



C3 CHURCH
BALLINA

Safe Church Policy & Guidelines

revised June 2025

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PURPOSE

The C3 Ballina Safe Church Policy:

- guides our work in establishing and maintaining safe environments for all people, including children and young people;
- underpins our biblical mandate to: Love the Lord your God with all your heart, soul, mind and strength and to love your neighbour as yourself (Matthew 22:37-40);
- promotes and provides for the provision of services that foster the health and safety of all who access our church and/or programs;
- ensures that all workers (paid and volunteer) associated with our church fulfil their pastoral and organisational responsibilities; and
- ensures compliance with legislation, and also with the intention of the legislation, (including but not limited to the 10 NSW Child Safe Standards, 10 National Child Safe Principles, child protection, work health and safety, and the governance standards of the ACNC) as it relates to protecting people, particularly the vulnerable (including children and young people).

SCOPE

This Policy applies to all those associated with C3 Ballina (C3 Church) including:

- all credential holders, workers (paid & volunteer) and members of boards;
- as specified herein, guests or hirers of the church and its facilities
- as specified herein, contractors, subcontractors, delivery persons or others engaged to provide services; and
- as specified herein, those who access our site and/or programs.

POLICY APPROVAL AND REVIEW

This Policy was written to reflect current legislative requirements in Australia in December 2021 and was approved by the Church Board and adopted for use by C3 Church on December 8, 2021.

C3 Australia Policy and Guidelines will be reviewed, as a minimum, by the C3 Australian Region every 2 years and as often as necessary, in order to remain compliant with new legislation.

Any proposed changes will be submitted to the Church Board for approval at a properly convened meeting for approval before being adopted and implemented.

POLICY STATEMENTS

We acknowledge that all people have a right to feel and be safe, and to experience life-giving, harm-free interactions when engaging in C3 Church activities, events and programs;

We acknowledge the need for sensitivity and consideration of all people of aboriginal, ethnically and/or linguistically diverse backgrounds, as well as any person with a disability;

We commit to the welfare of all people through the implementation and ongoing improvement of our Safe Church Guidelines including:

- safe and friendly environments where people are listened to, feel safe, accept challenges, develop faith and grow in connection with God and others,
- safe and adequate recruitment, training, supervision, support and resourcing of our workers,
- appropriate and expedient responses to all incidents, accidents, child protection and/or Safe Church (misconduct and abuse) concerns. This includes promoting caring attitudes and responses towards children or young people, so that the need for appropriate nurture, care and protection is understood, risks to a child's wellbeing are quickly identified, and any necessary support, protection or care is promptly provided including child focused responses to allegations of risk of harm or harm in line with Safe Church Guideline 4;

In relation to children (0-17 years), we acknowledge:

- the primary role of parents and caregivers as well as the role of children in child protection and will engage with children and caregivers, and invite feedback as part of our procedures and interactions
- the shared responsibility of the whole community for child safety and welfare, including caregivers and our workers, and as such we will promote the role of parents and caregivers and the wider community in the shared responsibility of child safety
- the diverse needs of all children and young people, with special reference to Aboriginal children and young people and those from culturally and/or linguistically diverse backgrounds and also the safety of children and young people with a disability as relevant in the local church setting
- promote empowering children and young people by engaging with children and young people and caregivers in relation to decisions that impact them, including inviting feedback as part of our services; and

- promote a child safe culture in both physical and online settings that is understood, endorsed and put into action by all the individuals who work for, volunteer or access a C3 Church program, service or managed facility;

We commit to regularly reviewing, evaluating and improving Safe Church procedures and practices; and in relation to the safety and protection of children and young people.

