



Te Ope Whakaora



Keeping Children Safe

Tiakina Ngā Tamariki Kia Haumaru

The Salvation Army
Child and Young Person
Protection Policy



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ACCOUNTABILITY AND INTENT	PAGE
<i>Policy Statement</i>	3
<i>Key Principles of the Policy</i>	3
1. Purpose	3
2. Scope	4
3. Applicable Legislation and Internal Policies	4
4. Definitions of Phrases and Abbreviations within Policy	5
5. Definition of Abuse Types	6
6. Trauma-Informed Practice	7
7. Responsibility for Policy	7
8. Roles and Responsibilities of Personnel	7
9. Communicating The Salvation Army's Child Protection Message	8
10. Child-on-Child Harmful Behaviour	8
11. Retired Officers—Ministry Assistant Positions	8
12. Training	9
13. Relationships with External Agencies and Partner Organisations	12
14. Confidentiality and Information Sharing	13

PROCEDURES AND INFORMATION	PAGE
A. Procedure of Review	14
B. Training	15
C. Types and Indicators of Abuse	16
D. Child Protection Consultants (0800 394 483)	19
E. Care and Protection Procedures	20
F. Child Disclosure of Harm	24
G. Managing Allegations Against Personnel	24
H. Onboarding Safety Check Procedure: Employees	25
I. Onboarding Safety Check Procedure: Volunteers	28
J. Safety Checks—Ongoing Risk Assessment: All KCS Personnel	31
K. Key Workers—Questions To Be Asked at Interviews	32
L. Questions To Be Asked in Reference Checks	34
M. Child Minding Procedures for Children of Adults in Services	35
N. Resources	38



ACCOUNTABILITY AND INTENT

Policy Statement

The Salvation Army is committed to the care and protection of children and young people and upholding their right to protection from abuse and/or neglect.

Officers, directors and line managers are responsible and accountable for ensuring that the wellbeing of children and young people is at the centre of all policies, procedures and practices at a corps/centre.

Key Principles of the Policy

- The welfare of the child and young person is paramount
- Protection from abuse is a basic right
- The Salvation Army has a responsibility to protect children and young people
- Abuse will not be tolerated
- Information sharing and consistent communication is key

1. Purpose

- 1.1 A child dies every five weeks in New Zealand as a result of non-accidental harm and family violence (UNICEF Innocenti Report).^{*} Child death/maltreatment occurs within a context of poverty, psychological stress and limited supports. Child abuse occurs across the economic spectrum. The Salvation Army is an organisation whose work and mission provides the opportunity to engage with vulnerable children and families, and can help identify where abuse is occurring. We have an obligation to understand how to recognise when a child needs help and where to go to ensure they receive help.
- 1.2 The purpose of this policy is to ensure all children and youth, who become known to The Salvation Army directly or indirectly, are protected from abuse and neglect. We aim to achieve this through the education of personnel and the provision of consistent processes that would meet internal audit standards, external Social Service Accreditation Standards and Nga Paerewa Standards (Health and Disability), as conducted by Te Kāhui Kāhu or similar.
- 1.3 It outlines the action to be taken by Salvation Army personnel to:
 - 1.3.1 prevent or minimise the risk of abuse of children
 - 1.3.2 report concerns of any form of abuse or ill treatment
 - 1.3.3 respond to actual or suspected incidents of abuse, complaints, allegations or disclosures of abuse
 - 1.3.4 respond to allegations made against Salvation Army personnel
 - 1.3.5 analyse information and responses and adjust practices to provide best outcomes for children
 - 1.3.6 keep themselves safe.

^{*} Unicef (2003) 'A League Table of Child Maltreatment Deaths in Rich Nations'.



2. Scope

- 2.1 This policy and associated procedures and guidelines applies to all personnel working with and for The Salvation Army and to all children and families who are engaged in mission activity provided and supported by The Salvation Army. This will include but is not limited to: employees, volunteers, students, officers, cadets, student apprentices and contractors.

3. Applicable Legislation and Internal Policies

- 3.1 The Keeping Children Safe: Child and Young Person Protection Policy (henceforth Keeping Children Safe) is informed by the following legislation:
- 3.1.1 Care of Children Act 2004
 - 3.1.2 Children's Act 2014
 - 3.1.3 Crimes Act 1961
 - 3.1.4 Employment Relations Act 2000
 - 3.1.5 Family Violence Act 2018
 - 3.1.6 Health and Safety in Employment Act 1992
 - 3.1.7 Human Rights Act 1993
 - 3.1.8 Oranga Tamariki Act 1989
 - 3.1.9 Privacy Act 2020
 - 3.1.10 The Salvation Army International Child Protection: Policy Framework
 - 3.1.11 United Nations Convention on The Rights of the Child
- 3.2 Keeping Children Safe is to be used in conjunction with the following existing policies or guidance documents:
- 3.2.1 Code of Conduct
 - 3.2.2 Code of Ethics
 - 3.2.3 Complaints Procedures Manual
 - 3.2.4 Criminal History Check and Safety Check Procedures
 - 3.2.5 Management of Sex Offenders in Salvation Army Fellowships—MSO Minute
 - 3.2.6 Relevant policies from Addictions, Supportive Accommodation and Reintegration Services, Community Ministries, social and/or transitional housing and Early Childhood Centres
 - 3.2.7 Sexual Misconduct: Policies and Complaints Procedures Manual
 - 3.2.8 Safe Practice for Children and Youth Work in Corps-based Ministry
 - 3.2.9 Salvation Army Human Resources Manual
 - 3.2.10 The Salvation Army Respect Policy



4. Definitions of Phrases and Abbreviations within Policy

- 4.1 **Area:** One of seven geographical designated regions of Aotearoa, New Zealand, where an area officer has responsibilities to corps and community ministry centres.
- 4.2 **Child:** A child is someone aged from 0 to 13 years and a young person is aged from 14 to 17 years old. For the purposes of this policy, a 'child' or 'children' will refer to someone under the age of 18 as defined in the Children's Act 2014.
- 4.3 **Child protection consultant:** A person, or persons, within The Salvation Army who is responsible for the safeguarding of children and young people. This person is responsible and accountable for advocating, advising and training to ensure that child protection is a key focus within The Salvation Army at all levels of the organisation on a day-to-day basis.
- 4.4 **Employee:** An employee is a paid worker for The Salvation Army who performs a job that may be full-time, part-time or seasonal, for which they have signed an employment agreement and for which The Salvation Army does not issue either a warrant or commission.
- 4.5 **Key worker:** A key worker is a person who works with children or young people. In the course of their work the person must be either (a) the only children's worker present; or, (b) the children's worker who has primary responsibility for the child or children present. **Please note that all active officers and retired officers are treated as key workers regardless of their appointment.**
- 4.6 **Ministry assistant:** The designation for an unpaid retired officer who is serving in a local setting, not as an active officer nor as a retired officer with an appointment.
- 4.7 **Non-key worker:** A non-key worker is a children or young people's worker that is not a key worker (ie, does not have primary responsibility for, or authority over, the child or children present and is not the only children's worker present).
- 4.8 **Oranga Tamariki:** The Ministry for Children. Oranga Tamariki is a Government ministry dedicated to supporting children and young people in New Zealand whose well-being is at significant risk of harm now, or in the future.
- 4.9 **Personnel:** For the purposes of this policy, 'personnel' incorporates those who are staff employed directly by, volunteer for, contract to The Salvation Army. This also includes all active and retired officers, cadets, apprentices, students and interns who are on placement at The Salvation Army.
- 4.10 **SAMIS:** Service and Mission Information System. An online facility for statistical data, client notes and copies of Reports of Concern made to Oranga Tamariki.
- 4.11 **THQ:** Territorial Headquarters. Based in Wellington, New Zealand and covers New Zealand, Fiji, Tonga and Samoa.
- 4.12 **Volunteer:** A volunteer is an unpaid worker for The Salvation Army who performs a job that may be full-time, part-time or seasonal for which they have signed a volunteer worker's agreement and for which The Salvation Army does not issue either a warrant or commission.
- 4.13 **Young person:** Any person of or over the age of 13 years but under the age of 18 years. The term "young person" can also be extended to include some young adults for certain purposes and as specified in the Oranga Tamariki Act 1989.



5. Definitions of Abuse

- 5.1 **Abuse:** The Children, Young Persons and their Families Act 1989, defines child abuse as ‘... the harming (whether physically, emotionally, sexually), ill-treatment, abuse, neglect or deprivation of any child or young person’.
- 5.2 **Coercion:** The act of coercion uses force, threats or intimidation to obtain compliance. Coercion comes from a power imbalance over another person, like a family member, teacher, landlord or a boss and they are made to do something that they do not want to do, or would not readily or normally do. Young people can be coerced online and in person into unwanted sexual contact through being pressured, tricked, threatened, manipulated or forced in a non-physical way. It is a type of sexual assault because even if someone says yes, they are not giving their consent freely.
- 5.3 **Emotional abuse:** The emotional ill-treatment of a child such as to cause severe and persistent adverse effects on the child’s emotional development. This can include a pattern of rejecting, degrading, ignoring, isolating, corrupting, exploiting or terrorising a child. It may also include age- or developmentally inappropriate or unrealistic expectations being imposed on children. It also includes seeing or hearing the ill-treatment of others.
- 5.4 **Grooming:** Refers to the predatory behaviour of someone with intentions to befriend or establish a relationship or emotional connection with a child or youth. This can extend to members of the child or young person’s family, to gain their trust, lower their inhibitions and use fear or secrecy with the intent to sexually abuse, traffic, prostitute or gain pornographic images of the child. This can include giving gifts or special attention and can be in person or online.
- 5.5 **Intimate partner violence or family violence:** Physical, emotional, sexual and other abuse by someone with whom they have (or have had) some form of intimate relationship with, such as marriage or cohabitation, in order to maintain power and control over a person. It is important to be vigilant to any signs, particularly if children are involved.
- 5.6 **Neglect:** The persistent, willful failure to meet a child’s basic physical and/or psychological needs, causing long-term serious harm to the child’s health or development. It may also include neglect of a child’s basic or emotional needs. Neglect is a lack of action, emotion or supply of basic needs.
- 5.7 **Physical abuse:** A non-accidental act on a child that results in physical harm. This includes, but is not limited to, beating, hitting, shaking, burning, drowning, suffocating, biting, poisoning or otherwise causing physical harm to a child. Physical abuse also involves the fabrication or inducing of illness.
- 5.8 **Sexual abuse:** Involves forcing or enticing a child or young person to take part in sexual activities (penetrative and non-penetrative; for example, rape, kissing, touching, masturbation) as well as non-contact acts such as involving children in the looking at or production of sexual images, sexual activities and sexual behaviours. Personnel should be aware of their duty-of-care, which precludes developing a sexual relationship with or the grooming of a child. A sexual relationship between an adult and a child will always be wrong, unequal and unacceptable.
- 5.9 **Spiritual abuse:** The misuse of a position of power, leadership or influence to further the selfish interests of someone other than the individual who needs help. Spiritual abuse



