

# Safe Practice for Youth & Children's Work

**Mahi haumaru  
Mō te Taitamariki  
Me Ngā Tamariki**

*Tungia te ururua kia  
tapu whakaritorito te  
tupu o te harakeke.*

*Clear the undergrowth  
so that the new shoots  
of the flax can grow.*



Te Ope Whakaora

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# PURPOSE OF THIS MANUAL

To provide guidance and clear processes for Salvation Army staff (including employees, volunteers, ministry staff and officers) when working with children and young people.

We hope this manual provides practical advice and information that helps create, foster and sustain positive and safe relationships and activities with young people as they engage in Salvation Army activities and ministry settings. This applies to all activities organised by any Salvation Army corps/centre, Territorial/Divisional Children's Mission Directors/Secretaries or Territorial/Divisional Youth Mission Directors/Secretaries.

All staff working with young people are required to understand and engage with the processes in this manual when involved in children's and youth work with and for The Salvation Army.

The Salvation Army is committed to the safety and wellbeing of all young people involved in its activities and will act to ensure a safe and welcoming environment is always maintained.

The Salvation Army also supports the safety and wellbeing of its workers and encourages their active participation in building and maintaining secure connections and environments for all participants.

All staff and volunteers who work with young people must be police vetted and safety checked before starting their work. Please see: *Keeping Children Safe—The Salvation Army Child and Young Person Protection Policy* and relevant HR documents for more information.

Please note this manual does not address child protection issues.

*Keeping Children Safe—The Salvation Army Child and Young Person Protection Policy* contains child protection information and is available on the intranet.

For further information, please see:

[keepingchildrensafe.sarmy.net.nz](https://keepingchildrensafe.sarmy.net.nz)

This manual is a consultation document. Hui with children and young people will be conducted over the next 12 months to discuss what is important, from their view, to include in this manual.

**This edition date** March 2022 **Review date** February 2024

# THE MISSION OF THE SALVATION ARMY

The Salvation Army is an international movement and an evangelical branch of the Christian Church, which expresses its ministry through a balance of spiritual and social programmes. In its founding it was mobilised by God, and in its continuance is totally dependent on him for the power to fulfil its calling. Everything it does is as an offering to the glory of God and for the worship and adoration of his name.



The Salvation Army represents their intent as a waka. The waka is a symbol of unification. Everyone on the waka is going in the same direction, working together to achieve the same goal.

The above illustration depicts our strategy in pictorial form and incorporates aspects of the varying canoes across our countries—New Zealand, Fiji, Tonga and Samoa.

He Waka Eke Noa derives from the Māori whakataukī (proverb), and refers to working in unity and leaving no one behind. The canoe which we are all in without exception. We rise together, fall together and keep going ... together—*Hemi Henare (Ngati Hiine, Ngapuhi)*.

Te Tiriti o Waitangi (The Treaty of Waitangi) is the foundation of bicultural partnership between Māori and tangata tiriti (non-Māori New Zealanders) in Aotearoa New Zealand.

The Salvation Army is firmly committed to honouring the principles of partnership, protection and participation inherent in Te Tiriti o Waitangi.

## Caring for People

Salvationists follow the example of Jesus by identifying with the needy, standing alongside them and caring for people in all situations.

## Transforming Lives

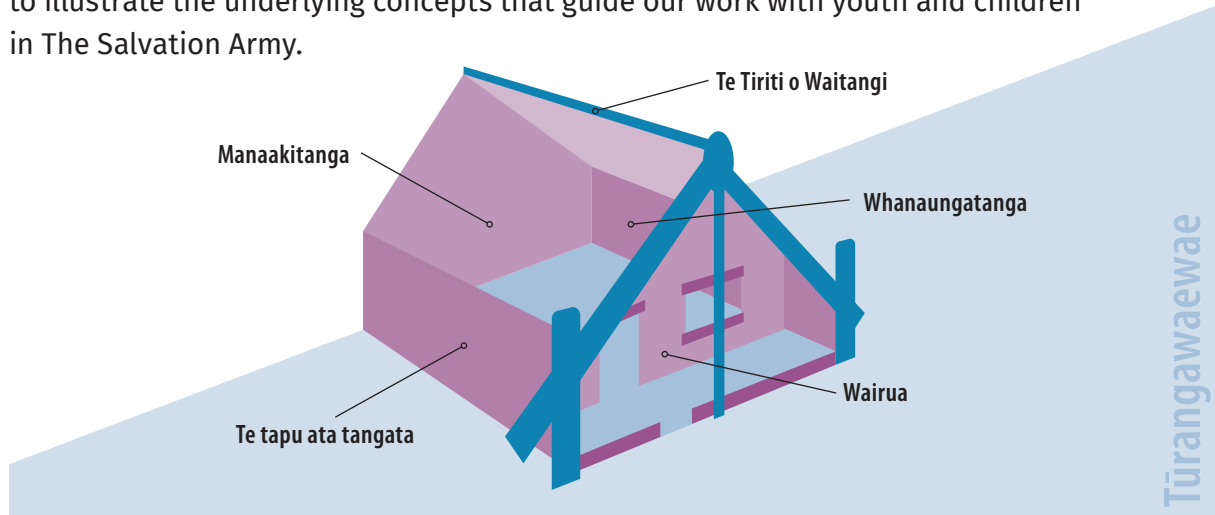
Salvationists believe that God can transform people and that the resulting wholeness is experienced through belief in Jesus Christ and by the power of the Holy Spirit. This transformation is evidenced in discipleship and commitment.

## Reforming Society

Salvationists seek to express the love and power of God in the community. This calls for the challenging of manifestations of evil, injustice and oppression, and for steps aimed at their elimination.

# WELLBEING MODEL

Te Whare Tapa Whā is a model designed by Sir Mason Durie that helps to explain Māori health and wellbeing. With its strong foundations and four equal sides, the symbol of the whareniui illustrates the four dimensions of Māori wellbeing. We can use this model to illustrate the underlying concepts that guide our work with youth and children in The Salvation Army.



**Te Tiriti o Waitangi** is the ridgepost that holds the whare in place, this is a reminder that we are committed to honoring te Tiriti as stated in our bicultural position statement.

The four sides of the whare described below each work together to ensure the whare is strong and stable, like our work with rangitahi and tamariki.

**Manaakitanga** describes the process of showing hospitality, kindness, generosity and support.

**Wairua** describes our spirituality and sense of self, valuing and respecting who we are, our sense of belonging and our ability to have faith in a higher power.

**Whanaungatanga** recognises the importance of family, who you are and where you are from.

**Te tapu ata tangata** is the respect that is shown to every person.

Finally, the whare sits on the **Tūrangawaewae**, connecting all to their roots and to The Salvation Army. The whole whare is what keeps us all safe, connected and able to thrive in all we do. This is what underpins our work with children and young people in The Salvation Army.

## HOW DOES THIS WORK IN PRACTICE?

When we look at our whare and the way we extend safe practice principles to our work with youth and children, we see that there are three key areas of practice:

- 1. Who we are: He Tangata (our people)**—this is the way we conduct ourselves while engaging with our work, the whole of the whare is represented here.
- 2. What we do: Social Media** is a communication tool that encompasses the four pillars of the whare. We look to these pillars to guide our communications.
- 3. How we do it: Activities** is the way we express our intentions based on te Tiriti o Waitangi, the ridgepole of the whare and our turangawaewae, connecting us to our roots and being confident in knowing who you are.

# HOW TO USE THIS MANUAL

## This manual can be used in a number of ways:

- familiarity with the contents will help you to gain a broad understanding of safety and care in Salvation Army activities
- it serves as a reference to check against when encountering safety issues addressed in this manual
- it provides guidance to use in preparing programmes/activities
- appendices forms can be printed and used as required or can be adapted to suit circumstances and needs.

**These documents can be downloaded from [intranet.sarmy.net.nz](http://intranet.sarmy.net.nz). Please contact your line manager to access the intranet. See page 36 for more detailed directions to files on the intranet.**

## OTHER REFERENCE MANUALS & POLICIES

- *Keeping Children Safe—The Salvation Army Child and Young Person Protection Policy*
- Privacy Policy
- *The Salvation Army and the Treaty of Waitangi*
- Health and Safety Handbooks
- Health and Safety Policies and Guides
- Human Resources Manual
- *Policy for Managing Challenging Behaviour*
- *Sexual Misconduct Policies & Complaints Procedures Manual*
- Respect Policy
- Social Media Policy and Guidelines

## DEFINITIONS

Due to the large range of roles and situations this policy covers, some of the terms used in this document have been standardised.

### **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 young people's worker present; or
- (b) the worker who has primary responsibility for, or authority over, the young people present.

**Please note that all officers are treated as key workers regardless of their appointment.**

A key worker must have completed the employment/volunteer process, including police vetting and safety checking, and have completed the 'Full', one-day 'Child Protection training'.

### **Non-Key Worker**

A non-key worker is a person who works with young people who is not a key worker (i.e. does not have primary responsibility for, or authority over, the young people present and is not the only young people's worker present).

Non-key workers must have completed the employment/volunteer process, including police vetting and safety checking, and have completed the 'Basic' component of 'Introduction to Child Protection' training.

### **Staff**

Incorporates those who are personnel of, employed directly by or volunteer for The Salvation Army. This includes officers and will also include any students who are on placement at The Salvation Army.

### **Employee**

A paid worker for The Salvation Army who performs a job (that may be full-time, part-time or seasonal) for which he/she has signed an employment agreement and for which The Salvation Army does not issue either a warrant or commission.

