



The Salvation Army Australia

Reporting on the implementation of recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse

Annual Report No. 1 (December 2018)

Section 1: Identifying the institutions

Background and contextual information

The Salvation Army Australia

The Salvation Army (TSA) is an international evangelical Christian movement operating as both a religious and a charitable organisation. TSA commenced in London in the 1860's, and its International Headquarters (IHQ) is located in London to this date. IHQ is responsible for the overarching strategic direction, planning and policy development governing all Salvation Army Territories internationally.

TSA has operated in Australia since 1880, and almost from the beginning it operated homes for children across Australia, including juvenile correctional facilities and 'training farms'.

In Australia, TSA has operated as two distinct organisations – referred to as territories. The Eastern Territory comprised New South Wales, Queensland and the Australian Capital Territory. The Southern Territory comprised Victoria, Western Australia, South Australia, Tasmania and the Northern Territory. Operating as distinct and separate business entities, the territories developed separate policies, procedures and business processes, subject to directives from IHQ. This distinction between the territories was also reflected in the organisation's child safety and safeguarding policies, procedures and practices.

In 2014 under direction from IHQ, and as a direct response to the issues raised by the Royal Commission into Institutional Responses to Child Sexual Abuse (the Royal Commission), the National Professional Standards Council was established. The purpose of this Council was the development and coordination of a national approach to issues of child sexual abuse and other forms of abuse. This Council also had responsibility for development national policies regarding child safety.

Transition towards a single Australian territory

Since 2016, TSA in Australia has been transitioning towards a national structure with the merger of the two territories. The Salvation Army Australia was formally announced on 1 December 2018, with significant governance, risk management, oversight and accountability structures to be embedded in the new entity in 2019.

On 1 June 2016, Commissioner Floyd Tidd commenced as the inaugural National Commander of TSA Australia. Commissioner Tidd gave evidence before the Royal Commission that a national structure would allow the organisation to operate more efficiently and interact with government, business and community organisations, and to make a greater difference in the lives of people in need. The transition to a national organisation will see

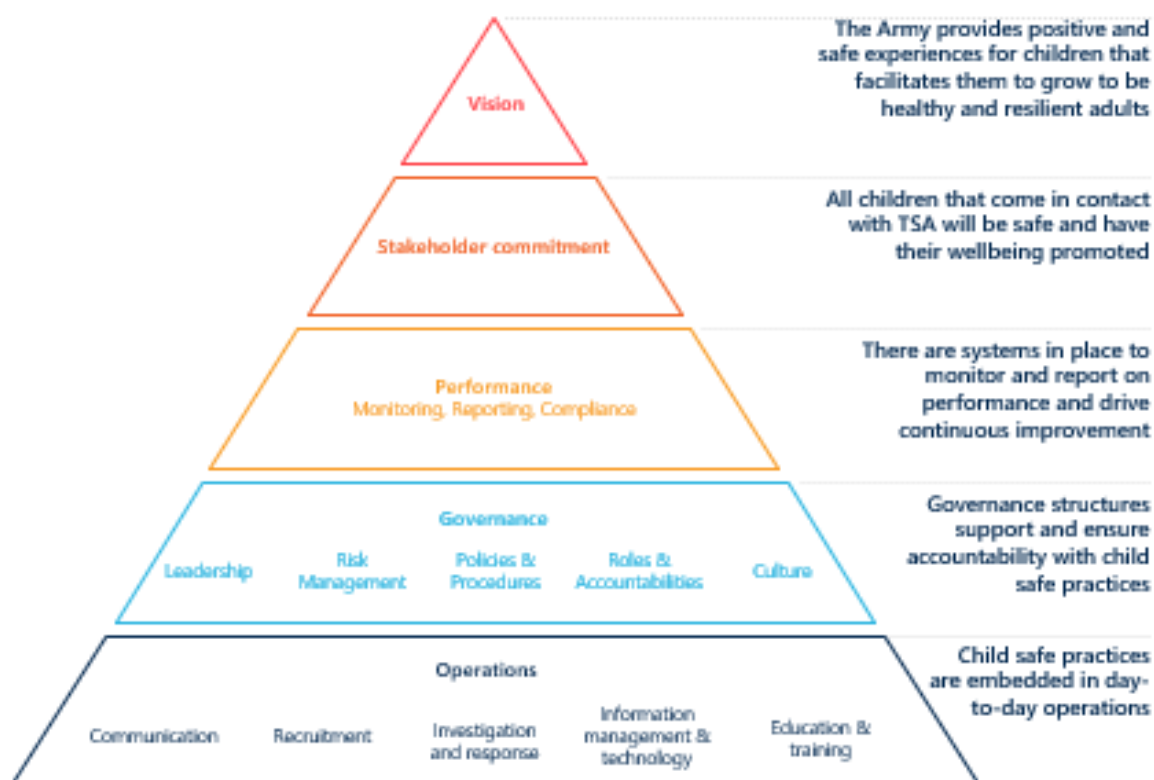
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TSA build on its existing foundations whilst coordinating national governance, risk management, oversight and accountability structures.