occurs when spiritual authority is misused to manipulate peoples' emotional responses (such as fear, guilt or shame) or loyalty, for the benefit of the church, institution or of another individual.

Please refer to www.salvationarmy.org.nz/about-us/position-statements/spiritual-abuse for more details on this subject.

A non-comprehensive list of some of the signs and indicators of abuse is included in **PROCEDURES AND INFORMATION C: Types and Indicators of Abuse**.

6. Trauma-Informed Practice

- 6.1 It is important that all personnel in Salvation Army mission expressions, when working with young and vulnerable people, takes a trauma-informed approach. The wide-ranging impact of trauma on children and young people can have a devastating effect on child development and wellbeing and can persist into adulthood. Understanding what has happened to a person and their whānau, rather than focusing on what is wrong with a person, is the basis for trauma-informed care.
- 6.2 A trauma-informed approach not only affects people who access Salvation Army mission services but includes close attention to the wellbeing of workers. It is important that workers are aware of their own reactions and responses. The prevention of further trauma and building resilience are essential factors needed for promoting worker wellbeing.

7. Responsibility for Policy

- 7.1 Overall responsibility and accountability for this policy and its implementation across all mission centres rests with the Territorial Secretary for Personnel of The Salvation Army.
- 7.2 All area officers, corps officers, directors or line managers are responsible for ensuring that all personnel are aware of the policy, its contents and the implementation of the policy.
- 7.3 All personnel are managed under the direction of an area officer, centre manager, director or corps officer, in accordance with The Salvation Army's Human Resources policies.
- 7.4 This policy is to be reviewed every three years by the Territorial Child Protection Coordinator.
- 7.5 Each corps, centre, area and nationally-managed programme, where Keeping Children Safe requirements are in place, will review their response to Keeping Children Safe policy requirements.
- 7.6 A Procedure of Review is included in **PROCEDURES AND INFORMATION A: Procedure of Review**.

8. Roles and Responsibilities of Personnel

- 8.1 All personnel must (see section 4.9 above for the definition of personnel):
 - 8.1.1 be aware of, and alert to, potential indicators of abuse or neglect
 - 8.1.2 be aware of the risk that potential abusers pose to children including environmental risk factors (ie, potential for isolation in rooms/offices in localised settings) that may allow for abuse to occur and act to minimise those risks



- 8.1.3 record a factual account of any concerns they have, or that are brought to their attention. This must be written in the client notes in SAMIS, which the line manager has access to view
- 8.1.4 appropriately refer those reports and concerns to their line manager/director/corps officer immediately, who will then contact The Salvation Army child protection consultant on **0800 394 483** and external agencies if appropriate.

The statutory responsibility to investigate allegations of child abuse rests with Oranga Tamariki and the New Zealand Police. No member of The Salvation Army is permitted or mandated to investigate allegations.

9. Communicating The Salvation Army's Child Protection Message

- 9.1 The Salvation Army is committed to listening to and involving children and young people in decisions regarding child protection. We will do this in the following ways:
 - 9.1.1 It is important for local centres to make room for conversations and take opportunities to speak with children and adults, and to speak about any child protection concerns they have.
 - 9.1.2 Any concerns can be addressed as per [PROCEDURES AND INFORMATION E: Care and Protection Procedures](#).
 - 9.1.3 All employees and volunteers will know how to contact child protection consultants, community networks that will support children and families, statutory services, advocacy services, emergency medical clinics and helplines.

10. Child-on-Child Harmful Behaviour

- 10.1 It is important to be aware that children can harm other children. These behaviours can be outside of what may be considered the normal range and can extend to bullying, violence or sexual assault. Therefore, when a child alleges inappropriate harmful behaviour by another child, the child protection procedures outlined in this policy must be followed for both children.

11. Retired Officers—Ministry Assistants

- 11.1 Retired officers who serve with children and young people in their local setting, who are not in an appointment in retirement, are to be safety checked and onboarded as a ministry assistant. All officers, active and retired, are permanently loaded into TechOne. The current P35R form adds or removes the position the officer is serving in or has concluded. This is located on [Compass/Payroll/Forms](#) or the [Compass/Keeping Children Safe/SafetyChecking/New Applicants](#) page.

The onboarding safety check process would be the same as for a volunteer in an equivalent role as per [PROCEDURES AND INFORMATION I](#).



12. Training

- 12.1 Through the provision of appropriate and continuing learning opportunities, Salvation Army personnel must be trained and supported in all aspects of child protection relevant to their role, in order to protect children and young people from harm or neglect. There are three main levels of training offered within The Salvation Army through Keeping Children Safe. Additional training is available from external child protection providers.
- 12.2 Any costs incurred for personnel training must be met from mission centres and factored into training plans and centre budgets. The online refresher training modules are required every three years thereafter.
- 12.3 A training procedure is included in [PROCEDURES AND INFORMATION B: Training](#).
- 12.4 Completed training will be entered into each person's TechOne identification number which will then be displayed in each manager's personnel list in the Keeping People Safe application. This will show the type of training completed—KCS Full or KCS Basic—and the expiry date of that training. Any certificates obtained through outside providers must be emailed to keepingchildrensafe@salvationarmy.org.nz to be entered as outlined above.
- 12.5 Regular reviews and audits, internal and external, must be conducted to ensure that all personnel have completed adequate training and have appropriate knowledge for their role. Please speak with your head of department or appropriate area personnel.

Salvation Army Provided Training

12.6 Personnel orientation

All personnel will undertake an orientation programme that requires them to read and understand specific material and information about child abuse, including being shown where to access the policy. The aim of this orientation is to ensure that:

- 12.6.1 all personnel understand and accept their responsibilities under the policy
- 12.6.2 all personnel are familiar with Keeping Children Safe
- 12.6.3 orientation videos are available on the [Compass/Keeping Children Safe](#) home page.

12.7 Basic training: Introduction to Keeping Children Safe

The basic training programme is required for:

- 12.7.1 non-keyworker personnel in children and youth ministries
- 12.7.2 corps receptionists and administrators who engage with the public
- 12.7.3 administrative personnel in social mission
- 12.7.4 Family Store managers/team leaders
- 12.7.5 Family Store supervisors/assistants (if the key worker at any time)
- 12.7.6 Family Store logistics personnel (drivers, drivers' assistants and helpers who visit people's homes)
- 12.7.7 personnel who carry professional qualifications for their role, as an alternative training pathway, such as:
 - ECEC qualified teachers
 - counsellors
 - social workers
 - qualified medical personnel



- 12.7.8 ECEC support personnel positions, excluding unqualified teachers
- 12.7.9 any other personnel or volunteers that interface with children, young people and their families
 - ie, those who do not have primary responsibility or authority over children or young people but do have positions working around children and young people and their families.

Basic training is offered in both in person and online webinar formats. For more information, go to [Compass/Keeping Children Safe/Training](#).

The aim of this training is to ensure that:

- 12.7.10 all personnel in contact with children and youth, including vulnerable families for some roles, understand and accept their responsibility to deliver best practice
- 12.7.11 all personnel are trained to recognise and respond to signs of possible abuse and neglect
- 12.7.12 all personnel know who they can contact for advice or guidance regarding child protection issues or concerns.

12.8 **Basic training: For young leaders under 18 years old**

For junior leaders/helpers aged from 13–15 years, an alternative training option is to work through the Keeping Children Safe refresher modules 1 and 3 online, with an approved leader by corps/centre leadership, who is over 18 years of age and with a parent on hand/nearby, such as in the young person's home.

Due to the content of the Keeping Children Safe training material, the minimum age to attend:

- 12.8.1 an in-person training is 14 years old
- 12.8.2 a webinar training is 16 years old.

Young people under 18 years of age can still be 'onboarded' into Keeping Children Safe, through TechOne, as per the volunteer onboarding process but without the police check until they are 18 years old.

For more information, go to [Compass/Keeping Children Safe/Training/Under18's Training](#).

12.9 **Training: Full—One day Keeping Children Safe workshop**

The full training programme is required for:

- 12.9.1 key-worker personnel in children and youth ministries
- 12.9.2 all candidates and cadets
- 12.9.3 officers—active and retired in an appointment
- 12.9.4 all manager positions in social mission centres
- 12.9.5 all practitioners working with families, all paid positions that come into direct or indirect contact with children or young people (except Family Store)
- 12.9.6 all managers who have Keeping Children Safe required personnel.

These personnel must undertake a minimum of the one-day full child protection training within six months of starting their role.