### **Volunteer**

An unpaid worker for The Salvation Army who performs a job (that may be full-time, part-time or seasonal) for which he/she has signed a volunteer worker's agreement and for which The Salvation Army does not issue either a warrant or commission.

### **Activity**

A one-off event or regular occurrence where young people are present, supervised and interacting with other young people and Salvation Army workers.

### **Child**

Young person under the age of 14 years.

### **Youth**

Young person under the age of 18 years.

### **Oranga Tamariki**

Ministry for Children

### **DC**

Divisional Commander

### **THQ**

Territorial Headquarters



**DHQ**

Divisional Headquarters

**TYS**

Territorial Youth Secretary

**TCS**

Territorial Children's Secretary

**DYS**

Divisional Youth Secretary

**DCMD**

Divisional Children's Mission Director

**DCS**

Divisional Children's Secretary

**Throughout this manual, all children and young people will be referred to as young people, representing those who are aged under 18 years of age.**

# HE TANGATA OUR PEOPLE



This section summarises the structure of Te Whare Tapa Whā and the guiding principles by which we work in partnership with children and young people. When we look after all aspects that support the whare, we look after our own and others' hauora/wellbeing.

This is the starting point for the work we do.

# ESTABLISHING CONNECTIONS AND RELATIONSHIPS

Establishing and building strong connections and relationships is key to our work with young people. Here are some of the ways we can do this.

## Having a Positive Attitude

- Using language that affirms worth, dignity and significance.
- Always remaining visible to those you are working with. Think about the ‘Line of Sight’ principle; always remain in sight of other leaders when involved with young people and activities. For example:
  - never be alone in a car or other private place when working with young people.
- Checking your own behaviour, attitudes and language while working with young people. For example:
  - never use negative nicknames, put downs or sexist language with anyone
  - don’t give anyone the impression of favouritism or encourage ‘special’ relationships.
- Never engaging in any correspondence (email, text, direct messaging or social networking) that is suggestive, offensive or of a romantic nature.

## Being Inclusive

- A helpful way to understand a person who has a difference in their life to you, whatever that is, is to respectfully talk to them in an appropriate manner that seeks to understand from the other person’s perspective.
- Respect each unique family structure—whether traditional, sole parent or blended. The family has the greatest influence on a young person’s life. Always respect beliefs, cultures and practices that are different than yours.
- All officers, leaders and workers must take opportunities to understand and learn about the differences in their young people, especially regarding disability, ethnicity, cultural practice, gender identity and sexuality.
- Some of our young people face more significant challenges from their peers and society when their choices and feelings of who they identify as are considered different to the majority. We must be careful to not add to any young person’s anxiety around how they may identify when at any of our activities.
- Any young person who identifies as transgender (that is, not identifying as the gender they were assigned at birth), or non-binary should be treated with the same dignity and be respected according to their identity.

**Extra care must be taken with young people with:**

- known disabilities
- special medication needs; or
- behavioural issues.

The number and kinds of young people with special needs that can be safely involved in activities must be considered. Seek training in basic skills for including these young people by asking for guidance and advice from experts.

## RESPECTING PERSONAL SPACE

We value and respect the life and essence of everyone who engages in our programmes and events.

### Personal Space

- Keep all physical contact appropriate. For example:
  - do not pursue a romantic relationship with a participant
  - never engage in any contact or activity that might be considered sexual or forceful
  - always ask permission before engaging in any physical contact with a participant.

### Appropriate physical contact includes:

- bending down to a child's level and listening attentively
- gaining permission before hugging a young person and respecting their right to refuse
- taking a child's hand and leading them to an activity
- comforting a young person by placing an arm around their shoulder
- praising or welcoming a young person by holding their hands briefly
- briefly patting a young person on the hand, back or shoulders in affirmation
- holding a preschool child who is crying, provided they want to be held
- responding to a young person's initiative to hug/side hug the leader first as a form of greeting
- responding to the initiation of a hongi or physical greeting that reflects the young person's culture
- handshakes, high fives and fist bumps
- normal playful behaviour, which is a typical aspect of structured sports or informal sporting activities. Be alert to the risks involved in contact sports.

### Inappropriate physical contact includes, but is not limited to, the following:

- forcing affection upon a young person
- kissing or coaxing a young person to kiss you
- extended hugging, tickling or touching
- carrying older children or sitting them on your lap

- patting a young person on the head (culturally inappropriate)
- use of any physical contact that may be interpreted as sexual advancement (e.g., intimate touching, fondling, massages).

## Making Good Lifestyle Choices

A healthy spiritual, emotional, mental, physical and social lifestyle is best lived without the recreational use of drugs, including alcohol and tobacco. These substances will not be tolerated at any Salvation Army premises or during any Salvation Army activity.

- Workers and young people must not be under the influence of drugs or alcohol while involved in Salvation Army activities.
- Young people attending activities who present under the influence of alcohol or drugs must initially be kept safe. Medical help may be needed by way of involvement of the emergency services. If it is safe to do so, arrange for the young person to be picked up by their parent/guardian or taken to their home.
- Smoking and vaping is not permitted on any Salvation Army property.

## SAFETY & BELONGING

Having places where young people feel they belong through showing hospitality, kindness, generosity, support and respect is important.

### Creating Safe Places

- Creating a loving, safe and caring atmosphere.
- Involving young people in making the group's rules.
- Focusing on positive actions.
- Providing meaningful and age-appropriate activities.
- Being fair, consistent and respectful.
- Establishing and communicating realistic expectations and boundaries.

### Guiding and Supporting Positive Behaviour

- Be aware of the effects of bullying on young people and implement strategies (e.g., supervision, increasing ratios, group rules/values and clear boundaries) to prevent it from happening.
- Use various signals and cues to help young people stay active in their task.
- Redirect aggressive behaviour (e.g., remove from situation, provide alternative activity).
- Address inappropriate behaviour in a respectful conversation with the young person.
- During activities, safely mind objects that become a distraction (e.g., favourite toys and mobile phones).

**Physical punishment in any form (e.g., smacking) must never be used. The only form of appropriate physical restraint is to protect young people from harm (e.g., reasonable restraint to stop a fight or to avoid an accident).**

It is the responsibility of a worker to be alert to the behaviour of their young people and to follow the guidelines below.

### **Avoid**

Environments need to be created that help avoid disruptive behaviour as it can affect the whole group.

### **Stop**

Stop and discuss why the behaviour is inappropriate in a way that is helpful and respectful. Be mindful of how and when this is done. Never call out a young person in front of a group.

### **Tell Someone**

Talk to another leader in the moment or afterwards, sharing information is key.

### **Report Incidents to Next Level of Authority**

With serious incidents, report these to your manager or corps officer.

## **Offering Ministry Support**

Sensitivity and common sense are the keys to proper ministry and prayer etiquette.

- Be aware of body language and personal space when in ministry settings. Always treat others with dignity and respect.
- People being ministered to must always feel comfortable with those around them. Those who minister should be someone the young person knows and trusts.

## **Prayer**

Praying for a person only of the same gender is strongly recommended.

- Be aware of young people praying for each other. Often young people are emotionally vulnerable during these times.
- While it may be considered supportive, young people do not want to be overwhelmed by others around them, offering them comfort when they wouldn't normally receive it.

## **Respecting Confidentiality**

Exercising care to protect young people's rights to privacy is essential.

- While some personal information about young people in activities is essential, this must be treated as private and confidential and only used for the main purpose stated on the relevant form. Refer to The Salvation Army's Privacy Policy.
- Workers must maintain confidentiality, where appropriate, on personal issues (see exceptions on the next page) which the young person or their family are experiencing (e.g., learning difficulty, marriage breakdown).

**Exceptions: if required by legislation or the courts.**

Criminal activity, such as the abuse of a young person, the desire or act of harming others and suicidal intention must be reported to your line manager or the next level of authority (e.g., corps officer/centre manager). An appropriate agency may need to be contacted.

For concerns regarding abuse or neglect, please see the *Keeping Children Safe* policy.

**Conducting Pastoral Care or Home Visits**

Often a part of workers' and volunteers' roles is to visit and catch up with young people and their families in their home or out in public. This must be treated like a young person's ministry event.

- When arranging to catch up with or visit a young person in or outside their home, always make the arrangements and notify all involved (parents/caregivers/young person) of any changes ahead of your meeting.
- The young person's parent/caregiver must be present in the home during your visit.
- Avoid being alone in a vehicle with a young person. (See also **Transport**: page 32)
- Arrange to meet with a young person in open view of others, such as a mall or coffee shop, for the duration of the visit.

**For more information on supporting young people's behaviour:**

**Oranga Tamariki** 0508 FAMILY (0508 326 459)

**PlunketLine** 0800 933 922

**Parent Help** 0800 568 856

**Parenting advice and counselling service**

**Barnardos** [www.barnardos.org.nz](http://www.barnardos.org.nz)

EPOCH and Barnardos have published a joint fact sheet on what the child discipline law means for families.