With respect to the organisation's response to child safety and safe guarding, a dedicated unit for safeguarding has been established within the national Professional Standards and Quality Department. This department reports directly to the National Assistant Chief Secretary of TSA. The governance function of the National Professional Standards Council, established in 2014, has been strengthened with the implementation of the Professional Standards Committee which is accountable directly to the Board of TSA Australia. Child safety and safeguarding governance and risk issues will be reported to this Committee. *(Volume 16 Recommendation 16.38)*

More generally, but linked to the issues raised by the Royal Commission, the national transition process also involves the development of national risk and governance frameworks.

In 2018, The Salvation Army established a Child Safe Project with specific reference to the recommendations of the Royal Commission. The project outlines the plan for the Australia Territory of TSA to manage a united and consistent national approach to child safety aligned with the Army's broader mission and values.



The project is underpinned by a child focussed vision and purpose:

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

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Purpose - As a child safe organisation, TSA creates a culture, adopts strategies and acts to promote child wellbeing and prevent harm to children.

The national Child Safe Project commenced in October 2018 and is anticipated to be completed towards the end of 2020, with key project milestones achieved throughout this period. Work in the delivery phase will progress across three work streams:

Work stream 1: Frontline areas

Immediate actions are prioritised to strengthen child safety across the areas of TSA that have the highest level of interaction with children and pose the greatest risk to child safety.

Key activities for this work stream include:

- Communication and change management plans to support TSA personnel to understand and engage with this work.
- Cultural awareness activities that raise the profile of child safety within TSA.
- Gap analysis of frontline mission to establish relative risk to child safety and identify areas most in need of support.
- Routine audit of integrity checks for all TSA personnel, with an early focus on personnel operating in high-risk frontline mission areas.
- A child safety tool kit for frontline mission personnel, outlining clear expectations for child safe behaviour, supervision, and complaints handling and reporting.

Key outcomes of this work stream include:

- Development of and recruitment to the Child Safe Advisory Group.
Milestone: Child Safe Advisory Group inaugural meeting March 2019
- All TSA staff understand value and share TSA's commitment to improve child safety.
Milestone: Cultural and community awareness activity resources to be available May 2019.
- TSA is able to report with certainty that personnel in high risk frontline mission areas satisfy the appropriate level of integrity checking for their role.
Milestone: December 2018.
- All TSA staff at the frontline know their responsibilities for safeguarding children and for responding to complaints and incidents.
Milestone: Toolkit for frontline personnel released February 2019

Work stream 2: Day-to-day operations

A second program of work focuses on embedding child safe practices in day-to-day TSA operations.

Key activities for this work stream include:

- Embed child safety across all TSA people processes, from recruitment to on-boarding and ongoing performance management and development.
- A child-focused process for investigating and responding to incidents and complaints relating to child safety.
- Map education and training needs and design and deliver a child safety training suite for TSA personnel.
Milestone: Child Safe Training Package to be launched October 2019.