Content to include:

- 12.9.7 The concept of vulnerability and factors that contribute to vulnerability, risk and child abuse.
- 12.9.8 Indicators, signs and effects of child abuse.



- 12.9.9 How to identify when children and young people are vulnerable to abuse and neglect and how to intervene early.
- 12.9.10 How to identify and respond to children and young people when abuse is suspected or disclosed.
- 12.9.11 Introduce Keeping Children Safe and support participants to understand this policy and their roles/requirements within this policy.
- 12.9.12 Understanding the reporting process and legislative requirements.
- 12.9.13 Supporting personnel to deal with their own feelings and responses and support personnel to access any assistance they may require regarding responding to/reporting child abuse.
- 12.9.14 Information about where personnel can refer young people and families for support and help.

External training (training offered by approved and accredited providers)

The Salvation Army is committed to building capacity of child protection knowledge and understanding throughout the workforce. The following courses can be completed by those who work directly or indirectly with children, young people and their families and have an ongoing commitment or vested interest in the care and protection of children, young people and their families' wellbeing and protection.

Completion of these courses does not mean you will be placed in a trainer or consultancy role.

If you are interested in attending an external course, please pursue enquiries with your line management to attend.

Any training attended and certificates obtained through outside providers must be emailed to: keepingchildrensafe@salvationarmy.org.nz to be entered into the Keeping People Safe site through TechOne.

12.10 Comprehensive: Five-day training with NZQA accredited provider

The Child Protection Studies programme is a Level 3 NZQA accredited course and consists of a one-week course with a workbook to be submitted at the end. The learning is supported by guest speakers.

Participants will gain more in-depth knowledge than the one-day workshops on offer. Participants are encouraged to use this knowledge to advocate for the rights of children within their organisations.

All personnel who hold roles whereby they have an ongoing commitment to ensuring the wellbeing and safety of children and young people across a region and in their community are recommended to pursue enquiries with their line management to attend this training.

12.11 Diploma: One year

The diploma is NZQA (Level 5) accredited and the only undergraduate child advocacy qualification available in New Zealand. The course consists of six one-week blocks over a year and involves self-directed learning and assignments. It is designed to develop leaders so they can facilitate child protection cultures, policies and processes in their organisations.

Personnel defined as child protection consultants (as designated through mission and personnel departments) will require more in-depth training at a minimum of child protection diploma level to ensure their ability to provide advice and support to personnel with concerns.



Refresher training

Refresher training is required for all Keeping Children Safe roles at intervals of no longer than three years to align with the Safety Checks—Ongoing Risk Assessment process.

Refresher training is available on the [Compass/Keeping Children Safe/Training/Refresher Training](#) section. Managers of personnel will liaise in the completion of this ongoing learning. The online modules are structured to reflect the role/s the personnel member has:

12.12 **Module 1:** All personnel to complete

12.13 **Module 2:** For those who are managers of personnel

12.14 **Module 3:** For those who work directly with children and young people

When the required modules are completed, this is entered by the Keeping Children Safe Team into TechOne and the personnel member's ID is updated and a record kept.

For more information about training requirements please email

keepingchildrensafe@salvationarmy.org.nz

13. Relationships with External Agencies and Partner Organisations

- 13.1 In order to keep children and young people safe, people who suspect or uncover abuse should not be tempted to deal with cases by themselves but to report and seek help as necessary. When there is a relationship of trust and understanding with the external specialist agencies, people are more likely to report and enable professional investigation to ensue.
- 13.2 The Salvation Army is committed to developing and maintaining good working relationships with appropriate specialist agencies whose role it is to protect children from abuse.
- 13.3 The Territorial Keeping People Safe Team will be responsible for external child protection relationships.
- 13.4 The Territorial Keeping People Safe Team will:
 - 13.4.1 maintain a list of key personnel and agencies—including Oranga Tamariki and police—providing services to children and families and distribute this list to relevant personnel
 - 13.4.2 develop and maintain relationships with hapu and iwi in consultation with Te Tai Aroha
 - 13.4.3 maintain active relationships with agencies, advocacy groups and sector lead bodies and key personnel in this field through regular formal meetings and through informal networks between personnel
 - 13.4.4 inform area officers and heads of departments at regular meetings of changes and trends within child protection field
 - 13.4.5 include familiarity with care and protection laws in personnel induction and in-service training.
- 13.5 Centre managers/directors/corps officers will be responsible for external child protection relationships in their local areas.
- 13.6 Memorandums of Understanding are to be developed between partnership agencies and The Salvation Army. These could be at both a national and local level, focusing on child protection policies.



14. Confidentiality and Information Sharing

- 14.1 All personnel are required to adhere to the Privacy Act 2020 and the Information Sharing Provisions under the Oranga Tamariki Act 1989 and the Family Violence Act 1989.
- 14.2 Under the Privacy Act 2020, the giving of information to protect a child or young person is not a breach of confidentiality. Principle 11 of the Privacy Act 2020 states that the sharing of personal information is allowed if 'disclosure of the information is necessary to prevent or lessen a serious threat'. Wherever possible the family should be kept informed of what information has been shared and to which agency and for what purpose.
- 14.3 The Oranga Tamariki Act 1989 places the wellbeing and best interests of a child or young person as the first and paramount consideration when it comes to the sharing of information. This principle takes precedence over any duty of confidentiality that is owed to the child or young person, their family or any person with whom the child or young person is in a domestic relationship with.
- 14.4 The purpose is to identify circumstances under which information may or may not be divulged around the protection of children, and where we are legally obligated to report incidents.
- 14.5 New provisions on information sharing (under the Family Violence Act 2018 and Oranga Tamariki Act 1989) came into force on 1 July 2019, to support information sharing between professionals, allowing information to be shared for the safety and wellbeing of tamariki, as long as the information is shared in good faith.
- 14.6 Process:
- 14.6.1 Confirm identity and credentials of person requesting information (email request on letterhead).
 - 14.6.2 Identify specific information required and purpose—is it relevant?
 - 14.6.3 Check information held—do we actually have the information requested?
 - 14.6.4 Discuss with line manager and identify way forward.
 - 14.6.5 Depending on reason for request and risk to children (as judged case-by-case), inform the client that information has been requested, by whom and seek permission (eg, attendance at a programme). If this is a child protection issue, permission from the client is not necessary.
 - 14.6.6 Document all steps in process in SAMIS, including police and Oranga Tamariki involvement. Ensure that all documentation is placed on the client file and/or scanned into SAMIS client file (eg, email correspondence).
 - 14.6.7 It is recommended that any child interviewing by statutory agencies be done through an evidential assessment and not at your centre (this ensures that your centre remains as a safe place).

More detailed guidance is available on [Compass/Keeping Children Safe/FAQs and Resources/Useful External Resources](#).

If you have concerns regarding the risk and vulnerability of children or adults and are unsure how to proceed, please contact a Salvation Army child protection consultant on **0800 394 459**. They will be able to direct you to the right support person.



PROCEDURES AND INFORMATION

A. Procedure of Review

Annual review

All programmes will regularly review the levels of child protection advocacy and practice in each of their services, as directed under **ACCOUNTABILITY AND INTENT 7: Responsibility for Policy**, as part of annual statutory and Salvation Army service/practice reviews or audits of corps/centres/nationally managed programmes. The information to be reviewed is that:

- A.1 all personnel have completed the onboarding safety checking process as outlined in **PROCEDURES AND INFORMATION H** and **I** (this includes the Safety Check—Ongoing Risk Assessment at least every three years)
- A.2 all personnel have been trained in child protection to the appropriate levels and by accredited providers and training is current (within the last three years)
- A.3 the child protection policy is accessible to all personnel
- A.4 there is evidence of personnel having followed the policy and procedures mentioned in this document, through quality of reports made and training provided to personnel if standards need improving
- A.5 there is evidence of connection to local agencies and services in child protection.

Policy review

This policy will be reviewed a minimum of once every three (3) years and updated accordingly, to ensure it is kept up to date with changes that may have been made to legislation, related policies and procedures and in light of operational experience.

The child protection policy is to be reviewed every three years as directed under **ACCOUNTABILITY AND INTENT 7: Responsibility for Policy**. The procedure is to involve:

- A.6 the child protection coordinator to call together a working group to review the policy and training plan
- A.7 making necessary changes and updates
- A.8 sending updated policy out for consultation to all departments, area officers, heads of departments and child protection consultants and International Headquarters
- A.9 the policy is ratified by Policy and Minutes Committee
- A.10 changes in policy are communicated to the organisation.



B. Training

Internal			External	
Level 1	Level 2	Level 3	Level 4	Level 5
<p>Orientation for all Personnel</p> <p>What is it? Introduce staff to Keeping Children Safe, Child and Young Person Protection Policy. 5 minutes.</p> <p>Who is it for? All personnel, including students and interns to complete at time of employment/onboarding.</p>	<p>Basic: Introduction to Keeping Children Safe</p> <p>What is it? All personnel in contact with children or youth understand and accept their responsibility to deliver best practice. All personnel are trained to recognise and respond to signs of possible abuse and neglect. All personnel know who they can contact for advice or guidance regarding child protection issues or concerns.</p> <p>Who is it for? Volunteers or retired officer ministry assistants of children and youth ministries, administrative personnel in social mission and any other personnel or volunteers that interface with children, young people and their families (ie, corps receptionist/administrators), Family Store managers/team leaders or equivalent key lead role and Family Store logistics personnel.</p>	<p>Full: One-day Keeping Children Safe</p> <p>What is it? Have a basic understanding about vulnerability, risk, child abuse and how to respond effectively and appropriately. Supporting personnel. Salvation Army policy. One-day training.</p> <p>Who is it for? All active officers and retired officers in an appointment. All manager positions in Social Mission Programme department. All practitioners working with families. All paid and key leader volunteer positions that come into direct contact with children or young people (except Family Store) and any manager who has KCS required personnel.</p>	<p>Child Protection Certificate</p> <p>What is it? Comprehensive and recognised NZQA accredited. Supporting children, personnel and families through an incident. Five-day training.</p> <p>Who is it for? Personnel and officers who hold roles whereby they have an ongoing commitment to ensuring the wellbeing and safety of children and young people in their community.</p>	<p>Diploma: one year</p> <p>What is it? NZQA (Level 5) accredited. The only undergraduate child advocacy qualification available in New Zealand. Six one-week blocks over the year, self-directed learning and assignments.</p> <p>Who is it for? Personnel and officers defined as child protection consultants, who will require more in-depth training to assure their ability to provide advice and support personnel with concerns.</p>



Relevant training must occur within six months of starting the role.