**Parent Centres NZ Inc.** [www.parentscentre.org.nz](http://www.parentscentre.org.nz)

**Ministry of Social Development** [www.msd.govt.nz](http://www.msd.govt.nz)

**Office of the Children's Commissioner** [www.occ.org.nz](http://www.occ.org.nz)

**Booklets that can be downloaded:****Children are Unbeatable**

<http://www.occ.org.nz/assets/Uploads/Reports/Parenting/Children-areunbeatable.pdf>

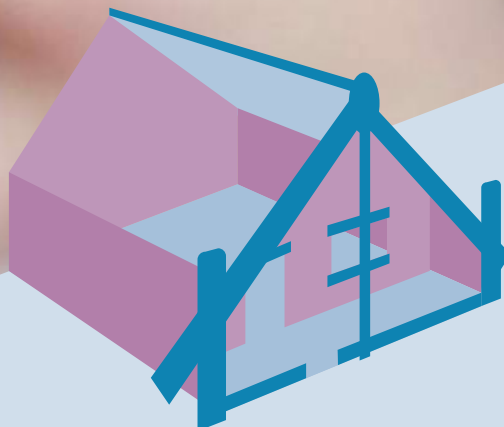
**Helplines just for kids and teens:**

**Youthline** 0800 376 633 (youth)

**0800 WHATSUP** (children and youth)

**VOYCE—Whakarongo Mai** [www.voyce.org.nz](http://www.voyce.org.nz) (children and youth in care)

# SOCIAL MEDIA



The use of social media is a communication tool that encompasses the four pillars of the whare.



# GUIDELINES FOR ELECTRONIC COMMUNICATION

Technology is an essential part of many young people's lives and is therefore a helpful and relevant tool for communication and participation. Social participation gives young people a sense of belonging and of contributing to decisions that affect them.

However, it should be noted that face-to-face contact is always the preferable method for relationship building. Ideally, electronic communication should be reserved for the purpose of communicating specific details to groups of young people and for urgent initial communication in times of emergency.

The aim of these guidelines is to ensure good practice and safe use of electronic communication tools, particularly the appropriate interaction between a worker and young people when using these tools or sites—for the safety of the young person, the worker and the corps/centre.

## Parental Consent

Parental consent from a young person's parent/guardian should be attained before engaging in electronic communication with them. This could be achieved through an annual activity/youth group permission form or a letter with return slip (see **Appendix B** Individual Record and Consent Form).

## General DOs

- Electronic communication must always be respectful. It may be used to:
  - post comments and/or images that will inspire and motivate others in positive ways
  - communicate specific details to groups of young people.
- Whenever possible, electronic communication via text, email or social media should be sent to groups, rather than individuals, and should be used for the purpose of communicating specific information, rather than for socialising.
- Any correspondence via electronic communication methods should be kept/recorded and made accessible to the relevant authority if legally requested/required, or if a worker feels concerned that a young person or others' wellbeing are at risk. **As this is often not possible with private messages via social media (as they can easily be deleted by the other person involved), private messaging is highly discouraged as a form of communication.**
- Electronic communication should only be initiated by a worker during 'home phone hours'—i.e., during hours you would normally call a young person's home phone, for example, 8am–9pm. If a young person texts after hours and it is not an emergency, a worker should wait until 'home phone hours'/morning to reply.
- Language used must be carefully considered in order to decrease the risk of misunderstanding. A good rule: if you wouldn't say it in person, don't say it online. The receiver of electronic communication cannot see body language and facial expression, nor hear the tone of your voice, so workers should not overuse emojis, symbols or punctuation to convey meaning.
- During activities, workers' full attention should be given to maintaining safe environments and building relationships. Unless absolutely necessary, making and taking phone calls/texts/messages during activities is discouraged.

## Definite DON'Ts

- Do not make a joke at someone's expense or make fun of someone.
- Do not send or post content that is disrespectful, inappropriate, offensive, abusive or pornographic in nature. This includes images, the kind of language used, associated groups and describing events. The names of accounts or pages associated with posts that are 'shared' should also be monitored for their appropriateness.
- Do not have private, non-work-related contact with the young people with whom workers engage.
- Do not make comments, particularly judgements or evaluations, in electronic communication regarding young people and their character or competency. These may be used as legal evidence.

# SOCIAL MEDIA

## Accounts

Workers should only connect via social media with young people of the legal age set by the website/social media platform being utilised (this is usually 13 years old). This is because a younger child's social and emotional capability is still developing, which can make it more difficult to identify and manage challenges that occur on a platform designed for adults and teens. Refer to the Social Media Policy for more information.

- Workers should keep their personal accounts private.
- Images of young people with whom they work must not be posted to these accounts.
- Content that would be inappropriate for young people must not be posted on either personal accounts or in shared groups.
- Workers should not 'add' or 'friend' young people on a personal page or account.

## Groups

- Workers may choose to set up a 'group' in order to engage and communicate with young people. **'Groups' provide a closed space for people who know one another to communicate about shared interests or activities.**
  - Closed (not secret) groups should be formed and used, in order to protect youth and leaders' confidentiality.
  - The group's privacy setting should be set so that a worker is the 'admin' and they must 'approve' new members to join the group.
  - Workers should only accept requests to join groups from individuals whom they know from corps/centre activities.
  - Groups should be monitored at least once per day and any content that is obscene/ embarrassing/abusive/bullying should be removed.

- Use of 'hidden' or secret live chat tools between workers and young people is not permitted, as they cannot be kept on record.
- If a worker is concerned about the content of a young person's profile (e.g., their profile picture), they should address that with the young person sensitively and in person.
- The corps officer(s)/line manager must have access to, and oversight of, any social media groups.

## GUIDELINES FOR PUBLISHING IMAGES

### Protecting Identity & Privacy

The Salvation Army protects the privacy of our young people by limiting the amount of personal information we publish about them. We have a clearance process for the use of photography or film footage and only use images where we have relevant permission.

**Due to the serious risk of predators using personal information to identify, contact and 'groom' young people, the following guidelines strictly set out measures that must be taken when publishing images and information to protect the identity of the young people with whom we work.**

The terms 'publish' or 'publishing' cover all Salvation Army public publishing spaces: websites, social networking sites, Microsoft PowerPoint (or similar), corps/centre noticeboards, printed publications (including magazines, posters and brochures), film footage and livestream broadcasts.

### Gaining Permission

- Permission must always be obtained from both young people and their parent/guardian before taking and publishing photos/video footage of them. It must also be explained how and where the images will be used.
- This permission can be given by:
  - a local corps/centre-created signed activity registration form
  - a signed *Publicity Release Agreement Form* (**Appendix A**)
  - a signed *Individual Record & Consent Form* (**Appendix B**).
- Completed forms (or other) must be filed and stored.
- Posts or publications must not disclose sensitive or confidential information about young people or their families. Do not include:
  - a young person's full name, birthdate or school
  - a young person or their family's location information, either written or visually (background images that clearly identify a location should be removed)

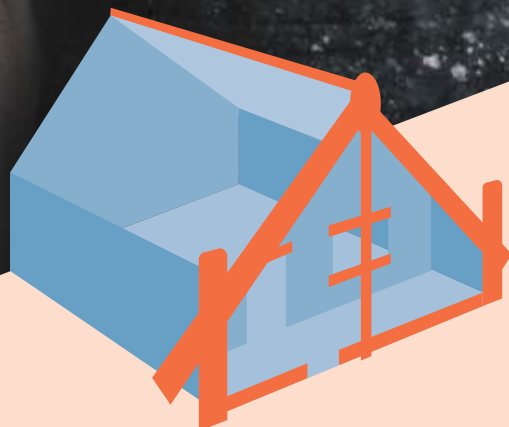
- images of a young person's school uniform or school name/location
- information about a young person's interests that could potentially be used by predators to 'groom' them (e.g., their hobbies)
- a young person's contact details.
- When location information is provided, no other identifying information (including 'tags') should be used.
- 'Tagging' via social media can be used to identify a person's identity or location. Please be aware that some camera, phone and app default settings are to tag posts/images with 'meta-data,' such as location details. Therefore, this function should be disabled when posting images/information of individuals.

## Taking & Publishing Appropriate Images

Publishing/sharing images can put young people at risk of bullying when images or information might embarrass them or lower their self-esteem, which could lead to anxiety, stress and depression. It is therefore essential to exercise caution and discretion when taking and sharing photographs.

- Ensure images present young people in a dignified and respectful manner—never take or share photos that might embarrass anyone.
- Ensure they are suitably clothed and not in poses that could be interpreted as sexually suggestive.
- When images feature activities such as swimming, sports, camping or 'sleepovers', (which have a higher risk of inappropriate use) images should:
  - focus on the group and activity (e.g., soccer game) rather than an individual
  - show people who are swimming either fully in the water or from the shoulders up
  - not include images of people in night attire.
- Images can be cropped to exclude sensitive areas or images that might embarrass.
- Only feature young people using appropriate safety equipment and engaging in safe behaviour.
- Ensure images are an honest representation of the context and facts.
- When using a photographer (e.g., for capturing promotional images):
  - provide them with a clear brief about what The Salvation Army considers appropriate content and behaviour
  - do not allow the photographer unsupervised access—a key worker must be present and always supervising
  - do not allow one-to-one photographing sessions.
- If family members or spectators are taking photos/videos, they should also be made aware of the importance of capturing appropriate content and gaining permission to do so.

# ACTIVITIES



Activities are the way we express our intentions based on the Te Tiriti o Waitangi, the ridgepole of the whare and our turangawaewae, connecting us to our roots.

# MANAGING SAFE ACTIVITIES

Activities are a vital vehicle to engage young people. The Salvation Army is committed to incident/accident prevention by providing safe environments for workers and participants.

All workers, corps officers, centre managers, staff and volunteers who are leading or organising young people's activities are required to follow safe practices.