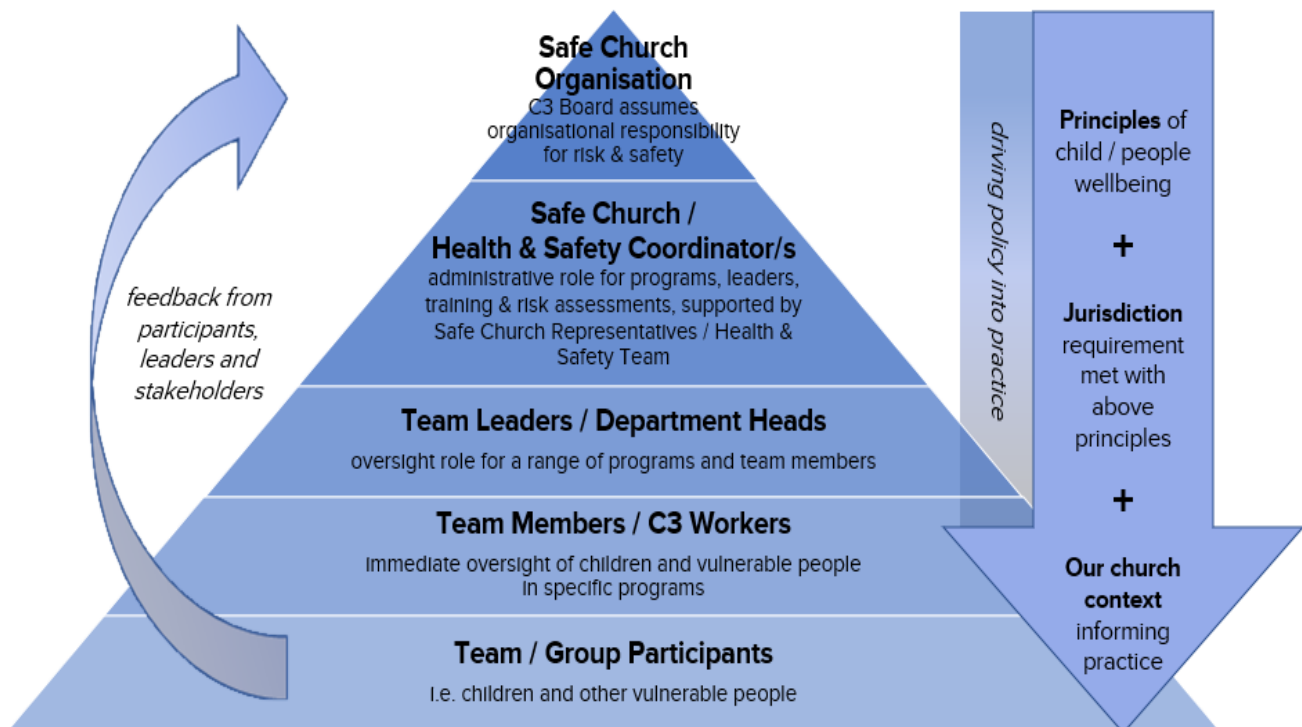
We will ensure that clear policy and procedural documentation is up to date and readily available.

It is a serious breach of this Policy for any worker in our church to contravene this policy, any related procedure, regulation in law, in relation to the safety and protection of children and the vulnerable, relevant NSW Child Safe legislation and prohibited behaviours as defined in the applicable code of conduct.

It is a serious breach of this Policy for any worker in our church to contravene this Policy, any related procedure, or any regulation in law, in relation to the safety and protection of children and the vulnerable.

SAFE CHURCH STRUCTURE

C3 Church operates under the following Safe Church roles and structure:



Church Board

As a self-governing local church, the responsibility for implementing Safe Church practices is primarily with the C3 Ballina Board (Church Board). This extends to all legal, insurance and risk management responsibilities.

Safe Church implementation is a standing agenda item for the Church Board.

A Safe Church Team and a Health & Safety Team, with an appropriate number of campus church members, are appointed by the Church Board.

Safe Church Coordinator

The Safe Church Coordinator is involved in implementation oversight for each campus location, is the contact person for C3 Australia Safe Church Guidelines and is delegated the role of receiving and managing Safe Church concerns with the Board.

The Safe Church Coordinator is supported by Safe Church Representatives at each campus location.