Safety Checking—Ongoing Risk Assessment, which includes refresher training is required for all training levels before each subsequent three year period.

For more information about training requirements please email keepingchildrensafe@salvationarmy.org.nz

C. Types and Indicators of Abuse

The following tables provide a summary of types of abuse and some indicators of abuse. These physical or behavioural signs act as signals to warn and indicate that something might be happening in the life of that child/youth and must be taken note of. However, it should not be automatically assumed that abuse is occurring; talking to the child/youth may reveal something quite innocent. It's important not to dismiss changes in behaviour, fears, worries and physical indicators a child/youth is showing.

Note: *These physical or behavioural signs should not be ignored but it is not the role of personnel to become an investigator. Child/youth at risk of abuse may experience one or more of the following forms of abuse.*

C.1 Physical abuse

Physical abuse occurs when a person purposefully inflicts injuries or threatens to injure.

This may take the form of slapping, punching, shaking, kicking, burning, shoving or grabbing. Many non-accidental injuries result from excessive physical discipline. The administration of illegal or inappropriate drugs and medications is a form of abuse.

Physical indicators	Behavioural indicators	
Bruises	Highly anxious	Extremes of passivity or aggression
Burns	Fear of new situations	Drug or alcohol abuse
Sprains	Low self-esteem	Chronic running away
Dislocations	Inappropriate emotional responses to painful situations	Compulsive stealing
Bites		Relationship difficulties
Cuts		

Note: *Physical signs of abuse (including injuries/marks and bodily fluids) may be treated as evidence and will need to be processed within a narrow timeframe, so there should be no delay in addressing concerns.*



C.2 Emotional abuse

Emotional abuse of child/youth includes constant criticism, belittling, teasing, constant yelling and withholding praise and affection. It can also be caused by a failure to provide the psychological nurturing necessary for the child's/youth physical and emotional growth and development.

Physical indicators	Behavioural indicators	
Delayed speech or sudden speech disorder	Difficulty developing normal relationships	Markedly low self-esteem
Delays in physical, mental and emotional development	Slow development	very clingy and possessive
Regression behaviour—bed wetting, speech loss	Regression	Overly compliant and apologetic
Failure to thrive	Apathy, depression, habitually frightened and nervous	

C.3 Neglect

Neglect is the ongoing willful failure to provide the basic physical and emotional necessities of life, including food, clothing, shelter, emotional security, affection, medical care and adequate supervision.

Physical indicators	Behavioural indicators	
Frequent hunger	Frequent lateness	Withdrawn, pale and listless
Poor personal hygiene	Non-attendance at school	Begs for food or steals food
Constant tiredness	Low self-esteem	Indiscriminate with affection
Inappropriate clothing; eg, summer clothes in winter	Poor social relationships	Withdrawal and mistrust of adults
Untreated medical problems	Compulsive stealing	
	Alienated from peers	

C.4 Sexual abuse

Sexual abuse is when a person uses their power or authority over a child/youth and takes advantage of their position in the relationship to involve the child/youth in sexual activity of any sort. This can take many forms: from sexual jokes, innuendo in conversation, showing pornographic images to children/youth, sexual touching and invasive acts.

Physical indicators	Behavioural indicators	
Injury to genital or rectal area—bleeding or bruising	Over-attention to adults of a particular gender	Signs of depression
Frequent urinary tract infections	Persistent and age-inappropriate sexual activity	Lack of appropriate role boundaries in family—child/youth fulfilling parental role
Signs of sexually-transmitted diseases	Regressive behaviour—bed wetting, speech loss	Fears, phobias, anxiety
Persistent headaches or recurrent abdominal pain	Delinquent or aggressive behaviour	Feeling unloved/unlovable
Bruises, bite marks or other injuries to breasts, buttocks or lower abdomen	Self-injurious behaviour—alcohol abuse, self-mutilation, suicide attempts, prostitution	Learning difficulties



C.5 Spiritual abuse

Spiritual abuse is the misuse of a position of power, leadership or influence to further the selfish interests of someone other than the individual who needs help.

This can include the manipulation of peoples’ emotions (such as fear, guilt or shame) or their loyalty, for the benefit of the church, institution or of another individual. Spiritual abuse may also include or underlie other forms of abuse such as sexual, physical, verbal, psychological or emotional abuse when these take place within the context of a religious organisation.

Please refer to www.salvationarmy.org.nz/about-us/position-statements/spiritual-abuse for more details on this subject.

C.6 Family violence

Domestic violence is violent, abusive and intimidating behaviour perpetrated by one person against another in a personal, intimate relationship, causing fear, physical and/or psychological harm. Domestic violence has a profound effect on children/youth and constitutes a form of harm.

Physical indicators	Behavioural indicators	
Same as signs of physical and emotional abuse	Child/youth tells of home situation Acts out the aggression seen in the home	Clings to people with whom they feel safe

C.7 Bullying

Bullying is defined as unreasonable repeated behaviour towards a person or group of people that creates a health and safety risk.

C.7.1 Unreasonable behaviour covers actions which a reasonable person wouldn’t do in similar circumstances, including but not limited to victimising, humiliating, intimidating and threatening.

C.7.2 Repeated behaviour means behaviour that is persistent and can include a range of actions. A single incident isn’t considered bullying but can escalate if ignored.

Some of the same indicators of emotional abuse can be seen in victims of bullying.

When bullying is not addressed, victims may feel worthless, at fault for not coping with the bully, defeated and fearful. The message learnt by the bully when their behaviour is minimised or ignored is just as harmful. They learn to use power over people, to control people using fear, that dealing with situations using anger and fear works and that they have the right to attack anyone weaker than themselves.

C.8 Cultural abuse

Allowing—actively or passively—any form of abuse or neglect considering such behaviour and actions as a part of the service user’s culture.



C.9 Disabled person abuse

A physical or mental condition can limit a person's movements, senses or activities. Disability can increase the risk of abuse due to limited capacity, a reliance on adults for care and/or the inability for the child to communicate clearly about what is happening to them.

C.10 Discrimination

Limiting choices not based on the needs or ability of the service user but made with prejudice about ethnicity, race, gender, sexual orientation or religion.

C.11 Institutional abuse

Allowing—actively or passively—any form of abuse or neglect considering such behaviour and actions as a part of the service/programme/treatment.

C.12 Material/financial abuse

Improper exploitation or use of funds or other resources that are the property of the service user; this includes deprivation of treatment, food or care.

C.13 Vicarious abuse

Bearing witness to another's trauma.

C.14 Other abuse

Destruction of treasured possessions, harm to pets, etc.

D. Child Protection Consultants (0800 394 483)

The Salvation Army has designated child protection consultants who are there to:

- D.1 be readily available for consultation
- D.2 support personnel to appropriately work in cooperation with the parents and caregivers, unless this compromises the safety of the child
- D.3 advise on best practice for preventing and minimising risk and addressing concerns of abuse
- D.4 support personnel to ensure any notes and reports of concern are entered into SAMIS
- D.5 be available to provide Keeping Children Safe training sessions for personnel
- D.6 ensure that consultant contact details are made available on *Compass/Keeping Children Safe/Contacting a Consultant*
- D.7 be informed of current legislative requirements and will advise all personnel regarding appropriate actions and responses.

Child protection consultants will have a minimum qualification of child protection diploma (one-year training).

Child protection consultants will be supported by The Salvation Army through regular external and/or internal peer supervision. Annually (or as required), the child protection consultants will meet for upskilling and review of cases.



E. Care and Protection Procedures

Overview of the procedure for reporting disclosure/allegations/concerns of child/youth abuse.

If you, or a child or young person you know, is in immediate danger: **call the police on 111.**

E.1 Recognise

If a child or young person discloses abuse or you have concerns about abuse or neglect:

- E.1.1 thank the child or young person for telling you
- E.1.2 make sure the child is safe right now
- E.1.3 do not question them further
- E.1.4 assure them that you are there to help them
- E.1.5 make detailed notes.

E.2 Consult

- E.2.1 Consult the Keeping Children Safe Child and Young Person Protection Policy.
- E.2.2 Tell your concern to your leader, line manager or officer as soon as you are safely able to do so, as to what has happened or is happening.
- E.2.3 Discuss with parent/caregiver/guardian if safe to do so.
- E.2.4 Call a child protection consultant on **0800 394 483**.

E.3 Respond

- E.3.1 Decide with your leader, line manager or officer, what the next steps will be.
- E.3.2 For further assistance, a child protection consultant is available on **0800 394 483**.
- E.3.3 Advice may also be given by, or a Report of Concern can be made to Oranga Tamariki on **0508 326 459**.

E.4 Report

If a Report of Concern needs to be made:

- E.4.1 phone (or email) Oranga Tamariki on **0508 326 459**, requesting that a confirmation of the call or email has been received
- E.4.2 enter a copy of the details into SAMIS within 48 hours of making the report and add O/T receipt of contact details; your line manager or a child protection consultant can help you with this if needed
- E.4.3 add the email receipt from O/T notification of receipt of the ROC from Oranga Tamariki, on the client's file.