Some general safety practices are common across most activities. These practices form the core of a safe approach to running young people's activities. If required, the Divisional Children's Secretary/Mission Director or Divisional Youth Secretary can be contacted for specific guidelines on any activities.

Completed forms must be stored (in accordance with The Salvation Army's Privacy Policy). Where there is an incident/accident, the matter must be reported in a timely and accurate manner. The Salvation Army's Health and Safety Handbooks can be referred to for additional information.

## Health & Safety Policies and Guides:

- Accident Report HSF5.1 (pages 10–11 in **Health & Safety Staff Handbook**)
- *Accident/Incident Form (for children and youth)* (**Appendix C**)
- *Theft Response Process at Event* (**Appendix D**)
- Privacy Policy
- Health & Safety Risk Identification Sheet & Register HSF4.1\*
- Sexual Misconduct Policies & Complaints Procedures Manual\*
- Hazard & Risk Management HS4.0\*

**\* These documents can be downloaded from [intranet.sarmy.net.nz](http://intranet.sarmy.net.nz). Please contact your line manager to access the intranet. See page 36 for more detailed directions to files on the intranet.**

## Effective Risk Management

Effective risk management involves selecting the most appropriate strategy for either reducing the risk or controlling the perceived risk of any activity.

### Hazard

Source of danger that could result in an accident if undue care is not exercised.

### Risk

Possibility that a hazard can cause harm, either physically, psychologically or emotionally.

A *Risk Assessment Management (RAM)* (**Appendix E**) plan should be produced and implemented for all one-off or regular activities. This process helps in identifying, minimising and managing perceived risks. The following Planning Event Considerations and *Hazard Risk Assessment Matrix* (**Appendix F**) can be used to help complete RAM plans.

## Assessing Risk Factors

The concept of risk has three elements:

- the consequence of exposure to risk
- the likelihood of harm if exposed to the risk
- the degree of exposure to the risk.

To identify risks and safety concerns or potential dangers, three main causal factors need to be considered:

- equipment
- environment
- people.

Whether it is taking a group to the beach, leading teenagers on a hike/camp or taking the under-12s to McDonald's for a treat, the principles of assessing the potential risks are the same and must be discussed with the leadership team.

- Activities must not exploit gender, physical or intellectual differences.
- Activities that include events or games that require young people to act alone or in pairs independent of workers, need to be very carefully considered for health and safety reasons (see **Health and Safety** section).
- Any activity needs to have defined boundaries that are easily observed or patrolled.
- Avoid situations where it is possible for a young person to become physically isolated. Any games that are played outdoors and over a wide area need extra planning.
- Review visual and audio materials such as videos, DVDs, computer games and lyrics to ensure that any elements containing violence, sexual activity or negative lifestyles are appropriate for the intended audience. Consider the age of the youngest person present when reviewing film classifications.

## Event Planning

Use the following questions to help identify safety issues when planning for activities and completing *Risk Assessment Management* (**Appendix E**) plans. *Safety Guidelines* (**Appendix G**) can also be utilised.

## People

### Workers' qualifications, training and experience:

- Have they previously led or accompanied groups of children or youth in the activity?
  - How often? Where? When? What age groups?
- How much experience do the workers have?
- Have other groups conducted this activity?
  - Where did they go? How did they organise it?
  - Did anything go wrong? What advice can they offer?
- Can the workers identify foreseeable risks?
- Is the activity, such as high-risk activities (e.g., abseiling, white-water rafting) being led by a trained professional instructor?

## Participants' Requirements & Issues

- Is the activity appropriate to the ages and maturity of the young people?
- Have the young people done anything similar before?
- How closely do the young people need to be supervised? Will constant supervision be maintained? If not, can this be justified? How far away will the workers be?
- How much individual attention do these young people need for the activity?
- If a young person is in difficulty, can other young people immediately stop what they are doing while workers help?
- If the young people encounter difficulty, has the activity been organised in such a way that workers can provide immediate assistance?
- How will the young people be organised while participating in the activity?
- What is the area/distance over which the young people will be spread?
- How familiar are the young people with the activity's emergency procedures and their responsibilities in the implementation of those procedures?
- What are the preparatory activities that have been undertaken?
- Have the young people been assessed for any prerequisite skills (e.g., swimming)?
- What plans have been made to deal with incidents/accidents if they occur?  
What risk management plans have been made?
- Are activities designed so that they allow for maximum participation?
- What will the young people gain from participation in the activities?
- How remote is the activity from sources of assistance (e.g., hikes, camps)?
- How long would it take to get help after an incident/accident?
- How would help be called?
- Does the worker or a member of the team hold a current First Aid certificate that is applicable for the environment in which the activity is to take place (e.g., remote access)?
- Have other factors been considered (e.g., voluntary participation in activities, phobias)?

## Equipment

- Does the activity require any special equipment?
- Is the equipment appropriate for the ages of the young people?
- Does the equipment to be used meet safety standards?
- What can go wrong with the equipment and can this be dealt with?
- Are there any relevant safety checks that can be carried out on the equipment?
  - Have they been done? Are they current?
- Are there requirements for any protective clothing? (e.g., bike helmets, flotation devices)
- Is training required to use any specialised equipment?



## Environment

- Where is the activity located and how regularly is this location used for the activity?
- Is it for beginner participants?
- How familiar is the worker with the location and the expected weather conditions for the time of the year?
- Has advice or permission been sought or gained from the local authorities?

# SAFETY GUIDELINES FOR PEOPLE (DURING ACTIVITIES)

## Workers

- Follow safe practices outlined in this manual and elsewhere as applicable that might not be mentioned herein.
- Complete applicable documentation and store in accordance with The Salvation Army's Privacy Policy.
- Report incidents/accidents according to procedures outlined in the Health and Safety Handbook.
- Ensure appropriate worker-to-participants ratio and gender mix (see page 26 under **Ratios**).
- Have access to a phone and ideally always remain contactable.
- Confirm the number of participants before and after the activity.
- Avoid coercing participants to be involved in certain types of activities against their will. Voluntary participation is particularly applicable in the case of risk-oriented activities (e.g., abseiling). In these activities, instruction by qualified people is required regarding safety practices and likely dangers.
- Be sensitive to participants who may experience phobias before or during activities.

## Workers will be briefed on:

- an individual young person's health, behaviour and relationship
- what to do in case of incident/accident procedures
- purpose of activity, rules, safety, timeframes, responsibilities and environment issues
- the Salvation Army's Positional Statement on Alcohol, Tobacco and Other Drugs.
- rules—workers will set, communicate and enforce:
  - rules that protect people, physical property and relationships with community and group (e.g., tell a worker if you need to go anywhere)
  - specific rules about how the activity is to run (e.g., fair play).

**Workers should monitor:**

- behaviour
- group dynamics
- relationships
- those with special needs
- levels of adequate supervision
- plans are in place for responding to incidents
- wanderers and outsiders interacting inappropriately with young people
- aggressive behaviour and apply appropriate intervention, prevention and de-escalation as required.

**Participants**

- Will have completed (with their parent/guardian) an *Individual Record & Consent Form* (**Appendix B**), or local equivalent version, which has been handed in and stored by the worker as per The Salvation Army's Privacy Policy.
- Will have appropriate clothing and footwear for the activity and access to spare clothing (e.g., raincoats, sunhats, wool hats, polyprops).

**Are briefed on:**

- rules
- purpose of activities
- physical and time boundaries, and dangers in environment
- emergency procedures.

**Ratios**

It is important to place leaders around our young people who would not only provide safety and advocacy according to a policy or manual, but who would be relationally helpful, guiding young people in the Christian life and faith journey experience. It is therefore more valuable to view leader/young people ratios not as minimums to meet, but as having the best leaders around our young people as we can have for each event.

While it is better to 'over-lead', there are some leader ratios that should be kept in mind for the safety of those leaders and the young people present.

**NB: All activities need to have at least two leaders present, and with male and female leaders if that is the mix of the young people's activity. Leaders and helpers will be people who know the young people well and are able to support them during the activity or event.**

**As a guide, the ratio of leaders/workers to participants should never fall below the following:**

- 2 workers up to 6 infants under 12 months old
- 2 workers up to 8 children under 3 years old
- 3 workers up to 20 children aged 3 to 5 years old
- 3 workers up to 25 children in school-age groups
- 2 workers up to 10 youth (aged 13 years and over).

**NOTE: Co-ed groups need both male and female workers. Use your knowledge of the participants to work out what the best ratios will be, you may need more adults and workers than this guide defines.**

- Workers must ensure that all young people in an activity are always under the supervision of designated workers.
- Where activities are part of a residential programme or event (e.g., camps) and are co-educational, female and male workers must be present.
- Workers should decide the size of the group to be safely involved in any given activity. This decision must consider the nature of the group and the type of activity.
- Some specific high-risk activities, such as water activities, need more stringent ratios.
- Where several groups are involved in activities, it may not be possible to have two workers for every group in the room, but workers must be within seeing or hearing range and doors must be left open.

## PARENTS, WHĀNAU & GUARDIANS

**Parents, whānau or guardians (for participants under 18 years) must be informed in writing of the following:**

- appropriate contact numbers (e.g., workers, venues, emergency)
- start/finish time of activity
- what the participant will be doing
- what participant will be required to bring (e.g., clothing, rainwear, lunch)
- any risk factors in taking part in activities
- where participants are to meet, be picked up from and dropping home arrangements
- sign-in/sign-out procedure for children that is required.

