA to establish reference groups which include 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+ and children and young people of all abilities
- TSA to continue to enhance pathways so that children and young people's advice and feedback can shape programs and service delivery
- Development of a 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 requires all personnel who work with children and young people to have working with children checks or equivalent background checks.

TSA operates nationally and is required to meet integrity check requirements across all states and territories. Inconsistency in regulatory requirements has resulted in TSA having to operate under multiple compliance frameworks. During 2020, TSA established an Integrity Checking Unit and in 2021 a single framework for the management of integrity check compliance across Australia was implemented. A Recruitment and Onboarding Policy and Procedure and an Integrity Check Toolkit are available to support managers to meet their obligations.

All volunteer information has been uploaded into TSA's workforce management system, Salvos Workday. This means TSA now has one system that enables the monitoring of integrity check compliance across all personnel. Information from Salvos Workday and TSA's eLearning platform enables monitoring and management of compliance with integrity checks and mandatory training requirements.

Ongoing assurance activities have occurred throughout 2021 to 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 2020, TSA reviewed its policy and guidelines for Professional Pastoral Supervision for Officers. The revised guidelines include a panel of supervisors, including both internal and external supervisors, to ensure independence is maintained between the Officer and the supervisor. Supervisors are screened for appropriate training and experience, before being added to the panel.

During 2021, the Professional Pastoral Supervision model has been progressively implemented. TSA's Pastoral Services Team is responsible for implementing this policy and all of the team have completed the Graduate Certificate in Professional Supervision. TSA is benchmarking the practice standards for Professional Pastoral Supervision against other faith denominations in Australia to ensure a high level of quality is maintained.

Progress Summary 2021

- Implemented National Integrity Check Framework
- Integrity Check Toolkit published
- Recruitment and Onboarding Policy and Procedure reviewed and strengthened
- Implemented one national workforce management system for all personnel

Goals beyond 2021

- Review the effectiveness of Professional Pastoral Supervision
- Ongoing monitoring of personnel screening compliance
- Ongoing monitoring of personnel mandatory training compliance

National Principle 6 – Processes to respond to complaints and concerns are child and youth focused

TSA's approach to child focused complaints is guided by the NSW Ombudsman and National Office for Child Safety's Complaint Handling Guide, a resource which is currently available in the TSA's practice toolkits.

In 2020, TSA focused on consolidating multiple complaint and incident management systems into a single system covering all service types. This system provides TSA with the capacity to systematically track complaint and incident data and manage, analyse and respond to incident patterns and causation. Individuals making complaints are subject to protected disclosure arrangements as outlined in TSA's Whistleblower Protections Policy. During 2021, TSA's complaints and incident management system was further reviewed and strengthened. This included regular review and quality assurance of incidents and complaints involving children and young people including a review of incident documentation, management and response. Four additional training modules were implemented to strengthen frontline practice including specific training for managers.

Regular reports were provided to the Quality and Safety Committee of the Board including information regarding all incidents related to the abuse and/or harm of children and young people, the outcome of investigations, and management responses taken during and post the investigation processes.

TSA remains committed to listening to children and young people and taking their concerns seriously. In addition to TSA's internal complaints mechanism, TSA engaged Your Call, an external provider, to support the management of Whistleblower Complaints. Your Call provides an independent avenue for people to raise concerns. The Whistleblower Protections Officer reports directly to the Chair of the Board and oversees the management of these matters.

Progress Summary 2021

- Strengthened TSA's complaints and incident management system and practice
- Enhanced incident and complaints training modules for Managers and Frontline
- Quality Assurance of child related incidents and complaints
- Appointment of external provider to support the management of Whistleblower complaints

Goals beyond 2021

- Incident and complaint data will continue to be analysed and system issues identified and addressed
- Strengthen local complaint pathways for children and young people through the co-design of local complaints mechanisms
- Review and strengthen national complaint pathways for children and young people

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. Complaints Training
5. Incident Management Training
6. Trauma Informed Care Training
7. Managing Vicarious Trauma Training
8. Aboriginal and Torres Strait Islander Foundational Training
9. Cultural Inclusion Training
10. LGBTIQ+ Inclusion Training
11. Activity Risk Assessment Training

During 2021 the following activities were undertaken to strengthen safeguarding skills:

1. Activity Risk Assessment training was developed and implemented to support personnel in planning activities and programs for children and young people
2. Managing complaints training for frontline personnel and managers
3. Managing incidents training for frontline personnel and managers
4. Feedback was received regarding the training modules for volunteers. As a result of this feedback, a revised strategy for the implementation of volunteer training has been developed. The revised strategy includes the development of facilitated face-to-face learning modules which will be implemented in 2022.
5. The Safeguarding Consultants were trained as trainers in Susan Crittall's (2017) Grooming Awareness Activity training program. The Safeguarding Consultants will be implementing this facilitated training program across TSA in 2022.
6. TSA has continued to seek expertise from the Australian Childhood Foundation regarding the development of training resources and induction processes

Progress summary 2021

- Activity risk assessment training
- Managing complaints training
- Managing incidents training

Goals beyond 2021

1. Implement situational awareness inductions for all child and youth activities and programs
2. Implement facilitated grooming awareness training activities
3. Implement revised training strategy for volunteers

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

TSA's Code of Conduct and Safety and Wellbeing of Children and Young People policy and practices commit TSA personnel to prevent risk to children and young people engaged with TSA in both physical and online environments. Safeguarding training as well as the Code of Conduct Training and Volunteer induction processes reinforce knowledge of this requirement among TSA personnel.