E.5 Resolve

Support is available for personnel and others involved in the situation.

- E.5.1 Talk to your leader, line manager or officer for relevant contact details if required.
- E.5.2 Self-check: Are you okay?
- E.5.3 Support: Do you have someone you can talk to? Leader, line manager or officer.
- E.5.4 Talk to a child protection consultant.
- E.5.5 Counselling and support services such as Vitae on **0505 664 981**—www.vitae.co.nz and ACC counselling are available. Volunteers require line manager/corps officer to refer.
- E.5.6 Check that all concerns have been appropriately reported to immediate leadership and beyond, decisions have been carried out and resolution, as far as able, has been reached.

The procedure is expanded more fully on the following pages.



E.6 Recognise

The procedures on the previous page outline the action to be taken in the event of actual or suspected abuse of a child or young person. **Under no circumstances should personnel attempt to conduct an investigation or deal with the problem alone.** Any incidents, concerns or suspicions must be reported following the procedures set out on the previous page.

The child's wellbeing and safety is the most important consideration (in accordance with Section 4, Oranga Tamariki Act 1989, Children's and Young People's Well-being Act 1989).

If a child makes a verbal disclosure to personnel, it is important that they take what the child says seriously. This applies irrespective of the setting, or the member of personnel's own opinion on what the child is saying. If a child discloses information regarding actual or suspected child abuse they **must**:

- E.6.1 stay calm—understand how observant a child or young person may be to your verbal or non-verbal reactions
- E.6.2 listen to and hear what the child has to say
- E.6.3 give time to the child to say what they want
- E.6.4 thank the child for telling you
- E.6.5 show empathy and listen without judgement
- E.6.6 do not minimise a child's experience or reactions
- E.6.7 reassure them it was right to tell someone
- E.6.8 tell the child that they are being taken seriously and that they are not to blame
- E.6.9 explain that you have to pass on what the child has told you, as soon as you are aware that the child is making a disclosure; be clear about how you can help
- E.6.10 give an age-appropriate explanation to the child of what the child can expect to happen next
- E.6.11 record in writing what was said as soon as possible, using the child's own words where possible
- E.6.12 seek and offer support to other personnel and ensure self-care and self-compassion.

Personnel **must not**:

- E.6.13 make the child repeat the story unnecessarily
- E.6.14 react with horror, fear or excessive sadness or in a way that may retraumatise the child
- E.6.15 try to solve the issue for the child/ren
- E.6.16 promise to keep secrets or not tell anyone else
- E.6.17 enquire into the details of the alleged abuse
- E.6.18 ask leading questions
- E.6.19 put the child in a position where they could be retraumatised eg, shut in a room, placed in care of people unknown to them.

Suspected abuse must be reported immediately when a child's safety is at risk. Physical signs of abuse (including injuries/marks and bodily fluids) may be treated as evidence and will need to be processed within a narrow timeframe, so do not delay in addressing your concerns.



E.7 Consult

It is important to discuss any concerns you may have about the safety or wellbeing of a child or young person with your leader, line manager, officer and/or relevant colleagues. Consultation can also occur with the parent/caregiver or guardian if it is safe to do so.

Never keep any concerns you have to yourself or try to deal with the situation alone.

Keep a record of the conversations you have had regarding your concern. If the child or family you are concerned about it is a client, keep a record of the conversations in the client file in SAMIS.

Check the procedure in Keeping Children Safe and call a child protection consultant on **0800 394 483**.

Advice may also be given by Oranga Tamariki on **0508 326 459**.

E.8 Respond

If you, or a child or young person you know, are in immediate danger **call the police on 111**.

At any time, any personnel who has concerns regarding the safety and protection of a child may ring Oranga Tamariki Ministry for Children on **0508 FAMILY** (0508 326 459) for advice.

Informing caregivers of a Report of Concern must be done in consultation with a child protection consultant (0800 394 483) and with the consideration of safety for the child, personnel and other family members. In keeping with the principle of partnership, The Salvation Army will consult with Oranga Tamariki Ministry for Children regarding who should inform those with parental responsibility about allegations.

However, those with parent or caregiver responsibility may **not** be initially informed in cases where:

- E.8.1 the parent or caregiver may be the alleged perpetrator
- E.8.2 it is possible that the child would be intimidated into silence
- E.8.3 there is a strong likelihood that important evidence would be destroyed
- E.8.4 the child does not wish the parent or caregiver involved at that stage and is competent to make that decision.

Any decision not to inform a parent or caregiver based solely on the child or young person's wish, should be made with careful consideration and in consultation with a child protection consultant.

Decide together with your leader, line manager or officer, what the next steps will be:

- E.8.5 For further assistance, a child protection consultant is available on **0800 394 483**.
- E.8.6 Advice may also be given by, or a Report of Concern can be made to Oranga Tamariki **0508 326 459**.



E.9 Report

All Reports of Concern made to Oranga Tamariki by phone, online or by email must have a request of an email receipt of notification made as part of the call/contact. All Reports of Concern must be recorded in SAMIS with the receipt email of the report being entered at the end of the SAMIS Report of Concern report. The person making the notification (their line manager or the child protection consultant) is responsible for the Report of Concern being entered into SAMIS (this is a requirement of the Social Sector Accreditation audit procedures).

To save the notification receipt on the case notes in SAMIS ready for audit (on PC):

- E.9.1 open the receipt email from Oranga Tamariki
- E.9.2 go to: **File—Print**
- E.9.3 under Printer, select: **Microsoft Print to PDF**
- E.9.4 press **Print**, then select a location to save the file as a PDF
- E.9.5 attach this file to the case notes.

When a Report of Concern has been made, enter the details into SAMIS within 48 hours of making the report ensuring a 'child protection alert' is placed in SAMIS on the child's clinical record. Your line manager or a child protection consultant can help you with this if needed.

Note: *the absence of an alert does not mean there are no child protection concerns and the presence of an alert does not mean the child is currently at risk. This task is to be completed by the person making the notification or their line manager.*

An incident report is to be completed for any related issues; for example, threats of harm because a report of concern has been made to Oranga Tamariki.

- E.9.6 Phone (or email) Oranga Tamariki on **0508 326 459**, requesting that a confirmation of the call or email has been received.
- E.9.7 Enter a copy of the details into SAMIS within 48 hours of making the report and add O/T receipt of contact details; your line manager or a child protection consultant can help you with this if needed.
- E.9.8 Add the email receipt from O/T notification of receipt of the ROC from Oranga Tamariki, on the client's file.

E.10 Resolve

The Salvation Army will ensure there is ongoing support for the victim and their family while investigations proceed. Where it is not appropriate for The Salvation Army to provide this support, The Salvation Army will refer to appropriate agencies.

The Salvation Army has a responsibility to ensure that the alleged offender and their family are offered support. This support may come from within the corps leadership, Community Ministries or from outside of The Salvation Army.

There will be different people to support the victim, the siblings and family of victims and the alleged offender and their family members.

The Salvation Army will provide support to personnel, including trauma support and/or formalised process of supervision, as required or requested.

If you are working in a school (eg, youth workers) where the providing organisation also has accountabilities and responsibilities, ensure the appropriate people from that organisation are also notified.



F. Child Disclosure of Harm

If a young person makes a disclosure of abuse to a worker, the first important step is to reassure them that they are safe and cared for and that we will help them. Counselling and interviewing children and young people is a specialised skill. The Salvation Army is also not an investigating agency or the police, and we must not ask for more information than is needed. Our role is to foster a safe relationship with a young person that supports their wellbeing. For further information on responding to a disclosure, see the **PROCEDURES AND INFORMATION E: Care and Protection Procedures Respond** (E.3—overview and E.8—expanded explanation).

G. Managing Allegations Against Personnel

G.1 In all child protection cases, The Salvation Army will cooperate fully with Oranga Tamariki and the police in their investigations and assessments.

It is important that no internal investigation is undertaken and no evidence is gathered by Salvation Army personnel, as it might prejudice an official police or Oranga Tamariki investigation.

If there is insufficient evidence to pursue a criminal prosecution, then an internal disciplinary investigation may still be undertaken subject to internal disciplinary procedures.

The Salvation Army does not support the use of settlement agreements in child protection cases. Some settlement agreements allow personnel to agree to resign provided that no disciplinary action is taken and a future reference is agreed. Where the conduct at issue concerns the safety or well-being of a child or young person, the use of such agreements is contrary to a culture of child protection.

The fact that an alleged offender has not been prosecuted or been found guilty does not necessarily mean that they are appropriate to continue to work with children or young people. A risk assessment evaluating the behaviour or incident, understanding their part played and potential risks and safety measures going forward must be carried out before allowing the person to return to their duties, or any alternative duties, in any capacity. This may be completed locally or may include a child protection consultant or the Personnel department. When making any decisions, The Salvation Army, will, at all times, place the safety and wellbeing of children and young people as the paramount consideration.

G.2 All personnel working with children, young people and families, both paid and unpaid (voluntary—ministry assistant positions), have been vetted and screened in accordance with **CHSC Minute—Criminal History and Safety Checks**. Further guidance regarding the safe recruitment of personnel can be found in the Procedures and Information **H** and **I** of this policy and on the **Compass/Recruitment** page. The publication *Safer Recruitment Safer Children* published by Children’s Action Plan Directorate and Child Matters, is a useful external resource for general information about best practice when recruiting personnel. This can be found on **Compass/Keeping Children Safe/External Resources**.

G.3 Allegations, suspicions or complaints of abuse by personnel of The Salvation Army or representatives of other agencies must be taken seriously and reported to the line manager/director/corps officer, who will deal with them immediately, sensitively and expediently within the procedures outlined in this section.