Health & Safety Coordinator

The Health & Safety Coordinator is delegated the oversight of Workplace Health & Safety and risk management compliance.

The Health & Safety Coordinator is supported by the Health & Safety Team at each campus location.

SAFE CHURCH ROLES & RESPONSIBILITIES

C3 Church members have various Safe Church responsibilities according to the role and / or position they hold within the church. Specific responsibilities relating to Safe Church Reporting can be found in Guideline 5: Responding to Incidents.

Church Board

The Church Board:

- has the primary duty of care, to ensure so far as is practicable the health and safety of all persons involved in C3 Church,
- ensures that C3 Australia Safe Church minimum standards are maintained at C3 Church (as found in the C3 Australia Safe Church Policy & Guidelines),
- assigns responsibilities for the management of the C3 Australia Safe Church Policy & Guidelines, including appointing a Safe Church Coordinator / Representatives and Health & Safety Coordinator / Team,
- monitors and reviews the implementation of C3 Australia Safe Church Policy & Guidelines. Develop opportunities for regular discussion to support a culture of continuous improvement and accountability of child protection; including regular (minimum annual) review, evaluation and improvement of child safe, procedures and practices; and maintenance of clear policy and procedural documentation that is readily available,
- ensures disclosures of harm are reported to all relevant regulatory bodies, and
- fulfills relevant legislative 'head of entity roles' and reportable conduct requirements in child protection related investigations.

Safe Church Coordinator / Representatives

The Safe Church Coordinator:

- is responsible for the implementation of the procedures in relation to responding to Safe Church concerns, including child protection and police/government reporting,

- the contact point for C3 Church Australia office on Safe Church matters,
- creates & maintains the Safe Church Policy & Guidelines to ensure compliance with the minimum standards contained within the C3 Australia Safe Church Policy & Guidelines,
- promotes awareness of and adherence to the C3 Church Policy and Guidelines,
- maintains a Safe Church database of C3 staff, team and volunteers, including details such as recruitment compliance, volunteer declarations & endorsements, fulfilment of training obligations, and other Safe Church requirements as developed, ensuring accurate records are kept permanently and securely in accordance with privacy legislation,
- is a resource for assisting with the implementation of relevant procedures in responding to Safe Church concerns including, receiving reports of incidents and/or concerns of risk of significant harm in relation to children or workers,
- assists in the church's recruitment process, ensuring compliance to Policy and Guidelines (Guideline 5),
- assists in the church's supervision process of workers & volunteers (Guideline 6),
- completes Safe Church tasks as directed by the Church Board, and
- regularly reports to the Church Board.

Health & Safety Coordinator / Team

The Health & Safety Coordinator:

- implements WHS policies, including privacy policy and evacuation procedures,
- keeps WHS on the agenda at meetings of the Church Board,
- receives notifications of hazards/incidents such as serious events and dangerous incidents from workers and visitors,
- notifies incidents such as serious events and dangerous incidents within a prescribed period to the Church Board,
- addresses health and safety concerns within reasonable time frame, and
- undertakes a site safety audit at regular intervals (minimum 2 times per year).

Team Leaders / Department Heads

Team Leaders / Department Heads:

- implement this policy and related procedures as applicable to their program/events,
- monitor workers who they oversee to ensure workers are acting safely and according to policy, guidelines and procedures,
- provide reasonable instruction to workers regarding the provision of safe environments,

- report to the Safe Church Coordinator/Representative any suspicions, allegations, incidents or potential breaches of the relevant code of conduct, and
- identify and report all risks and hazards to the Health & Safety Coordinator/Team for treatment.