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- Map IT requirements and structures for data capture and reporting and systems review and make changes to accommodate child safe requirements.

Key outputs for this work stream include:

- All new TSA personnel are aware that TSA is committed to child safety and understand what this means for their role.
Milestone: New national Child Safe Induction module launched February 2019.
- All TSA personnel know the importance of child safe practices and understand their responsibilities in relation to these.
- IT systems and structures support TSA to be a leading child safe organisation.
Milestone: Comprehensive mapping and systems audit completed with recommendations June 2019.

Work stream 3: Organisational governance

The third work stream aims to embed child safety across TSA governance structures.

Key activities for this work stream include:

- Prepare and publish TSA's national child safety framework.
Milestone: Framework launched February 2019.
- Publish nationally consistent policies and procedures to support child safe practices.
- Develop mechanisms to support analysis of internal and external reporting, such as an interactive reporting dashboard, to drive improvement.
- TSA leaders complete comprehensive child safety training
- Undertake a complete assessment of child safe practices every 12 months to monitor progress and embed familiarity with child safe standards.

Key outputs for this work stream include:

- TSA leader's role model and champion child-safe practices.
- All TSA personnel see a commitment to child safety as a core driver of TSA culture.
- Internal and external stakeholders are familiar with and value TSA's child safety framework.
- A continuous improvement approach will be implemented to ensure TSA embeds a culture of child safety.

Contact information

Comments can be forwarded to childsafe@aus.salvationarmy.org

Section 2: General reporting against recommendations relevant to all institutions

Report Volume: Redress and civil litigation report recommendations

On 31 May 2018, The Salvation Army announced its commitment to and formally endorsed its involvement in the National Redress Scheme established by the Commonwealth Government.

The Salvation Army has established a dedicated office, Centre for Restoration, to work with survivors who were sexually abused as children in our care.

Centre for Restoration

The Centre for Restoration exists to support people who wish to bring a grievance against The Salvation Army for abuse suffered. Working from a trauma informed approach to care, the Centre for Restoration team provides individuals with support through its 'CARE' approach. At the heart of this approach is the principle that each individual is at the centre of all interactions throughout the restoration process.

The Salvation Army believes that the principles of restorative justice are important for survivors of child abuse. The restorative justice process is an opportunity for survivors to express their desires as to how they see The Salvation Army may be able to best respond to assist them. This may be through ongoing support and a relationship (if desired by the survivor), the formulation of an appropriate and individualised apology (in consultation with the survivor as to what they would see as important to be included in the wording of the apology), access to counselling and/or any other professional treatment which might assist, as well as non-financial and/or financial redress.

The Salvation Army seeks to engage survivors in a restorative justice process that enables and supports them to have a say in the outcome of their engagement with TSA, and to hopefully obtain some healing and closure of the painful past and the impact it has had on their life and that of their families.

The Centre for Restoration CARE Approach

Connection – We recognise that connection with others plays a vital role in the healing and restoration process. Connections may include support in gaining access to the personal records of a survivor's time in TSA homes; assistance in connecting survivors to support groups or services for adult survivors of child abuse.

Advocacy – We can support survivors in making a report to police, seeking independent legal advice and accessing relevant support services. Where The Salvation Army is unable to provide the support requested, we will assist survivors to link with relevant external services.

Restoration – We share the responsibility for a survivor's restoration journey, and will work with survivors to achieve their care needs. If a survivor is ready to share their experience, The Salvation Army is ready to listen.

Upon request, a member of the Centre for Restoration can contact the survivor to arrange an appointment where they will be able to discuss their experience and

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needs for redress with a trained member of the team. The Salvation Army will continue to provide access to counselling and/or psychological support.

Education – We recognise that continuing to educate Salvation Army personnel is critical for ensuring similar events never happen again.

Redress directly with The Salvation Army

The Salvation Army can also provide direct support for any person who has been the victim of child abuse while in Salvation Army care. This response is provided through our Centre for Restoration. The Salvation Army can include one or all of the following options: counselling and support, a formal apology and/or meeting with a Salvation Army senior leader.