- G.4 If the allegation or concern is in relation to the line manager/director/corps officer, this must be reported to the Territorial Secretary for Personnel who will consult with the designated child protection consultant and they will follow the procedures set out in this section.
- G.5 If the allegation or concern is in relation to the secretary for personnel, this must be reported to the territorial commander and they will follow the procedures set out in this section.
- G.6 The Territorial Secretary for Personnel will consult with Oranga Tamariki or the police and the designated child protection consultant before taking any further action.
- G.7 Any allegation of abuse should be dealt with sensitively. Cultural and gender sensitivities must be considered when support is provided both for the child and the worker. Please note that there must be one person available to support the victim and a separate (different) person to support the alleged offender.
- G.8 Where an allegation involves any personnel working with young and vulnerable people, that person may be suspended from duty or attendance while the matter is investigated by the appropriate statutory authorities. Please refer to *The Salvation Army Sexual Misconduct Policies and Complaints Procedures* (available on [Compass/Human Resources/Staff Policies](#)). Note that any decision to suspend personnel must involve consultation with human resources at THQ.
- G.9 If The Salvation Army is aware that personnel it has placed on precautionary suspension also work with children for another organisation, either as an employee or a volunteer, it should ensure that the other organisation is informed of the suspension and the subsequent outcome. Consultation with Oranga Tamariki or the police will determine how this information is conveyed.
- G.10 The Salvation Army is required to report to any personnel member's professional body if they have been placed on precautionary suspension for reasons of discipline or investigation.
- G.11 If a person tenders their resignation, or ceases to provide their services, this will not prevent an allegation being followed up in accordance with these procedures.

H. Onboarding Safety Check Procedure: Employees

All new employees who work with children, young people and their families must have a safety check completed before they begin work. Some positions have legal requirements under the Children's Act 2014.

- H.1 Use the guidelines on the [Compass/Recruitment](#) page or refer to the [Compass/Keeping Children Safe/Safety Checking—New Applicants](#) page when hiring an employee or engaging a volunteer who works directly or indirectly with children, young people and their families.

This process has seven main steps: see [Compass/Recruitment—Hire an Employee](#) for details. These checks are part of the SnapHire job applicant process conducted by the hiring manager and the recruitment team and include:
 - H.1.1 **Identity check**—verify the identity of the applicant.
 - H.1.2 **Police check**—mandatory Children's Act Police Vet Check or MoJ according to role.
 - H.1.3 **Work history**—might applicant's work history for the preceding five years (or as relevant for volunteers).



- H.1.4 **Interview**—interview the applicant ensuring questions are asked, including a minimum of five Keeping Children Safe child-focused safety questions, that help determine whether the applicant is suitable to work in a role with children, young people and their families.
- H.1.5 **Referees**—contact at least two applicant referees ensuring questions are asked that help determine whether the applicant is suitable to work in a role with children, young people and their families.
- H.1.6 **Professional body check**—relevant professional bodies and licensing authorities must be contacted and confirmed.
- H.1.7 **Risk assessment**—the date of this check, if satisfactory, is entered on the person’s Keeping People Safe profile by the manager.

The process is expanded below.

H.2 Identity verification

- H.2.1 An applicant needs to provide originals of two types of identification, see *Compass/Keeping Children Safe/Police and MoJ Checking/Acceptable Forms of ID*.
- H.2.2 The applicant must provide an original primary identity document and a secondary identity document.
- H.2.3 If neither of the identity documents include a photograph of the applicant, they must also provide either a photograph of themselves that has been authenticated by an identity referee, or a verification statement signed and dated by an identity referee. Additional documentation may also be required if the applicant has changed their name.
- H.2.4 After an applicant has produced the documents required, a search must be done of the personnel records (ie, TechOne and personnel files) to ascertain whether the identity confirmed by the person is, or has been, used by any other person within the organisation.

H.3 Mandatory Vulnerable Children’s Act Police/MoJ vetting check as the role requires

A mandatory Vulnerable Children’s Act police vet must be processed in accordance with the Criminal History Check (police vet and Ministry of Justice Checks) and safety check procedures, or MoJ depending on person’s role. These guidelines are attachments on the *CHSC Minute*.

H.4 Site applicant’s work history for the preceding five years

A chronological summary of the work history, if any, for the preceding five years (including a description of previous employment must be supplied). This can be applied to a volunteer role as it fits the role being applied for, for relevance.



H.5 Applicant interview

Interview panel

Interviews must be conducted by at least two people. The members of the panel should not be closely related. It is recommended for employees that someone from an area/centre leadership team is part of the interview panel.

Questions assessing applicant's suitability for working with children, young people and their families

In addition to standard interview questions, applicants must be asked at least five questions that help determine whether they are suitable to work in a role with children, young people and their families. A list of the questions that applicants must be asked is available in [PROCEDURES AND INFORMATION K: Key Workers Questions To Be Asked at Interviews](#).

Any concerning responses should be discussed with the applicant and noted on their personnel file (if they are successful in their application).

H.6 Reference checks

Reference checks are particularly important for key workers, as they may reveal risks that the applicant themselves have not disclosed.

Referees must include:

- H.6.1 someone who has known the applicant for at least two years, is not related to the person or part of their extended family and who is able to speak objectively about their suitability for working with children and young people and their families; and
- H.6.2 the former corps officer/centre manager or children's/youth worker if the applicant has worked in other corps/centres or groups.

It is recommended that three referees be used with at least two of these being people who have managed or supervised the applicant. If the applicant's current or most recent manager/supervisor is not listed as a referee, the applicant should be questioned on why they are not included as a referee.

In addition to standard questions, a referee should be asked questions that help determine whether the applicant is suitable to work in a role with children, young people and their families. [PROCEDURES AND INFORMATION L: Questions To Be Asked in Reference Checks](#), provides a list of suitable questions for applicants.

H.7 Relevant professional bodies, licensing and registration authorities

- H.7.1 Relevant professional bodies, licensing and registration authorities must be contacted if: the applicant is a member of a professional body; they have been granted a licence which is relevant to the role the applicant is applying for, or the applicant has been granted current registration or a practising certificate for an activity which is relevant to the role being applied for.
- H.7.2 The applicant must provide copies of their qualifications and licensing details.
- H.7.3 The applicant must provide the name of any relevant professional bodies and licensing and registration authorities so they can be contacted. Some examples of professional bodies include the Aotearoa New Zealand Association of Social Workers, the Addiction Practitioners' Association Aotearoa New Zealand and the Education Council.



- H.7.4 The applicant must also provide copies of qualifications and registration/ membership details of any relevant professional bodies.
- H.7.5 At least one of the organisations or authorities provided by the applicant must be contacted.

H.8 Risk assessment—employees

All employees are onboarded through SnapHire which ensures thorough safety checking procedures are completed for Keeping Children Safe required roles.

A risk assessment of the applicant must be done to determine whether the person poses or would pose any risk to the safety of children, young people and their families. Employee risk assessments are completed through the recruiting tool SnapHire. A risk assessment is a process used in SnapHire by the hiring manager, which is checked and approved by the recruitment team before an offer to employ is made. This determines whether a person is suitable to be employed/ engaged in a key or non-key worker role. The following information must be taken into account as part of the risk assessment:

- H.8.1 The information obtained throughout the recruitment process; and
- H.8.2 any guidelines on risk assessments issued by the Ministry of Business, Innovation and Employment, the Ministry of Education, the Ministry of Health, the Ministry of Justice, the Ministry of Māori Development, the Ministry of Social Development and the New Zealand Police.

The SnapHire risk assessment is retained in SnapHire indefinitely and can be accessed by the hiring manager for audit purposes.

An applicant may be employed/engaged if they satisfy the requirements of the risk assessment and subject to a successful police vet check.

I. Onboarding Safety Check Procedure: Volunteers

Use the *Volunteer Onboarding Checklist and Risk Assessment Form*; for more detailed information see: *Compass/Keeping Children Safe/Volunteers and Staff/New Volunteer Safety Checking/KCS Onboarding Volunteers Process & Checklist /Volunteer Onboarding Checklist Risk Assessment Form*.

All documents will need to be filed in the volunteer file if you decide to take the applicant on as a volunteer.

- I.1 **Check ID:** Primary and secondary ID.
- I.2 **Police check form:** Please note police checks can be completed for any age group. The Salvation Army suggests checking anyone from 18 years old and over.
- I.3 **P3V to payroll:** New volunteer paperwork to payroll (or SnapHire if applicable).
- I.4 **Safety questions/interview:** Have a conversation with the applicant about the role. Ask at least five of the interview Keeping Children Safe safety questions that assess their suitability for working with children, young people and families.
- I.5 **Volunteer/work history:** Discuss, work and church history as relates to the role.
- I.6 **Referee checks:** Contact two people who know the applicant well, who is not related to the applicant, and ask them at least five of the referee questions. **PROCEDURES AND INFORMATION L: Questions To Be Asked in Reference Checks**, provides a list of suitable questions for applicants.



- I.7 **Volunteer agreement:** Sign and keep on file.
- I.8 **Code of Conduct:** Sign and keep on file.
- I.9 **Risk assessment:** Use lower part of Onboarding Checklist and Risk Assessment form on *Compass/Keeping Children Safe*. Date entered into Keeping People Safe Application by manager.

The procedure is expanded below.

I.10 Identity verification

- I.10.1 An applicant needs to provide originals of two types of identification.
- I.10.2 The applicant must provide an original primary identity document and a secondary identity document.
- I.10.3 If neither of the identity documents include a photograph of the applicant, they must also provide either a photograph of themselves that has been authenticated by an identity referee, or a verification statement signed and dated by an identity referee. Additional documentation may also be required if the applicant has changed their name.
- I.10.4 After an applicant has produced the documents required, a search must be done of the personnel records (ie, TechOne and personnel files) to ascertain whether the identity confirmed by the person is, or has been, used by any other person within the organisation.