C3 Workers / Team Members

C3 Workers (paid and volunteer):

- uphold all church policy, guidelines and procedures,
- respect all people, especially children and the vulnerable, and the rights of all people at our church to safe and friendly interactions,
- foster and encourage the participation and empowerment of all people in staying safe,
- take all reasonable care for their own health and safety,
- take reasonable care that their actions do not adversely affect others health and safety,
- comply with all reasonable instructions from the church leadership,
- comply with church policies, guidelines and directives from the leadership as communicated, including the code of conduct relevant to role/position,
- report all child protection and other Safe Church (misconduct and abuse) concerns, allegations, incidents or potential breaches immediately to the Safe Church Coordinator/Representative (or to a Team Leader), and
- report all incidents or hazards to the Health & Safety Coordinator / Team (or to a Team Leader) as soon as practicable.

Caregivers of children and vulnerable adults:

- provide all information as necessary to ensure the safety of the person in their care, and
- provide feedback to the leaders of the church about safety issues.

SAFE CHURCH GUIDELINES

The Safe Church Policy is implemented through our Safe Church Guidelines.

The Safe Church Guidelines contain C3 Australia's mandated minimum standards and recommended good practice for duty of care, child and vulnerable people protection, and just, caring responses to misconduct and abuse.

The Guidelines are also an outworking of the Child Safe Standards for Child Safe Organisations and the Australian Privacy Principles.

The Guidelines cover the following:

1. Safe Church Training
2. Promoting Empowerment and Participation
3. Being Aware of Child Abuse Indicators
4. Responding to Concerns of Risk of Significant Harm
5. Responding to Incidents
6. Recruitment and Screening of Workers
7. Supervision of Workers
8. Responding to Misunderstandings or Conflicts Against C3 Workers or Members
9. Safe Environments
10. Compliance with Workplace Health & Safety

Child Safe Standards for Child Safe Organisations

"The Child Safe Standards recommended by the Royal Commission Into Institutional Responses to Child Sexual Abuse provide a framework for making organisations safer for children. They have been accepted by the NSW government. Based on extensive research and consultation, the Standards provide tangible guidance for organisations to create cultures, adopt strategies and act to put the interests of children first, to keep them safe from harm.

The Standards have been designed to:

- help drive cultural change in organisations
- be principle-based and outcome-focused
- be flexible enough that they can be adapted by organisations of varying sizes and characteristics
- avoid placing undue burden on organisations
- help organisations address multiple risks
- balance caution and caring

- be a benchmark against which organisations can assess their child safe capability and set performance targets
- be of equal importance and interrelated.

A child safe culture is a set of values and practices that guide the attitudes and behaviour of all staff. Good leaders champion these values and embed them in organisational governance. The following values should be at the heart of any approach that prioritises children's safety:

- The best interests of children and their protection from harm is paramount.
- Child abuse is not tolerated and must not happen.
- Children's rights are understood and respected.
- Concerns about child safety raised by children and their parents and carers are acted on.
- Reporting abuse is not obstructed or prevented."

(A Guide to the Child Safe Standards, NSW Government: Office of the Children's Guardian, 2021).

C3 Church is committed to upholding the ten Child Safe Standards for Child Safe Organisations whereby:

- Child safety is embedded in organisational leadership, governance and culture
- Children participate in decisions affecting them and are taken seriously
- Families and communities are informed and involved
- Equity is upheld and diverse needs are taken into account
- People working with children are suitable and supported
- Processes to respond to complaints of child sexual abuse are child focused
- Staff are equipped with the knowledge, skills and awareness to keep children safe through
- Continual education and training
- Physical and online environments minimise the opportunity for abuse to occur
- Implementation of the Child Safe Standards is continuously reviewed and improved
- Policies and procedures document how the organisation is child safe.

GUIDELINE 1: SAFE CHURCH TRAINING

All C3 Workers shall receive adequate, ongoing and appropriate training in our Safe Church Policy & Guidelines document and in the concepts of child protection. This shall include indicators of child or young person risk of harm (abuse and neglect), and the reporting procedures for when they have risk of harm concerns about a child and/or young person who is involved in the church.

C3 Churches shall provide workers involved in children and youth ministry with adequate, appropriate and ongoing training in the concepts of child protection including knowledge, identifying and responding to concerns and indicators of child or young person at risk of harm (eg: abuse and neglect).