For more information, please contact us on:

Phone: 02 9466 3063

Email: centreforrestoration@ae.salvationarmy.org

Mail: The Salvation Army.

Centre for Restoration

PO BOX A435

Sydney South NSW 1235

Section 3: General reporting against recommendations relevant to all institutions

Theme 1: Making institutions child safe

Measure:

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

Report Volume:

Volume 6 and Volume 7

Recommendation(s) the measure is in response to:

Recommendations 6.6, 7.8

Description of measures implemented prior to December 2018:

On 1 December 2018, TSA became the national Australia Territory. Current policy and procedures are territorially based. The function of the Child Safe Project is to streamline and bring under a national governance structure the foundation policy and procedures established within the two territories.

Recommendations in Volume 6 – Making Child Safe Institutions

Child Safe Standards

(Volume 6 Recommendations 6.4, 6.5-6.6; Volume 16 Recommendations 16.31 – 16.35)

A key imperative of the Child Safe Project is the finalisation of a draft national Child Safe Framework, Child Safe Policy, Code of Conduct and organisational statement of commitment. A final draft of this Framework and policy position will be ready for broad consultation by the end of December 2018. Adopting the Royal Commission's 10 Child Safe Standards, TSA's Child Safe framework and policy will build on the current Keeping Children Safe Policy, Code of Conduct and Commitment. This policy, based on the Victorian Government's Child Safe Standards, represents a sound foundation for moving forward with a nationally recognised set of standards.

To support the development of nationally coordinated policy, procedures and supporting processes, TSA through its Child Safe project will establish a national Child Safe Advisory Group with children and young people as key stakeholders. The role of this Advisory Group will be to enable the voice of children and young people in the development of organisational policy, procedure and culture.

TSA is also seeking the active involvement of a national peak body to support the development, implementation and embedding of its child safe approaches, including best practice models for child safe advisors/champions and processes to embed children and young people's active engagement in the work of TSA.

Code of Conduct

(Volume 6 Recommendation 6.6 – Standard 1; Volume 7 Recommendation 7.8)

The Salvation Army strongly supports and endorses child safety as a whole of organisation responsibility and concern. As such, the Child Safe Code of Conduct is mandatory for all workers engaged with and by The Salvation Army irrespective of their role or position within the organisation.

TSA's Eastern and Southern Territory's subscribe to dedicated child safe management processes within their ministry based programs: the National Council of Church's Safe Churches program and Scripture Union's SP3 Safe People, Safe Programs, Safe Places, respectively. Both systems provide an integrated system of safety and care in relation to work with children and young people. The Child Safe Code of Conduct and Child safe training are embedded and are integral components of these systems. Any person engaged in children and young people is required to undertake this training prior as part of the induction process.

An additional component of the two child safe management systems is an online portal function that allows the capturing and tracking of training compliance and management of integrity checks – both Criminal History Checks and Working with Children/Vulnerable People Checks.

People working with children are suitable and supported

(Recommendation 6.6 Standard 5)

A nationally consistent approach to recruitment and on-boarding, including integrity checking requirements, will be released in March 2019. The recruitment and on-boarding processes will embed a child focussed approach across all recruitment and on-boarding processes for ministry positions, employees and unpaid workers, including specific child focussed questions within applicant and referee interview processes.

TSA mandates police checks for all employees and ministry workers, and Working with Children Checks (or equivalent) for all workers engaged with TSA in direct contact with children and young people as defined in state/territory legislation.

A graded risk based model for unpaid workers requires that positions that have direct contact with children and young people must have a police check and Working with Children Check as required under state/territory legislation.

An ongoing audit of integrity checking across all personnel provides regular governance and management reports under the new national structure.

Reporting Institutional child abuse

(Volume 6 Recommendation 6.6 Standard 6, Standard 7; Volume 7 Recommendation 7.2, 7.7)

Similar to above, both territories have specific reporting child abuse policies. In the Eastern Territory reporting requirements, both internal and mandatory external requirements are embed in the Safe Church processes. In the Southern Territory, a Reporting Child Abuse

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Policy is mandatory for all workers irrespective of whether personnel work with children. Policy introduction is supported by a policy briefing that all personnel must undertake.