**NOTE: Parents or guardians must fill out and sign a permission form for their child before attendance of an activity (*Individual Record & Consent Form—Appendix B*).**

# HELPERS & EXTERNAL SERVICE PROVIDERS

## Involvement of Helpers from the Local Community

- Regular workers (who help out at least once a month) must be safety checked. See safety checking procedure in *Keeping Children Safe—The Salvation Army Child and Young Person Protection Policy* (HR intranet > Quicklinks > Keeping Children Safe Policy).
- Casual helpers (who help out less than once a month) must not be put in a position of having sole responsibility for young people other than their own.

## External Service Providers

- Workers cannot transfer their duty of caring for young people to any outside service provider (e.g., a bus driver).
- Responsibility can be shared but not delegated.
- It is recommended that workers check that external service providers have a standard of safety practice comparable to that of The Salvation Army before engaging their services.

# NIGHT ACTIVITIES & CAMPS

## Event Environment

- Check that the area being used for security, exits and camp perimeters are known (i.e., workers sleeping close by doors, on duty until young people are settled).
- Check-in point(s) and time(s) should be made clear to participants and parents/caregivers.
- Adequate lighting, torches and emergency lights must be available and their location known to all.
- Appropriate night wear, mattresses, bedding and pillows must be brought.
- Ensure appropriate sleeping arrangements (boy/girl, couples, workers) and supervision for participants; venue considerations (e.g., marae or marae-style: male and female sleeping on separate sides) should be made.
- Clear communication between any transgender young person, leaders and parents/caregivers is necessary on camps. Everyone involved should ensure that there is a safe changing room, bathroom and sleeping area for a transgender young person. Consultation should be made with the young person and their leaders before the camp to see what they would be most comfortable with.

## Workers & Participants

- All must be briefed on emergency and evacuation procedures (e.g., fire, earthquake), times/curfew standards and rules.
- Workers must be aware of monitoring participant numbers and behaviour through the night.
- Workers must be aware of issues regarding participants. (e.g., sleep walking, bed wetting)

- Workers should be extra vigilant and increase worker-to-participant ratios if applicable.
- Workers do not sleep in the same room as young people. The only exceptions to this rule are in Marae-style sleeping where appropriate etiquette is maintained or when a parent and their child/ren share a room/tent at an overnight activity.

## First Aid

It is important that workers role model positive health practices. Such practices include minimising the risk of infection through appropriate hygiene procedures, taking care when administering First Aid and making sure that any food is handled appropriately.

- All teams must have at least one worker trained in First Aid. This includes activities away from the main site.
- If a group subdivides from the main group (such as on camps, hikes or outings) for a significant length of time (more than 2 hours) and distance (more than 2km), then it is recommended that each group should have a separate First Aid kit and someone trained in basic First Aid.
- Activities must have access to a well-equipped and constantly maintained First Aid kit. There are many commercially available kits on the market. Home-made kits should conform to New Zealand standards—this can be easily checked with reputable organisations such as St John Ambulance New Zealand.
- Do not be alone when administering First Aid. Another person must be present.
- The worker needs to be aware of any child or youth's medical needs and limitations and plan activities appropriately. *The Individual Record & Consent Form (Appendix B)* can be referred to as applicable.
- Workers must notify parents or guardians of any First Aid treatment administered to a child or youth, apart from minor First Aid.

**NOTE: First Aid administered to young people must be recorded on the Accident Report (HSF5.1)—pages 10–11 in Health & Safety Staff Handbook.**

## First Aid Kits

- Make sure the kit is clean.
- Should not include pain relief medication.
- Do not overstock.
- Watch the 'use by' date on the contents.
- Dressings and bandages should be clean.
- Eye drops and ointments must be replaced if they have been opened.

**NOTE: For mouth-to-mouth resuscitation, mouth pieces, resuscitation bags or other ventilation devices should be used. First Aid training is essential in this area.**

# MEDICATION

## Definitions

### Medication

Substances entering the bloodstream for the alleviation of illness. Medication does not include substances such as antihistamines, which are for treating external problems. Non-prescription medication includes minor over-the-counter pain relief medicine (e.g., paracetamol, antihistamine).

### Control

The storage and releasing of medication.

### Administering

The process by which the drug enters the body (oral, injection and inhalation).

### Recreational drug

A substance that is administered for pleasure or desirable effect rather than for treatment of sickness or illness.

## Administration of Prescribed Medication

- If medication is required by participants during the activity, then this medication must be noted on the *Individual Record and Consent Form* (**Appendix B**).
- All medication should be clearly labelled with the young person's name and handed to the worker by the parents or guardians and then placed in a safe storage area.
- All medicines should always be kept out of reach of young people.
- All medicines should preferably be stored in clear plastic zip bags to retain all the dosage and permission details together.
- A designated member from the leadership team will control and supervise the administration of prescription medication, **only** if it is noted on *Individual Record and Consent Form* (**Appendix B**).
- Parents or guardians wanting their young people to control and administer prescription medication themselves must indicate on the *Individual Record and Consent Form* (**Appendix B**).
- Medication must only be administered as per the directions stated.

## Non-Prescription Medication

- A designated member from the leadership team will control and supervise the administration of non-prescription medication **only** if it is noted on *Individual Record and Consent Form* (**Appendix B**).
- Parents or guardians wanting their young person to control and administer non-prescription medication must indicate this on the *Individual Record and Consent Form*.
- It is recommended that over-the-counter pain relief medicine (e.g., paracetamol) must be administered by a person who is medically qualified to do so [**NOTE: Pain relief**

**medication should NOT be included in First Aid kits**]. If impractical and it is decided to provide pain relief medicine, a designated worker must administer and monitor the usage to minimise misuse, abuse or accidental over-dosage. Parents or guardians can also indicate pain relief medication requirements on *Individual Record & Consent Form* (**Appendix B**).

Any medication must only be administered as per the directions stated.

## LOCATION/VENUE

### Site Safety

All sites and site facilities for all activities—including accommodation, food, hygiene and sanitation—are required to meet minimum standards and regulations and include the provision of fire safety equipment.

Workers must familiarise themselves with the basics of these requirements and check that all sites used for an activity are appropriate and safe.

Consideration needs to be given to both environmental and human dangers associated with the use of the site.

The safety of a site should be reviewed regularly.

### Off-Site Activities

Communication needs to be made to the next level of authority (e.g., corps officer(s)/ centre manager) regarding:

- how long the group will be gone for
- who is in charge
- where the worker/s will be and how they can be contacted
- the list of young people with the worker/s.

The separate *Safety Guidelines* (**Appendix G**) can be used to identify and minimise risks.

### Outdoor Venues

- Venues should be cleared of hazards (e.g., broken glass, holes, slipperiness).
- An up-to-date weather forecast should be obtained and appropriate measures taken in response to predicted weather.
- Consider possible environmental dangers and take precautions, with particular care taken around water-based activities.
- Consider possible human dangers (e.g., interaction with the general public).

The separate *Safety Guidelines* (**Appendix G**) can be used to identify and minimise risks.

## Sun Safety

Workers of activities that operate outdoors are required to consider how they will protect young people from the effects of the sun. Sunburn could lead to melanoma later in life, no matter what skin type. Being sun smart in New Zealand is crucial as its unique environment (clear skies and closer to the sun in summer) makes people particularly vulnerable to damaging ultraviolet (uv) radiation.

- Drink plenty of water. Ensure water is provided.
- Stay indoors as much as possible or try to rest in shady areas.
- Limit outdoor activity to morning and evening hours.
- Wear lightweight, light-coloured, loose-fitting clothing.
- Wear wide-brimmed hats, sunglasses and use high-SPF sunscreen.
- Never leave anyone in a closed, parked vehicle.

## EQUIPMENT

### Safety Guidelines for Equipment

- Equipment must be in safe working order.
- Equipment and the site must be suitable for the activity.
- Equipment must be used in the manner for which it was designed.
- Participants must be able to use the equipment safely and protective clothing should be worn as required.
- Certain equipment must be used by persons having the specific skills/training/knowledge in their use (e.g., some gas, electrical and outdoor equipment).
- Check the availability of repair kit, if applicable.
- Spare equipment should be available and its location known.
- Obtain permission to use equipment.
- Faulty or damaged equipment will be reported to the appropriate authority.
- Equipment should be left tidy and ready for use.

### Transport

- Drivers must hold a current full licence for the types of vehicles (car/bus) they will be driving.
- Drivers holding other licences (e.g., restricted) must not be allowed to drive participants.
- A *Travel Plan Form* (**Appendix H**) must be filled in and stored.
- Driving must adhere to all road rules and laws.
- Drivers must not use hand-held mobile phones when driving the vehicle.
- Drivers must be well-rested: ensure appropriate rest breaks or driver changeovers. It is suggested that nobody drives for longer than two hours without a rest.
- No use of alcohol, drugs or heavy medication by drivers is permitted.
- Names and licence numbers of drivers will be recorded on *Travel Plan Form* (**Appendix H**).



## Vehicle

- Permission to use the vehicle must be obtained.
- The vehicle must be registered, road-worthy and have a current Warrant of Fitness.
- It must be covered by third party or comprehensive insurance.
- Any accidents or damage to the vehicle or parking/speeding infringements will be reported to the next level of authority (e.g., corps officer(s)/centre manager).
- The vehicle will be checked for the following before proceeding:
  - wheels/tyres (matchhead tread test, air pressure, with any damage noted)
  - load must be secure
  - adequate petrol/diesel, oil, fluids, water as necessary
  - non-mechanical (e.g., windscreen, mirrors, seat belts) and mechanical parts (e.g., radiator hose) if required.
- First Aid kit and torch should be available and its location known.
- After use, the vehicle to be left tidy and ready to use.