C3 Australia Credential Holders as part of their credentialing shall complete C3-recognised Safe Church training initially and then every three years.

Safe Church Training shall include education in the following areas:

- empowerment and participation,
- child abuse indicators,
- responding to & reporting concerns about children, and
- responding to & reporting concerns about adults.

Training and Resourcing of Workers

General Induction

C3 Church provides all staff & volunteers with information in relation to knowledge of operating procedures that apply to equipment, programs and general site health and safety and Code of Conduct expectations and appropriate behaviours for workers.

All potential volunteers will receive a face-to-face induction session with their Team Leader prior to serving. As part of this, they will receive a Volunteer Code of Conduct and Declaration (Appendix A), with an opportunity to ask questions of their Team Leader.

Safe Church Training

C3 Church provides all staff & volunteers initial and ongoing training in our Safe Church Policy & Guidelines; including empowering and including all people, identifying and responding to children and vulnerable people at risk of significant harm, and safe environments (duty of care).

C3 Church holds an annual Leaders Training Session as well as quarterly Volunteer Training nights utilising the ChildSafe Australia training modules and other relevant Safe Church information.

Ongoing in-service training

C3 Church provides staff and volunteers professional development appropriate to the worker's role, e.g., first aid, specific qualifications as necessary for the successful carrying out of the worker's role.

In-service sessions are organised when required, utilising national and state organisations, as well as creating opportunities for staff and volunteers to attend C3 Australia Pastor Days and conferences.

Reimbursement of costs incurred for individual and specific training and development is encouraged.

Human Resourcing and Equipment

C3 Church provides funding and a budget for all approved ministry events and services of the church to ensure all leaders and workers are adequately resourced with the equipment and qualified persons needed for the safe and effective running of the events and activities.

Key Team Leaders and Event Organisers complete resource requests and checks as part of the Annual Training Session and/or Event Planning Checklist to ensure supplies can be provided for the effective operation of the program or event.

Children & Young Person (Youth) Ministry Additional Training Requirements

Children & Youth Pastors and Team Leaders of Children & Youth Ministries, have training requirements in addition to attending Safe Church training, to ensure familiarity with the Safe Church Policy & Guidelines, including:

- knowing what forms, reports and logs need to be completed, lodged and stored appropriately,
- involvement in the annual review of the Safe Church Policy & Guidelines to ensure correct implementation and make necessary revisions, and
- knowing what authority their Team Leaders assume for the program or event which they have been appointed Team Leader for, and how their own role of Safe Church Representative supervises this.

All Children & Youth Pastors and Team Leaders must attend a Children and Youth Ministry specific refresher course every year, or as new legislation is introduced. It includes, but is not limited to:

- overview of Safe Church Policy & Guidelines,
- Safe Church management and reporting procedures,
- emergency evacuation procedures,
- discipline policy strategies, and
- signing of Code of Conduct Agreement.

On completion of the Training, participants must sign the Safe Church Training Register (Appendix B).

GUIDELINE 2: PROMOTING EMPOWERMENT AND PARTICIPATION

C3 Church promotes the empowerment and participation of all people at church.

In relation to children and youth, C3 Church acknowledges the primary role of parents and caregivers as well as the role of children in child protection and will actively engage with children and caregivers, inviting open communication and feedback as part of procedures and interactions.

C3 Church acknowledge the shared responsibility of the whole community for child safety and welfare, including caregivers and our workers, and as such will actively promote the role of parents and caregivers and the wider community in the shared responsibility of child safety.

Board Responsibilities

The Church Board has responsibility for the overseeing the participation and inclusion of all children and their parents/guardians in line with the National Child Safe Principles 2, 3, and 4.

The Church Board will ensure that information, including age-appropriate signage, in relation to safety, acknowledging the need for sensitivity and consideration of those children of Aboriginal & Torres Strait heritage, and those from culturally and/or linguistically diverse backgrounds, as well as any child with a disability in provided.