The Reporting Child Abuse Policy provides the foundation for the nationally consistent policy approach that will consolidate and streamline the differing state/territory government reporting requirements.

Prospective work that will be undertaken post-2018 to implement this measure:

(Volume 6 Recommendation 6.5, 6.6; Volume 7 Recommendation 7.2, 7.7, 7.8: Volume 16)

1. Consultation with stakeholders regarding TSA's Child Safety Framework
2. Finalisation and Implementation of the Child Safety Framework including:
 - a. Commitment to Children Statement
 - b. Child Safe Standards Implementation
 - c. Keeping Children Safe Code of Conduct
 - d. Compliance Audits and Reporting
 - e. Education and Training
 - f. Keeping Children Safe Policy
 - g. Managing Sex Offenders Policy
3. Implementation of national governance committees.

Section 4: Reporting for specific non-government institutions

Institution-specific Recommendations: Religious Institutions

Measure:

Strengthened Governance and Culture

Report Volume:

Volume 16

Recommendation(s) the measure is in response to:

Recommendations 16.3, 16.4 and 16.5

Description of measures implemented prior to December 2018:

Governance

The implementation of TSA Australia's governance structure has included the establishment of the Professional Standards Committee, which is directly accountable to the national TSA Board. The purpose of this Committee is to define and promote within TSA leading practice in relation to child safety, response to management of allegations of abuse, and ensure TSA is actively enhancing child safety within the Australian community. The Committee includes 4-6 members, with at least 50% of members being Board Members, and at least 2 independent members. The inaugural Professional Standards Committee is scheduled for December 2018.

In addition to the new TSA Board and governance structures, a National Department of Professional Standards and Quality has been established, reporting directly to the Assistant National Chief Secretary.

The Professional Standards and Quality Department includes two highly specialised teams: Safeguarding Policy and Compliance and Safeguarding Operations.

The Safeguarding Policy and Compliance Team are responsible for implementing the Child Safety Framework and the national Child Safe Project, which includes managing compliance with the 10 Child Safe Standards. The Safeguarding Operations Team includes specialist Safeguarding Consultants located across Australia. The purpose of the Safeguarding Consultants is to implement the Child Safety Framework across TSA activities and programs locally, and to provide specialist consultancy, advice and training to equip personnel with the skills, knowledge and resources to work within the Child Safe Framework.

Culture

Recruitment and Induction

Child safe processes have been strengthened including renewed child safe statements in Position Descriptions and Job Advertisements, as well as child safe related questions for both applicants and referees. New training modules have been implemented including an online induction module required for all new personnel.

Managing Allegations and Reportable Conduct

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The management of allegations is the responsibility of the National Professional Standards and Quality department. This will remove conflict of interest from local personnel. In addition, Reportable Conduct is managed by the National Professional Standards and Quality Department to ensure transparency in reporting to both external notification bodies and internal governance bodies.

Compliance

Procedures and processes for managing compliance with child safe standards have been reviewed. In particular, scheduled periodic compliance audits relating to integrity checks and training across all personnel have been initiated across Australia. Previously, compliance audits with integrity checks and training was completed independently by the two separate TSA territories.

Prospective work that will be undertaken post-2018 to implement this measure:

Volume 6 Recommendation 6.5-6.6 Standards 2 &3)

To further strengthen TSA's governance and culture related to Child Safety, a Child Safe Advisory Group will be established to ensure the voices of children, families and community are contributing to the ongoing development of child safe policies, procedures and practices.

In addition, a child safe champion model will be developed and implemented across TSA in 2019.

To support the establishment of both the Child Safe Advisory Group and child safe champion model, and to advise on and inform the organisation's policy, processes and training in child safety, TSA is seeking to engage a nationally recognised subject matter expert organisation to assist the organisation in the work of the Child Safe project.