## Participants

**Workers should not be alone with a participant in a vehicle or drive them home unaccompanied.**

Where unavoidable, (i.e., when choosing not to transport the young person will compromise their wellbeing), inform another worker of the trip and the reason for it. Communicate with the young person's parent or guardian before leaving and another worker when you have dropped the young person home. It is advised that the participant be seated in the back seat.

- The number of participants must be confirmed before leaving and upon return.
- The ratio of workers to participants applies in vehicles.
- Participants must abide by and be briefed on all vehicle rules, safety and travel procedures, for example:
  - use seat belts
  - no hanging out of windows
  - no litter should be thrown out of the windows
  - seating capacity of the vehicle must not be exceeded
  - child restraints must be used as applicable (see the NZ Transport Agency for requirements)
  - passengers must not drive the vehicle or change gears.

# FOOD

## Storage

- Food must be stored correctly (e.g., fresh or frozen foods are refrigerated/frozen at the correct temperature).
- Food given out is safe (e.g., tins are not rusty or badly dented, packages are not broken).
- Food storage areas are kept clean and free from contamination.
- Contents of all tins and packages are correctly labelled.
- Bulk food that is repackaged is done hygienically and clearly labelled.
- Food items to be used by the 'use by' date and must be discarded after that date has passed. 'Best before' food items are still acceptable for consumption after the 'best before' date has passed, but are best used before that date.
- Food being kept hot for any period needs to be kept at a temperature of 60°C or hotter.

## Handling

- Food preparation must be carried out in a clean environment.
- Food servers should wear gloves, which are changed regularly if worn for longer periods (e.g., a fundraiser BBQ).
- Food handlers are required to thoroughly wash their hands.
- Fresh gloves are to be used after handling meat/poultry/fish.
- Ensure proper disposal of waste, including leftover food.
- No one should work with food if unwell.

## Equipment

- Kitchen/BBQ equipment must be in safe, working condition.
- Gas connections must be checked.
- Limit access to heat/knives/certain food items as applicable.
- Emergency equipment for fires, cuts, burns must be accessible and its location known.

## Permits

- Council permits must be obtained where applicable.

## Food Preparation

- High standards of personal hygiene need to be observed by those involved in the preparation or serving of food. Disposable gloves should be worn whenever possible.
- Any open wounds need to be securely covered with a waterproof bandage.
- All equipment used in food preparation (e.g., utensils, cutlery, crockery) should be thoroughly washed after use with hot water and detergent and hygienically stored.

**NOTE: Food handling of any kind must comply with the New Zealand Food Safety Authority guidelines.**

# HYGIENE & CLEANING

Thorough hand washing is the best way to interrupt infection transmission.

## Proper hand washing means:

- use soap and running water
- rub hands vigorously for at least 20 seconds
- wash all surfaces of the hands
- rinse well
- dry hands with a single-use paper towel, if possible.

## Hand washing is necessary before and after:

- direct contact with body fluids
- cleaning contaminated or potentially contaminated areas
- preparing food.

Healthy, intact skin provides an adequate barrier against infection. Breaks in the skin should be covered with a waterproof bandage or rubber gloves.

## General Cleaning

Work and public areas need to be kept clean and safe. Hard surfaces need to be regularly mopped or wiped down with disinfectant. Gloves should be used when using bleach to prevent cracking of the skin.

## Blood & Other Bodily Fluid Precautions

Any part of the body splashed with blood or bodily fluid should be washed with **cold water** as soon as possible.

### To clean a blood spill or bodily fluid spill on any surface:

- restrict access to area
- wear latex gloves
- if solid material is involved, use towels or toilet paper to remove as much of the matter as possible
- cover the area with freshly prepared bleach for 10 minutes (mixed according to the manufacturer's instructions, concentration 1:100)
- wipe with warm water and detergent
- place gloves and all disposable towels in a plastic bag—it is recommended that two plastic bags should be used—seal the bags and dispose of waste in a regulated manner
- wash hands thoroughly.

**NOTE: If latex gloves aren't available, other methods should be used to prevent direct contact with blood (e.g., plastic bags that can be used as gloves, paper towels).**

# ACCESSING POLICIES & MANUALS ON THE INTRANET

The following can be accessed at [intranet.sarmy.net.nz](http://intranet.sarmy.net.nz). Please talk to your line manager to gain access to the intranet.

## ***Keeping Children Safe: Child and Young Person Protection Policy***

Intranet > Quicklinks > Keeping Children Safe Policy

## **Health and Safety Policies and Guides**

Intranet > Departments & Services > H&S Handbooks Policies and Guidelines

## **Human Resources Manual**

Intranet > Departments & Services > General HR & Payroll Forms

## **Policy for Managing Challenging Behaviour**

Intranet > Departments & Services > Staff Policies

## **Sexual Misconduct Policies & Complaints Procedures Manual**

Intranet > Departments & Services > Staff Policies

## **Respect Policy**

Intranet > Departments & Services > Staff Policies

## **Social Media Policy and Guidelines**

Intranet > Departments & Services > Website and Social Media

## **Hazard and H&S Risk Management HS4.0**

Intranet > Departments & Services > H&S Handbooks Policies and Guides

## **Health & Safety Risk Identification Sheet & Register HSF4.1**

Intranet > Departments & Services > H&S Handbooks Policies and Guides

# APPENDICES

## Appendix A

Publicity Release Agreement forms

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## Appendix B

Individual Record & Consent Form

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## Appendix C

Accident/Incident Form (for children and youth)

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## Appendix D

Theft Response Process at Event

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## Appendix E

Risk Assessment Management (RAM) Form and example

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## Appendix F

Hazard Risk Assessment Matrix

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## Appendix G

Safety Guidelines

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## Appendix H

Travel Plan Form

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These forms are available for download from  
[www.firezone.co.nz/leaders/safe-practice-forms](http://www.firezone.co.nz/leaders/safe-practice-forms)



I, (insert name):

of, (insert address):

Phone:

Email:

Agree to participate OR agree to let my child (under 18 years, insert name): .....  
participate with The Salvation Army in a photographic / filming / recording session  
OR a journalistic interview conducted via telephone / or in person at (insert location) .....  
.....  
with.....of The Salvation Army,  
or..... an authorised representative of The Salvation Army,  
on (insert date).....

Signature:

Date:

I understand that material gathered in these sessions or interviews including comments, opinions, photographs and / or other audio visual content including personal testimonies\* may be used publicly and maybe edited and reproduced for print / film / video / audio / internet media / or other form for the sole and express purpose of Salvation Army publicity.

\*If you request, personal testimonies can be used with anonymity protected.

If this is your preferred option, please indicate by circling your preference below:

**Anonymity Protected:    YES    or    NO    (use my material without protection of anonymity)**



I (insert name):	of, (insert address):
Phone:	
Email:	

I (insert name):	of, (insert address):
Phone:	
Email:	

I (insert name):	of, (insert address):
Phone:	
Email:	

I (insert name):	of, (insert address):
Phone:	
Email:	

I (insert name):	of, (insert address):
Phone:	
Email:	

I (insert name):	of, (insert address):
Phone:	
Email:	

We agree to participate, OR agree to let my child/ren (under 18 years, insert name/s): .....

participate with The Salvation Army in a photographic / filming / recording session OR a journalistic interview conducted via telephone / or in person at (insert location) .....

with.....of The Salvation Army, or.....

an authorised representative of The Salvation Army, on (insert date).....

I/we understand that material gathered in these sessions or interviews including comments, opinions, photographs and / or other audio visual content including personal testimonies\* may be used publicly and maybe edited and reproduced for print / film / video / audio / internet media / or other form for the sole and express purpose of Salvation Army publicity.

\*If you request, personal testimonies can be used with anonymity protected.

**If this is your preferred option, please indicate by circling your preference below:**

Signature:	Date:	Anonymity Protected: <b>YES or NO (use my material without protection of anonymity)</b>
Signature:	Date:	Anonymity Protected: <b>YES or NO (use my material without protection of anonymity)</b>
Signature:	Date:	Anonymity Protected: <b>YES or NO (use my material without protection of anonymity)</b>
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Signature:	Date:	Anonymity Protected: <b>YES or NO (use my material without protection of anonymity)</b>
Signature:	Date:	Anonymity Protected: <b>YES or NO (use my material without protection of anonymity)</b>



Note: For those under the age of 18, this form is to be completed by parents/guardians prior to the commencement of the programme/event

<b>PARTICIPANT'S DETAILS:</b>		
Participant's name:	D.O.B.	<input type="checkbox"/> Male <input type="checkbox"/> Female
Parent/Guardian's name: (If participant under 18 years of age)		
Address:		
Phone numbers: Participant:	Parent/Guardian:	
Alternate emergency contact and relationship to participant:		
Family doctor's name and contact details:		

<b>PLEASE INDICATE IF THE PARTICIPANT SUFFERS FROM THE FOLLOWING:</b>					
Condition (tick)	Severity	Condition (tick)	Severity	Condition (tick)	Severity
<input type="checkbox"/> Epilepsy/Fits		<input type="checkbox"/> Asthma/Sinus		<input type="checkbox"/> Blackouts	
<input type="checkbox"/> Diabetes		<input type="checkbox"/> Migraines		<input type="checkbox"/> Sleep Walking	
<input type="checkbox"/> Dizzy Spells		<input type="checkbox"/> Heart Condition		<input type="checkbox"/> Travel Sickness	
Other (e.g. any phobias):					

<b>ALLERGIES: (please specify)</b> e.g., medication, food, other (hay fever, bee sting, etc.)