The Church Board will take steps to respect and respond to the cultural identity of children of Aboriginal and Torres Strait heritage, and those from culturally and/or linguistically diverse backgrounds, through engagement with the children and their caregivers in relation to taboos and symbols and activities that are important to the children's cultural heritage, as is practicable given the nature of the program.

The Church Board will ensure the promotion of open communication with parents and caregivers, and other community stakeholders, encouraging feedback on the program that their child has attended.

Children & Youth Pastors and Team Leaders

Children and Youth Ministry Pastors will schedule time in the program to talk to children about their safety, usually at the beginning of the program or event and, as is practicable, will encourage the children to participate and contribute to safety discussions.

Children and Youth Ministry Pastors will afford children an opportunity to have a voice in the establishment of acceptable standards of behaviour at the beginning of a program and conduct a

boundaries session with the children to allow them to participate in establishing appropriate behavioural boundaries based on the following principles:

- we will treat each other kindly,
- we will join in and try our best,
- we will follow our leaders' directions,
- we will stay where we can be seen by our leaders,
- we will let our leaders know if we feel unsafe, upset or unwell, and
- we will let our leader know if someone else is hurt.

These standards & boundaries will be adjusted as age appropriate and placed on display for the duration of the program.

Registration forms for programs and events will provide opportunities for parents and guardians to provide current information about the children and youth participating such as medical or other special needs, cultural sensitivities, etc.

Children and Youth Ministry Pastors will take reasonable measures to allow for communication and input from community members who have relationships with children accessing church programs, including contact and resource information on our website, as well as through the provision of feedback forms and email invitations (Appendix C).

Children and Youth Ministry Pastors will ensure that children will have opportunity to reflect on their experience at church and to make comments regarding the activities, program elements and other aspects of wellbeing, including workers' conduct.

C3 Worker Responsibilities

C3 Workers will assist the families of children:

- speak up when they have a concern,
- access information about what child abuse is,
- feel welcome and have a say in the activities and programs in which their children or young people participate as far as is practical, and
- engage in two-way communication between families and the church.

All workers will actively listen to children when they speak about matters that directly affect their sense of safety or wellbeing and will act on any concerns children or their caregivers raise with them.

GUIDELINE 3: BEING AWARE OF CHILD ABUSE INDICATORS & MENTAL HEALTH CONCERNS

All C3 Workers in Children and Youth Ministry shall be made aware of the indicators of child or youth abuse and neglect (Appendix D) and report to the Safe Church Coordinator/Representative when they have concerns about a child or youth who is involved in the church.

Understanding Child Abuse

Child abuse occurs when those given responsibility for the care and protection of a child abuse the trust of that child and use their power to harm them. Child abuse may take several forms, and those working with children and young people need to be aware of each of the forms and how to respond.

It is not the role of those who supervise children and young people to diagnose forms of abuse.

Physical evidence of abuse is rare. Behaviour signs provide the most reliable indicators. It is helpful for leaders to be aware of typical indicators so that these can be reported, bearing in mind that no single indicator necessarily points to abuse. Refer to Guidelines for Responding to Alleged Abuse (Appendix E).

The focus of child protection is to report concerns about risk of significant harm and focus on the needs of the child in decision making. In responding to concerns about children at church, the church has legal, pastoral and organisational responsibilities to fulfill, and all concerns must be reported according to procedure.

To assist in decision making about risk of significant harm the church will ensure C3 Workers are aware of the behavioural and emotional indicators of each type of child abuse and the indicators in parents and care givers.

Physical Abuse

- Physical abuse is a non-accidental injury or pattern of injuries to a child caused by a parent or caregiver.
- It includes but is not limited to injuries which are caused by excessive discipline, severe beatings or shakings, cigarette burns, attempted strangulation and female genital mutilation.
- Injuries include bruising, lacerations or welts, burns, fractures or dislocation of joints.
- Hitting a child around the head or neck and/or using a stick, belt or other object to discipline or punishing a child (in a non-trivial way) is a crime.