During 2021, TSA reviewed and strengthened processes that identify, prevent and respond to risks to children and young people in both the physical and online environments.

Activity risk assessments are required for all activities involving children and young people, and Mission Activity Approval Processes must be followed when new activities are proposed. In 2021, a system to record Activity Risk Assessments and Mission Activity Approval Processes was developed and implemented. This system includes a specific safeguarding risk assessment framework derived from research from the Royal Commission. This enables TSA to manage activity risk assessments and program approvals consistently and to monitor the quality of planning activities and services for children and young people.

An online activity risk assessment training module was developed to support and enhance frontline skills in the prevention of safeguarding risk. A bank of frequently asked questions has been established and provides responses to specific questions that arise when considering program risks and program approvals. The Safeguarding Consultants continued to provide advice to frontline leaders in managing the design of safe programs and activities involving children and young people.

Progress summary 2021

- Activity risk assessment and program approval system implemented
- Activity risk assessment training developed and delivered
- Safeguarding risk assessment framework reviewed and implemented

Goals beyond 2021

- Continue to implement processes that support the safe use of emerging online platforms for the engagement of children and young people
- Continue the development of safeguarding standards that guide environmental modifications, new builds and property renovations
- Undertake an audit of activity risk assessments and program approvals across TSA

National Principle 9 – Implementation of the national child safe principles is regularly reviewed and improved

The Safeguarding Self-assessment really helped us to understand the practical things that we can do to improve safety for children and young people. In particular, we really valued having the expertise of our Safeguarding Consultant to guide us in our understanding and development of a continuous improvement plan.

(Sharon Allen, Corps Officer)

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

In 2020, TSA developed and implemented a safeguarding self-assessment tool for leaders of programs and activities that engage with children and young people. During 2021, the safeguarding self-assessment process was implemented by the Safeguarding Consultants who supported the leaders to identify, strengthen and create a plan to improve safeguarding practice at the local service level.

The Safeguarding Assessments will continue to be rolled out in 2022 and improvement plans will be monitored at a Divisional and Territorial level.

The Professional Standards Committee of the Board oversees the implementation of the child safe principles and monitors compliance with TSA's Safety and Wellbeing of Children and Young People Framework at the institutional level.

During 2021, the Professional Standards Committee endorsed TSA's National Safeguarding Strategy 2021-2026. This strategy promotes shared leadership responsibility for preventing, detecting and managing child safety risks. In particular, there is a focus on reducing opportunities for offending by addressing situational risk, strengthening our screening and training of personnel, engaging the voice of children and their families in decisions that affect them and addressing institutional barriers to reporting and responding.

This strategy promotes a distributed leadership model for preventing, detecting and managing child safety risks. In particular, there is a focus on reducing opportunities for offending by addressing situational risk, strengthening our screening and training of personnel, engaging the voice of children and their families in decisions that affect them and addressing institutional barriers to reporting and responding.

The Salvation Army's Safeguarding Strategy 2021-2026 sets out TSA's Vision, Goals and Outcomes and Objectives as outlined below:

The Salvation Army's Safeguarding Strategy 2021-2026

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.

Progress summary 2021

- National Safeguarding Strategy 2021-2026 and Action Plan implemented
- Distributed safeguarding leadership model implemented
- Review of the safeguarding framework

Goals beyond 2021

- Continue the implementation of quality assurance and audit schedules
- Continue implementation and review of the Safeguarding Strategy and Action Plan
- Continue review of policy and procedures based on continuous improvement initiatives to strengthen safety for children and young people at TSA

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.

The safety and wellbeing principles and safeguards for 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.

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

- Our Commitment to your safety and wellbeing
- Code of Conduct Safety and Wellbeing
- What is child abuse?
- How to make a complaint

Toolboxes have been built on Salvos Central (TSA 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 2021

- Ongoing review of TSA's Policy Library including review of the Code of Conduct Policy and Standards of Behaviour, the Complaints Policy, Incident Management Policy and Diversity and Inclusion Policy
- Review of the Activity Risk Assessment and Program Approval procedures
- Review of Recruitment and Onboarding Policy and Integrity Check Procedures

Goals beyond 2021

- Themes from Safeguarding Assessments and incident review will be utilised to inform and strengthen policy and procedures
- Ongoing review of policies and procedures to strengthen processes to prevent, detect and manage safety and wellbeing for children and young people
- 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

Contact details

TSA website: www.salvationarmy.org.au

Safeguarding Children and Young People resources are available under About Us – Governance and Policy: [Safeguarding Children and Young People](#).