<b>MEDICATION BEING TAKEN: (Please list all and use separate sheet if required)</b>			
Med #1:	Dosage:	When:	Reason:
Med #2:	Dosage:	When:	Reason:

Note: Medication brought must be kept in original packaging that identifies prescribing physician, name of medication, dosage and frequency of administration

Last tetanus immunisation date:
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<b>LIST ANY SPECIAL CARE REQUIRED: (e.g., dietary needs, disabilities)</b>

Swimming skills:
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<b>PERMISSION/INDEMNITY SECTION:</b>	
<ul style="list-style-type: none"> <li>&gt; I agree to the participant taking part in overall programme/event and the activities of this group</li> <li>&gt; I agree to the participant being given appropriate First Aid as required will be administered - and recorded by a designated leader</li> <li>&gt; In the event that I cannot be contacted in an emergency, I give permission for the participant to receive such medical treatment as the children's/youth worker/leader may deem necessary</li> <li>&gt; I agree to the participant being transported/picked up/dropped off in Salvation Army or private/rental vehicles arranged by children's/youth worker/leader as necessary</li> <li>&gt; I agree to information about the participant being collected as required for activity—specific forms, accident/incident report forms and statistical purposes</li> <li>&gt; I agree to the use of photographic/video footage that may be taken of the participant and the participant's name to be reproduced and published by The Salvation Army</li> </ul>	<ul style="list-style-type: none"> <li>&gt; I understand that The Salvation Army is part of the Christian Church and as such will run the programme/event on principles and beliefs based on the Christian faith</li> <li>&gt; I understand that all reasonable safety precautions will be taken at all times and that The Salvation Army, the children's/youth workers and leaders and those connected with the group cannot be held responsible for personal injury, loss or damage incurred by the participant</li> <li>&gt; I agree to the participant being given minor pain relief (e.g., paracetamol) as appropriate—will be administered and recorded by designated leader (please tick) <input type="checkbox"/> Yes <input type="checkbox"/> No</li> <li>&gt; Participant's medication to be controlled and administered by: (please tick) <input type="checkbox"/> Participant <input type="checkbox"/> Designated leader</li> </ul>

Parent's/Guardian's Signature: (If participant under 18 years of age)	Participant's Signature: (18 years and over)	Date:
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Disclaimer: Personal information collected on this form is to be used for the lawful and necessary purpose of the programme/event and should not be used for any other purpose (refer to The Salvation Army's Privacy Policy).

This form and relevant safety management forms can be attached to relevant Programme/Event Overview Form and be accessible (as per The Salvation Army's Privacy Policy) as required. Copies should be also stored and kept if required accordingly (e.g., if going offsite).





This form should be completed by the leader of the activity at which the incident/accident occurred and filed with the corps officer/centre manager with a copy forwarded to the divisional youth secretary or divisional children's secretary/director. **NOTE: If the accident involves serious harm (e.g., fracture, loss of consciousness, serious burn, penetrating wound of eye, etc.) notify the WorkSafe NZ immediately (0800 030 040), then complete the HSE5.1 and forward it on to the appropriate people.**

DETAILS	
Programme/Event Name:	Corps/Centre:
Activity:	Leader's Name:

PERSON INVOLVED	
Name:	Age:
Phone #:	Role: <input type="checkbox"/> Participant <input type="checkbox"/> Employee <input type="checkbox"/> Volunteer
Address:	

TYPE OF INJURY				
<input type="checkbox"/> Bruising	<input type="checkbox"/> Dislocation	<input type="checkbox"/> Burn/Scald	<input type="checkbox"/> Laceration/Cut	<input type="checkbox"/> Sprain/strain
<input type="checkbox"/> Scratch/Abrasion	<input type="checkbox"/> Internal	<input type="checkbox"/> Fracture	<input type="checkbox"/> Chemical Reaction	<input type="checkbox"/> Other

PARTICULARS OF THE ACCIDENT/INCIDENT	
Date:	Location:
Time:	

**DESCRIPTION:** Describe what happened (please use additional pages if necessary)

**CAUSE:** What were the causes of the incident/accident?

How bad could it have been?	What is the likelihood of it happening again?
<input type="checkbox"/> Very Serious <input type="checkbox"/> Serious <input type="checkbox"/> Minor	<input type="checkbox"/> Unlikely <input type="checkbox"/> Possible <input type="checkbox"/> Probable

PREVENTION <i>What action has or will be taken to prevent a recurrence?</i>	By whom:	When:

TREATMENT OF ACCIDENT/INCIDENT		
Type of treatment given:	Name of person giving First Aid:	Doctor/Hospital

NOTIFICATION		
Parent/Guardian notified (Time, date, by whom):		
Name and position of person completing this report:	Signature:	Date:

HSE 5.1 form filled & submitted (See NOTE above)	<input type="checkbox"/> Yes <input type="checkbox"/> No (not applicable)	WorkSafe NZ contacted (see NOTE above)	<input type="checkbox"/> Yes <input type="checkbox"/> No (not applicable)
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## Theft Response Process at Event

Young person comes to tell you they think their property has been stolen

Help them look for it in case it is lost.  
Ask for as many facts as possible about the item:  
» description of the item  
» where it was last seen or used  
» what time they left the item un-attended  
» if relevant, who else is rooming with them.

Item found?

YES

NO

If an individual is suspected of taking the item, refer to the 'Process for Dealing with Suspect' chart.

### Process for Dealing with Suspect

With all the facts in hand, take the victim with you to report the possible theft to the event leader and the fact that an individual is suspected, along with the evidence.

With all the facts in hand, take the victim with you to report the possible theft to the event leader.

### SPEAK TO THE SUSPECT

**If there are eyewitness accounts or strong evidence against an individual**, inform the victim that their leader and the event leader will talk to the suspect in due course and will get back to them in private to discuss the outcome of that meeting.  
Both leaders are to speak to the suspect in private to give the individual an opportunity to refute the accusations or admit what they have done.

**MAKE AN ANNOUNCEMENT**  
**If there is NOT enough evidence to identify an individual** then the event leader will make an announcement at an appropriate time, advising that something has been taken, highlighting the values of expected conduct at the event, and asking for the item to be returned promptly, suggesting they do so to a secure private location.

**It is important not to use accusing words. Stay calm and inform them of the evidence against them and give them an opportunity to explain.**  
If they do not make an admission, remind them of the evidence and advise them that the matter may be reported to: parents, the corps officer/centre manager or the police as necessary.

If no one returns the item then make a further announcement asking if anyone has any more information. Ask for this information to be given privately so that the informant has anonymity.

If the suspect admits wrongdoing, further action is at the discretion of the event leader, with consultation with the corps officer/centre manager if required.  
This may include, depending on the nature of the theft;  
» Calling the police  
» Contacting the corps officer/centre manager  
» Having parents collect the young person from the event  
» Resolving the matter at the event.

At any point it may be helpful to seek advice from the corps officer/centre manager. An incident report needs to be given to them after the event.



Programme/Event:	Corps/Centre:
Activity/Activities:	Date/s:
Description of venue:	Prepared by:
Aim/Purpose:	Checked by:

RISK	RISK EVALUATION	PREVENTION	EMERGENCY PLANS
Consider physical, emotional, mental and spiritual events that may occur	Use Likelihood Guide & Risk Evaluation Matrix below. I.e. Possible 8-Moderate or Unlikely 14-High	How will you attempt to ensure the risks are minimised?	What will you do if something does occur?

People Risks

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Equipment Risks

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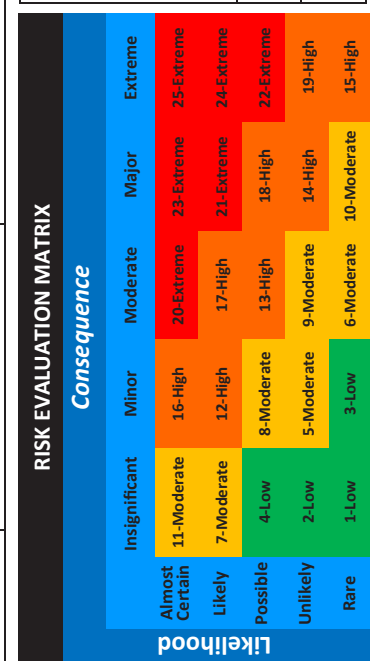
Environment Risks

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Steps taken to minimise risk: (Contingency plans, actions, recommendations, etc)

Skills required by staff:

Safety Equipment required:



LIKELIHOOD GUIDE		Chance
Likelihood	Description	
Almost Certain	Expected to occur more than once a month OR expected to occur in most circumstances	More Than 90%
Likely	Expected to occur once per month OR will likely occur in most circumstances	75%
Possible	Expected to occur less than once per month but more than once a year OR will probably occur at some time	50%
Unlikely	Expected to occur a few times per 5 years OR could occur infrequently	25%
Rare	Unlikely to ever occur OR may occur only in exceptional circumstances	Less than 10%