Psychological Abuse

- Serious psychological harm can occur where the behaviour of their parent or caregiver damages the confidence and self-esteem of the child or youth, resulting in serious emotional deprivation or trauma.
- Although it is possible for 'one-off' incidents to cause serious harm, in general it is the frequency, persistence and duration of the parental or carer behaviour that is instrumental in defining the consequences for the child.
- This can include a range of behaviours such as excessive criticism, withholding affection, exposure to domestic violence, intimidation or threatening behaviour.

Sexual Abuse

- Sexual abuse is when someone involves a child or youth in a sexual activity by using their power over them or taking advantage of their trust.
- Often children are bribed or threatened physically and psychologically to make them participate in the activity.
- Child sexual abuse is a crime.

Neglect

- Child neglect is the continued failure by a parent or caregiver to provide a child with the basic things needed for his or her proper growth and development, such as food, clothing, shelter, medical and dental care and adequate supervision.

Spiritual Abuse

- This may include any or all the above abuse types. It involves the perpetrator inappropriately using their position of authority in the church to satisfy their own needs or using children or young people for one's own benefit.

Self-Harm and Suicide

Self-Harm

- Self-harm refers to people deliberately hurting their bodies. It is usually done in secret and on places of the body that cannot be seen by others.
- The most common type of self-harm is cutting but can also include other types such as burning or punching the body, picking skin sores. It is a way of coping, seeking to relieve, control or express distressing feelings, thoughts or memories.

Suicide

- Suicide is a complex issue, with a significant number of people of all ages contemplating suicide at some stage in their life.

- Many warning signs for young people sound like common behaviours for that generation, and should not be taken in isolation, but when a combination of these signs is observed, it may indicate suicide is being considered.

For more information see Types and Indicators of Child Abuse & Neglect & Mental Health Concerns (Appendix D).

GUIDELINE 4: RESPONDING TO CONCERNS OF RISK OF SIGNIFICANT HARM

The Safe Church Coordinator shall make an appropriate report to the relevant government agency/department (e.g., police, child protection, Children's Guardian) and utilise the resource of the Safe Church Helpline.

C3 Workers shall work through an appropriate process which affords natural justice to all parties and will undergo training in Responding to Alleged Abuse and Principles of Disclosure (Appendix E).

C3 Workers will, with the assistance of Team Leaders and the Safe Church Coordinator / Representative will complete the Reporting Risk of Significant Harm Report (Appendix F).

C3 Workers will in all instances, considering the pastoral, legal and insurance implications of the conflict or allegation, respond with transparency and accountability.

C3 Australia Ministry Standards Investigation Procedures (Appendix G) shall be used in all allegations of serious misconduct against credential holders.

Reportable Conduct Scheme

Reportable conduct is a defined term that appears in the Children's Guardian Act 2019 (NSW) and in the Commission for Children and Young People Act 1998 (NSW). Section 20 of the Children's Guardian Act 2019 (NSW) defines reportable conduct as:

- a sexual offence,
- sexual misconduct,
- ill-treatment of a child,
- neglect of a child,
- an assault against a child,
- an offence under section 43B (failure to protect) or 316A (failure to report) of the Crimes Act 1900, and
- behaviour that causes significant emotional or psychological harm to a child.

Reportable conduct does not extend to:

- conduct that is reasonable for the purposes of the discipline, management or care of a child, having regard to the age, maturity, health or other characteristics of the child and to any relevant codes of conduct or professional standards,

- the use of physical force that, in all the circumstances, is trivial or negligible, but only if the matter is to be investigated and the result of the investigation recorded under workplace procedures, or
- conduct of a class or kind exempted from being reportable conduct by the Children's Guardian under section 30 of the Children's Guardian Act 2019 or was previously exempted by the Ombudsman and is subject to the transitional arrangements.

C3 Church as a religious entity must notify the Office of the Children's Guardian of reportable allegations or convictions against C3 Workers (paid or volunteer) who hold, or are required to hold, a Working with Children Check for the purposes of their engagement with C3:

- that arise in the course of an employee's work, and/or
- about a C3 Worker's (paid or volunteer) alleged conduct outside of work.