I.11 Mandatory Vulnerable Children's Act Police/MoJ vetting check as the role requires

A mandatory Vulnerable Children's Act police vet must be processed in accordance with the Criminal History Check (police vet and Ministry of Justice Checks) and safety check procedures, or MoJ depending on person's role. These guidelines are attachments on the CHSC Minute.

I.12 Volunteer applicant interview

While less formal than a job interview, it's helpful to still have a conversation with the applicant about the role. This helps assess risk, even with people who are known to each other. Ask at least five of the interview KCS Safety questions that assess their suitability for working with children, young people and families. Interviews shouldn't be between family members. See *Compass/Keeping Children Safe/Volunteers and Staff/New Volunteer Safety Checking/Safety Questions/Form* for more information.

Any concerning responses should be discussed with the applicant and noted on their personnel file (if they are successful in their application).

I.13 Volunteer work/church history

As a part of the interview process for a new volunteer or a volunteer who is new to the church, it will be pertinent to discuss work and church history as relates to the role. Current job or life skills could be helpful to know going into a role.

If an applicant is a frequent mover between churches and is reluctant to say why this is, this could be a risk indicator for behaviour that rises over time and could potentially cause harm.



I.14 Referee checks

If a person is less well known or the role is a key position as a volunteers, referee checks are particularly important for as they may reveal risks that the applicant themselves have not disclosed. Two referees are recommended.

Referees must include:

- I.14.1 someone who has known the applicant for at least two years, is not related to the person or part of their extended family and who is able to speak objectively about their suitability for working with children and young people and their families; and
- I.14.2 the former corps officer/centre manager or children’s/youth worker if the applicant has worked in other corps/centres or groups.

In addition to standard questions, a referee should be asked questions that help determine whether the applicant is suitable to work in a role with children, young people and their families. **PROCEDURES AND INFORMATION L: Questions To Be Asked in Reference Checks**, provides a list of suitable questions for applicants.

I.15 Volunteer agreement

To be signed and kept on file.

I.16 Code of Conduct

To be signed and kept on file.

I.17 Risk assessment—volunteers

A risk assessment of the applicant must be done to determine whether the person poses or would pose either no risk, some risk or a high risk to children and young people and their families. Using the above steps, the line manager/corps officer will make the risk assessment as per the lower part of Onboarding Checklist and Risk Assessment form on **Compass/Keeping Children Safe/Safety Checking/New Applicants/KCS Volunteer Onboarding Process & Checklist**.

If you are not comfortable with any answers, outcomes from checks, or do not believe the worker is suitable to work with children, young people or families, or can work but with conditions, please contact your manager, Area Leader or Keeping Children Safe to discuss before going further.			
9. Risk Assessment:	Risk Assessment: No Risk to Children/Vulnerable people Some Risk to Children/Vulnerable people High Risk Children/Vulnerable people	Tick:	Comments:
		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	



I.18 Risk assessment—interpretation of outcome

Even if an applicant appears to be suitable in all assessed areas, there is no obligation to engage.

Below are a number of examples showing how different kinds of applicants should be categorised.

- I.18.1 An applicant's police vet report contains convictions for violent and/or inappropriate sexual behaviour. The applicant must receive a high-risk result and **must not be** employed/engaged as a children's, young people or families worker. This would be because the potential consequences of employing/engaging the person would be significant.
- I.18.2 An applicant's references seem positive but are lacking in some areas or are quite vague. Depending on what was asked of the referees and the responses that were given, the result for reference may be green but could be some risk or high risk. If you have concerns about a reference you should call again and ask for more information or call another referee.
- I.18.3 An applicant interviews well and receives positive references, but the police report has a conviction for shoplifting 20 years earlier. The sentence for the conviction was community service. In this case, the applicant should receive a no risk or some risk as the applicant is unlikely to pose a risk to children, young people or families.

Determining where an applicant fits in the assessment will often be challenging, particularly if they receive any 'some risk' results. Child protection consultants may be contacted to provide guidance on an applicant's suitability for a children's, young people or families worker role.

Print and file all information in the employees/volunteer file.

J. Safety Checks—Ongoing Risk Assessment: All Personnel

For many of our centres, statutory agency audits are periodically carried out that require certain evidences that demonstrate an ongoing risk assessment has taken place. For mission expressions that don't have the same statutory requirements, The Salvation Army's standard of practice is still required to similar levels to demonstrate that only the safest people are engaged in continuing to serve the youngest and most vulnerable people in our services.

Safety checking—ongoing risk assessments must occur every three years.

The Safety Checks—Ongoing Risk Assessment form has one process for all personnel who are Keeping Children Safe required according to their role. For more detailed information, this form is found on [Compass/Keeping Children Safe/Safety Checking/Current Staff](#).

Ongoing risk assessment—all personnel process

- J.1 Police/MoJ check new expiry date—as shown in the Keeping People Safe application.
- J.2 Refresher Training expiry date—as shown in the Keeping People Safe Application.
- J.3 Professional Body check date (if applicable for role) ie, social worker, nurse, counsellor, teacher—as can be shown in the Keeping People Safe application.
- J.4 Risk assessment declaration by manager.



- J.5 Update personnel Safety Check expiry date in the Keeping People Safe application.
- J.6 Upload Safety Check—Ongoing Risk Assessment form to Keeping People Safe application personnel file attachment.

The information obtained as part of this Ongoing Risk Assessment process must be stored in the personnel file and/or uploaded to the person's Keeping People Safe ID. For personnel whose roles require statutory auditing, a copy of the Safety Check—Ongoing Risk Assessment form must be uploaded to their Keeping People Safe profile attachment section. Police vetting/Ministry of Justice check information must be handled in accordance with the police vetting guidelines and any other relevant legislation (ie, MSD, MOE).

Refresher training

As part of continued compliance, personnel must also complete Keeping Children Safe online refresher module/s (or combinations of) according to the role they undertake (also refer to [ACCOUNTABILITY AND INTENT 12.6: Refresher Training](#)):

- J.7 **Module 1:** All personnel to complete (All active officers, appointed retired officers and ministry assistant officers are to complete all three modules).
- J.8 **Module 2:** For those who are managers of personnel.
- J.9 **Module 3:** For those who work directly with children and young people.

Refresher training modules are located on [Compass/Keeping Children Safe/Training/Refresher Training/Module Links](#).

K. Key Workers—Questions To Be Asked at Interviews

The following are examples of suitable 'Keeping Children Safe' type questions to ask applicants. There is no set number of questions from this list that must be asked but we would recommend at least five questions, in amongst other personal and role-related questions. The questions are phrased to directly test/assess the applicant's suitability for working with children, young people and their families.

Please refer the sample job interview questions on the [Compass/Recruitment/Hire an Employee/Interview Question Templates—Keeping Children Safe Required](#) page, for more information.

- K.1 **What are your thoughts about being alone on the job with children, young or vulnerable people?**
Listen for: awareness that these situations can be a cause for concern and there has been evidence of pre-planning prior to the engagement. What safety measures have been thought about and actioned to keep the vulnerable person and themselves safe, for example, informing their line manager or a colleague, appropriate meeting environment, taking a colleague, etc?
- K.2 **What do you think constitutes professional practice when working with children, young and vulnerable people?**
Listen for: personal awareness, increased knowledge and insight into the group you are working with, knowing professional limits, person centred, strengths-based practices, working with families/individuals, regular supervision, consultation with team members and referrals to specialised community organisations.



K.3 What kind of relationships do you hope to develop with people, including families/ clients/ young people in this role?

Listen for: personal self-awareness and empowerment of others to build individual knowledge, skills and strengths to gain control over their own lives. Concerns to watch for and highlight are talk of friendship and close dependent relationships.

K.4 What does trauma-informed care/practice mean to you?

Listen for: The wide-ranging impact of trauma on children and young people can have a devastating effect on child development and wellbeing and can persist into adulthood. Understanding what has happened to a person and their whānau, rather than focusing on what is wrong with a person, is the basis for trauma-informed care. It's also important for workers to be aware of their own reactions and responses. The prevention of further trauma and building resilience are essential factors needed for promoting worker and tangata/child wellbeing.

K.5 If you were accepted for the job what is the likelihood of abuse allegations being made against you?

K.6 What would you do if a child, young or vulnerable person (ie, client) threatened you/ hit you/ was disruptive or made a false allegation against you?

K.7 What would you do if a child, young or vulnerable person (ie, client) disclosed abuse?

Listen for: acknowledgement of disclosure, keeping the person safe, getting support, following procedure. Caution if you are hearing attempts to control and manage the situation alone.

K.8 What does consultation mean to you? Why is consultation important when talking about possible abuse and neglect situations?

Listen for: an openness to involve others in the process, awareness of own limitations and maintaining safety for the child, youth or vulnerable person while highlighting the abuse and/or neglect.

K.9 What are some indicators that might alert you to a fellow worker experiencing abuse or possibly abusing others?

Listen for: personal experience, behaviours around others, responses to power and authority, put downs, frequent absences, etc.

K.10 What do you think about the rights of parents and how children are disciplined today?

Listen for: safety and care of children, alternative styles of parenting, greater stress and pressure on parents and caregivers, understanding professional roles, responsibilities and boundaries. Be aware of answers that show rigid and punitive attitudes that punish, belittle and blame.

K.11 (Family Store) What would you do if you were concerned for a child/young person's safety while out on a good delivery or pick up?

Listen for: talk to a colleague, or my manager, call the police if necessary.

K.12 (Family Store) What would you do if there was a child in the store who was not dressed for the weather, had a nappy that needs a change and no shoes?