# RISK ASSESSMENT MANAGEMENT FORM

<b>Programme/Event:</b> <i>Youth Group Team Building</i>	Corps/Centre: <i>Kaikoura Corps</i>
<b>Activity/activities:</b> <i>High walls, high wire crawl, flying fox, tunnel crawl</i>	Date/s: <i>January 24th 2022</i>
<b>Description of venue:</b> <i>NZ Army Base</i>	Prepared by: <i>Blake Smith</i>
<b>Aim/purpose:</b> <i>Developing personal confidence and team dynamics</i>	Checked by: <i>Morgan Brown</i>

RISK		RISK EVALUATION	PREVENTION	EMERGENCY PLANS
<b>Consider physical, emotional, mental and spiritual events that may occur</b>		Use Likelihood Guide & Risk Evaluation Matrix below. I.e.: Possible 8-Moderate or Unlikely 14-High	<b>How will you attempt to ensure the risks are minimised?</b>	<b>What will you do if something does occur?</b>

People Risks				
<i>Injuries from falls, e.g., concussion, breaks, cuts</i>	<i>Possible 13-High</i>	<i>Clearly communicate instructions and guidelines</i>	<i>Claire Matthews is our first aider</i>	<i>Take to medical centre 272 Main Road, 8km away</i>
<i>Overcrowding of elements, obstacles, components</i>	<i>Possible 8-Moderate</i>	<i>Supervisors to be familiar with course</i>	<i>Ensure one person per element</i>	<i>Call for ambulance if required</i>
<i>Silly, inattentive behaviour</i>	<i>Likely 12-High</i>	<i>Ensure 1:4 supervision</i>		

Equipment Risks				
<i>Failure of ropes, wire and timber</i>	<i>Unlikely 2-Low</i>	<i>NZ Army staff to complete safety checks</i>	<i>Contact camp maintenance office on ext 3142</i>	
<i>Wet and slippery equipment</i>	<i>Unlikely 5-Moderate</i>	<i>Use safety equipment (helmets, harness and jacks)</i>	<i>Stop using the equipment</i>	

Environment Risks				
<i>Sun burn</i>	<i>Likely 17-High</i>	<i>Sunscreen is provided and needs to be applied</i>	<i>Take to medical centre 8km away</i>	
<i>Adverse weather</i>	<i>Possible 8-Moderate</i>	<i>No use of course if the weather turns bad</i>	<i>Remove participants from the situation</i>	

**Steps taken to minimise risk:** (Contingency plans, actions, recommendations, etc)

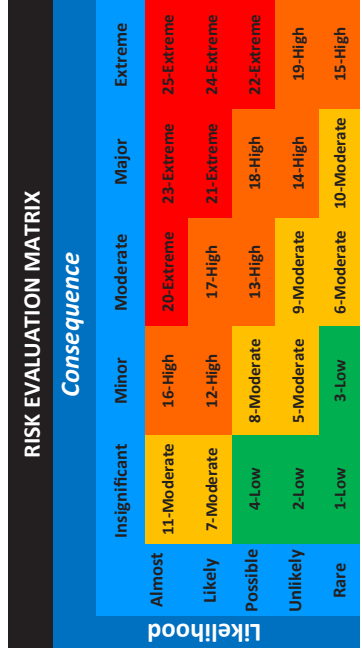
*Cancel if wet. Minimum 1:4 supervision ratio for this event. Supervisors to meet with NZ Army staff for briefing before event.*

*Mobile phone to be carried for emergency.*

*Decision to hold event to be made by 8am on the day in consultation with the Army staff.*

Skills required by staff: *Familiar with course, aware of medical conditions, ability to encourage and arrest falls.*

Safety Equipment required: *Harness and helmets provided by camp, sunscreen provided by us, mobile on hand.*



LIKELIHOOD GUIDE	
Likelihood	Description
Almost	Expected to occur more than once a month OR expected to occur in most circumstances
Likely	Expected to occur once per month OR will likely occur in most circumstances
Possible	Expected to occur less than once per month but more than once a year OR will probably occur at some time
Unlikely	Expected to occur a few times per 5 years OR could occur infrequently
Rare	Unlikely to ever occur OR may occur only in exceptional circumstances



LIKELIHOOD		
Likelihood	Description	Chance
Almost certain	Expected to occur more than once a month –OR– Expected to occur in <b>most</b> circumstances	More than 90%
Likely	Expected to occur once per month –OR– Will <b>likely</b> occur in most circumstances	75%
Possible	Expected to occur less than once per month but more than once a year –OR– Will <b>probably</b> occur at some time	50%
Unlikely	Expected to occur a few times per 5 years –OR– <b>Could</b> occur infrequently	25%
Rare	Unlikely to ever occur –OR– <b>May</b> occur only in exceptional circumstances	Less than 10%

RISK MATRIX						
Consequence						
		Insignificant	Minor	Moderate	Major	Extreme
Likelihood	Almost Certain	11–Moderate	16–High	20–Extreme	23–Extreme	25–Extreme
	Likely	7–Moderate	12–High	17–High	21–Extreme	24–Extreme
	Possible	4–Low	8–Moderate	13–High	18–High	22–Extreme
	Unlikely	2–Low	5–Moderate	9–Moderate	14–High	19–High
	Rare	1–Low	3–Low	6–Moderate	10–Moderate	15–High



## SAFETY GUIDELINES

### PEOPLE

Hazard Identification	Risks	Risk Management
Poor planning of event/programme	Participants harmed or injured physically, emotionally	Identify risks using RAMs forms
Lack of briefing for workers / leaders	Environmental damage	Children/youth workers and leaders briefed before event / programme
Participants	Equipment damage	Purpose of event / programme clearly explained
	Assets mismanaged	Risk management & emergency procedures and policies explained
	Non compliance of law / rules	Rules of event / programme explained to all participants and children/youth workers
	Event / programme stopped	Event/programme appropriate for age and stage
		Appropriate children/youth workers or leaders to participants ratio and gender mix
		Children/youth to be supervised at all times
		Appropriate children/youth workers or leaders to participants ratio and gender mix
		Use of proper equipment, gear
		Proper accommodation arrangements
		Number of participants counted before and after event/programme
		Relevant contact numbers available (parents/guardians; emergency; venue)
		Monitor behaviour of participants

### VENUE

Hazard Identification	Risks	Risk Management
Unsuitable venue	Participants harmed or injured physically, emotionally	Ensure venue is suitable for the event/programme
Insecure venue	Environmental damage	Venue to be made secure where needed
Accessibility	Equipment damage	Advice and information sought from relevant authorities (organisers, venue manager)
Building, equipment	Assets mismanaged	First Aid equipment, fire extinguishers, emergency equipment located
Environment	Non compliance of law / rules	Venue clear of any hazards present (e.g. broken glass)
	Event / programme stopped	Possible environmental dangers considered
		Possible human dangers considered (public interaction)

### SLEEPOVER/NIGHT ACTIVITIES

Hazard Identification	Risks	Risk Management
Participants	Participants harmed or injured physically, emotionally	Area being used checked for security
Venue suitability and security	Environmental damage	Maintaining regular checks of participants number and behaviour
	Equipment damage	Appropriate and adequate sleeping gear and sleepwear
	Assets mismanaged	Children/youth workers and leaders briefed on risk management procedures
	Non compliance of law / rules	Proper accommodation arrangements
	Event / programme stopped	Availability of emergency lighting

### EQUIPMENT

Hazard Identification	Risks	Risk Management
Broken equipment	Participants harmed or injured physically, emotionally	Ensure equipment is in working order and suitable for event/programme
Moving equipment	Environmental damage	Protective gear to be worn by users
Noisy equipment	Equipment damage	Permission obtained to use equipment
Malfunctioning equipment	Assets mismanaged	Users to have knowledge of or to be briefed on use of equipment
	Non compliance of law / rules	Emergency equipment (First Aid kit) available
	Event / programme stopped	



**FOOD**

Hazard Identification	Risks	Risk Management
Poorly stored food	Participants harmed or injured physically, emotionally	Food stored correctly
Contaminated food	Environmental damage	Food preparation carried out correctly (e.g., pre-preparations, cooking process)
Food preparation	Equipment damage	Food handled properly (wearing gloves, hand washing)
Food handlers	Assets mismanaged	Permits obtained where needed
	Non compliance of law / rules	
	Event / programme stopped	

**TRANSPORT**

Hazard Identification	Risks	Risk Management
Drivers	Participants harmed or injured physically, emotionally	Driver holds a full current licence for the vehicle (car/bus/other) they will be driving
Passengers	Environmental damage	Driving must be sensible and there must be total adherence to all road rules and laws
Vehicles	Equipment damage	Vehicle must be registered, road worthy and have current Warrant of Fitness
Roads, streets, car parks	Assets mismanaged	Vehicle must be covered by third party or comprehensive insurance
	Non compliance of law / rules	Check weather / traffic conditions
	Event / programme stopped	Submit Travel Form locally or to event leader if regional or divisional events

**WATER**

Hazard Identification	Risks	Risk Management
Swimmers	Participants harmed or injured physically, emotionally	Children's/youth worker and leader competency: familiar with specific location and anticipated conditions
Submerged objects	Environmental damage	Appropriate life saving equipment readily available/provided and location known
Floods, tides, rips	Equipment damage	Participants reminded of the safety rules and monitor that the rules are enforced
	Assets mismanaged	Participants monitored and supervised at all times
	Non compliance of law / rules	Water conditions checked (e.g., temperature, current, rip, jet skis, water vehicles, etc.)
	Event / programme stopped	Checked for submerged objects (e.g., log, rocks)
		Advice and information sought from relevant authorities (organisers, venue manager and lifeguards).