Listen for: talk the parent, see what's on hand to help, speak with shop colleagues.



Additional questions that provide information about the worker's attitudes and experiences

- K.13 Whether they have ever been the subject of a complaint's procedure during their employment.
- K.14 Reasons for leaving previous jobs.
- K.15 Whether there has ever been a time when they have had to deal with the following situations, including the process and outcome. If that situation has not arisen, what they would do if:
 - K.15.1 a child or young person hit them
 - K.15.2 they discovered two children fighting
 - K.15.3 they discovered children engaged in sexual play
 - K.15.4 they discovered children who had stolen property
 - K.15.5 a child or young person invited them to become involved in intimate or touching behaviour
 - K.15.6 how they believe children should be disciplined
 - K.15.7 what rewarding experiences they have had working with children
 - K.15.8 other relationships they have with children outside the working or volunteer environment
 - K.15.9 the reason they think they get along with children or why children like them.

L. Questions To Be Asked in Reference Checks

The following are examples of suitable questions to ask referees. There is no set number of questions from this list that must be asked, but we would recommend at least five questions should be asked which directly test/assess the applicant's suitability for working with children, young people and families.

Please refer to the sample of referee check questions on the [*Compass/Recruitment/Hire an Employee/Interview Questions Template KCS Required*](#) for more information/additional questions:

- L.1 Length of time they have known the applicant and in what capacity.
- L.2 Qualities or special skills that the applicant brings to working with children, young people and families.
- L.3 Ways they consider this applicant to be a positive role model for children, young people and families.
- L.4 From their knowledge of the applicant, how would they handle incidents where they are under pressure with children, young people and families.
- L.5 Any concerns about the applicant's behaviour with children, young people and families.
- L.6 Their observations around the applicant working with children, young people and families.
- L.7 Their recommendations about the applicant for the role: not at all/with reservations/recommend strongly/don't know/not willing to say.
- L.8 Any other information relating to the applicant's suitability that should be known.



M. Child Minding Procedures for Children of Adults in Services

M.1 Purpose

To ensure that when needed, The Salvation Army provides a safe space for tangata/whānau children to be watched over while their parents/caregivers are engaged in programmes or services being delivered at a Salvation Army centre. Child minding will be organised prior to parents/caregivers attending any programmes or services.

M.2 Scope

This policy applies to all personnel working with children under the age of 14 years and relates to the care of tangata/ whānau children while they are engaged in programmes or services.

The Keeping Children Safe Policy Procedures and all legislative requirements underpin this policy.

M.3 Summary

The Salvation Army is committed to the safeguarding of every person within our faith, work, and client communities. This covers preparedness and suitability of personnel responsible for the care of children while their parents/ caregivers are engaged in programmes or services. Provision of this service needs to be planned, ensuring all aspects of child minding have been considered and approved by leadership.

M.4 Key principles

- M.4.1 The Salvation Army has a duty of care to protect children.
- M.4.2 The Salvation Army is committed to honouring the principles of partnership, protection, and participation inherent in Te Tiriti o Waitangi:
The mana and worth of each child will be recognised and respected. Parents' wishes regarding the care of their children are listened to and followed, children are kept safe and any concerns for a child's safety are responded to as highlighted in current Keeping Children Safe policies.
- M.4.3 The Salvation Army is committed to the reduction of risk and abuse for all children in our communities.
- M.4.4 The care of children will be based on positive behavioural management techniques.
- M.4.5 All concerns for the wellbeing of children will be actioned as required in Keeping Children Safe Policy and Procedure documents.

M.5 Statements

- M.5.1 For a parent/caregiver to fully engage in programmes or services, they need to be focused on what they are attending. A child's needs, at times, takes precedence and attending to both demands can be challenging.
- M.5.2 Where possible, providing child minding support can allow for parents/caregivers to be fully engaged and actively working towards achieving their outcomes.
- M.5.3 Suitably trained personnel and suitable spaces will allow for children to be cared for up to two hours.



- M.5.4 This child-minding policy relates to care provided during centre work hours, while other personnel are present in the centre and while the parent/caregiver is engaged in a programme or service.
- M.5.5 All personnel will have completed the full Keeping Children Safe training, have a current police check, utilise positive behavioural management techniques when caring for children, attend regular supervision and provide regular feedback to their line manager.
- M.5.6 All personnel will know when to seek advice and escalate any concerns they might have for children, with their line manager and/or a child protection consultant on **0800 394 483**.
- M.5.7 All personnel will be aware of the physical environments where they are caring for children and any potential risks associated with these spaces.
- M.5.8 It is illegal to smack a child for correction (Crimes Act 1961). Reasonable force can be used to restrain a child, including leading them away or picking them up when minimising harm to the child or another person, when stopping them from committing crime or when preventing them from being offensive or disruptive.

M.6 Definitions

- M.6.1 **Personnel:** All individuals engaged in paid and/or unpaid work. In The Salvation Army this includes trustees, Rūnanga/board/committee members, officers, employees, trainees, cadets, students, and volunteers.
- M.6.2 **Child:** A young person under the age of 18 years.
- M.6.3 **Safeguarding:** The action that is taken to promote the welfare of children and protect them from harm.
- M.6.4 **Child-minding:** An activity where an approved person is looking after the needs and wellbeing of another person's child.

M.7 Responsibility

- M.7.1 Centre managers are responsible for ensuring all children are appropriately supervised while their parents/caregivers receive services.
- M.7.2 All personnel who are child minding, are aware of and understand the Child-Minding policy, Keeping Children Safe (indicators of harm and reporting concerns), Crimes Act 1961 (Parental control—reasonable force can be used to control or restrain children at risk or posing a risk to others. However, the law prohibits child minders from using any degree of physical contact which is deliberately intended to punish, or primarily intended to cause pain, injury, or humiliation) and other legislation related to the protection and care of children.
- M.7.3 Centre managers will ensure that all personnel who are responsible for child minding have been trained in using behavioural management techniques.
- M.7.4 That an appropriate behaviour management process is being followed.
- M.7.5 Gender considerations of personnel caring for children will be highlighted and discussed with parents/caregivers prior to child minding commencing.



- M.7.6 Centre managers will ensure there is a safe space available for child minding with location, isolation, hazards, locality to parents/caregivers factors all being considered. Hazard and risk assessments are completed prior to each child-minding session and all risks are minimised and reported.
- M.7.7 Suitable toys, books and activities will be available for a range of development ages.
- M.7.8 Personnel will discuss with parents/caregivers prior to child minding to establish that:
- toileting and nappy changing are the responsibility of the parent/caregiver
 - medicating children is the responsibility of parents/caregivers
 - feeding and providing children with 'snacks' must be done in consultation with parents/caregivers; feeding of babies and very young children is the responsibility of parents/caregivers or provided with permission of parents/caregivers
 - positive behavioural management techniques will be used while caring for their children (positive environment, good role modelling, nurturing the emotional wellbeing of children, engaging with sensitivity, awareness of individual need, diverting attention, setting limits and boundaries and affirming connections with parents/caregivers) with support for parents to understand and engage in positive behavioural techniques if interested.
- M.7.9 Providing basic first aid responses for children—elevating concern and response if needed.
- M.7.10 All concerns will be shared with the parent/caregiver, kaimahi leading the programmes or services and line manager when necessary.

M.8 Positive approaches to behaviour

Behaviour includes everything a child says and does that can impact or influence someone else. Some children have experienced trauma in their lives and as a result they may behave in ways that can be difficult to manage. Children need clear, developmentally appropriate expectations to support their behaviour and encouragement to develop acceptable behaviours. This is also supported through good role modelling and the provision of a happy and safe environment.

- M.8.1 **Child Carers' Training**—personnel who look after children for adults who are engaged in our services for up to two hours, will have participated in:
- Keeping Children Safe training—an online or in-person full training depending on the person's role/volunteer/employment status
 - behaviour management training—will be provided by Community Ministries.
- M.8.2 **Behaviour procedures**—supporting behaviour in ways appropriate to the age and stage of the child as follows:
- Distraction—gently remove the child from the situation and offer alternative games.
 - Discussion—talk to the child, in a calm and appropriate way, about their behaviour. Make sure the child knows it is the behaviour you do not like, not them.
 - Thinking time—children are given the opportunity to think about their behaviour, supported by someone who sits with them/talks to them and helps them to deal with their emotions. It is not appropriate to ignore, humiliate or otherwise punish young children.
 - Returning to play—children are invited to return to play when they are ready to join in and they are asked to think again if they continue to behave inappropriately.



M.8.3 **Working with parents**—work together to find solutions, combined strategies, and positive ways to approach behaviours of concern, while upholding the dignity of everyone involved.

A behaviour plan might help to:

- strengthen the positive behaviours and personal interests of the child
- understand the causes and underlying factors of the presenting behaviour, including the effects of trauma
- equip parents/caregivers with appropriate strategies and skills to address or prevent challenging behaviours and to monitor changes.

M.8.4 **Recording**—SAMIS session record to highlight child minding session, any strategies or plans developed with the parent/caregiver and communication with personnel involved in running the programme tangata/whānau are attending.

N. Resources

- N.1 *How Can I Tell? Recognising When a Child or Family Needs Help*, Child Matters
www.childmatters.co.nz
- N.2 <https://keepingchildrensafe.sarmy.net.nz/apps/nzft/keepingchildrensafe.nsf/resources.xsp>
- N.3 *Safe Practice for Children's and Youth Work in Corps-based Ministry*, The Salvation Army New Zealand, Fiji, Tonga and Samoa Territory
- N.4 www.orangatamariki.govt.nz
- N.5 www.voyce.org.nz—Independent connection and advocacy service, separate from the Oranga Tamariki | Ministry for Children