Under the Reportable Conduct Scheme, the Church Board must nominate and endorse a Head of Relevant Entity (usually the Senior Minister) and notify the Office of Children's Guardian of this appointment.

Workplace Investigation Procedure

This procedure aims at working through information relating to allegations of more serious misconduct, for findings to ensure all parties are offered natural justice. The Workplace Investigation Report (Appendix H) shall be used to facilitate the step-by-step nature of the procedure (Appendix I).

This procedure is used in connection with the clearly defined expectations for behaviour for workers (volunteers and paid staff) in the Volunteers Code of Conduct and Declaration (Appendix A).

This procedure is recommended for compliance with legal and insurance requirements such as, but not limited to:

- making findings to report to government agencies, such as where, in NSW, the Office of the Children's Guardian requires employers to investigate allegations against children's workers of certain types of abuse, i.e., sexual misconduct and physical assault of a child,
- the church's insurance exclusion, which requires an appropriate investigation into complaints in relation to sexual abuse, where sexual abuse includes any assault or abuse of a sexual nature, any type of molestation, indecent exposure, sexual harassment or intimidation, whether such act is the subject of criminal investigation or not, and injury, where injury includes any physical, mental or psychological injury, and
- the NSW Workplace Health and Safety Act which classes churches as places of business and

all volunteers as workers. Workers and visitors must be afforded a duty of care, and safe emotional and physical environments. Under this legislation all persons must comply with all reasonable requests from the person/s conducting a business or undertaking.

It is imperative there is compliance to the process and reporting timelines provided for the NSW Reportable Conduct scheme compliance. For guidance, contact is to be made to the Safe Church Helpline 1800 070 511.

This process is not to be used for C3 Credential Holders, rather they are subject to the C3 Australia Ministry Standards Investigation Procedure (Appendix G). In cases of alleged breaches of the C3 Code of Conduct for Credential Holders, it is essential that the C3 Church Australia Executive is informed, and the C3 Australia Ministry Standards Investigation Procedure implemented.

Rationale

This process is designed for addressing allegations of serious misconduct, where a formal process is required to make findings for implementation of risk management and/or disciplinary actions.

Serious Misconduct is defined as; allegations that if proven of have been more likely to have occurred than not (on the balance of probabilities), would lead to restrictions being placed on a worker's role, or dismissal from a role or removal from a position (volunteer or paid), and may also lead to restrictions on the person's attendance or involvement in the church.

Serious Misconduct includes, but is not limited to, allegations of; child abuse and neglect, sexual harassment, sexual misconduct and sexual abuse, financial impropriety, bullying behaviours, and allegations of domestic and family violence.

This procedure is not designed for use where there are allegations of very minor misconduct which require only admonition and correcting worker behaviour, nor is this process appropriate for resolving conflicts or misunderstandings between parties. For instances of conflicts between parties a process focussed on restoring relationships, the procedure for resolving misunderstanding and conflicts is outlined in Guideline 8.

For times where a worker (volunteer or paid) or a church member is alleged to have engaged in minor misconduct, e.g., a minor breach of a relevant code of conduct, the matter should be dealt with pastorally by the appropriate local church leader with a view to re-correcting behaviours.

Principles

The Head of Relevant Authority, Safe Church Coordinator/Representative and the Case Manager/CRG and all church officer holders shall;

- act fairly, in good faith, without bias and in a dispassionate manner,

- provide each party the opportunity of adequately stating their case and correcting or contradicting any relevant statement prejudicial to the person's case,
- not receive information except as part of its information gathering and of assessment of the allegation,
- ensure that a person called upon to answer an allegation shall be given in writing the particulars of the allegation being made, and
- ensure each party has the opportunity to respond to further statements.

The matter is to be managed:

- without undue delay: acting as quickly as possible shall be a genuine recognition of the seriousness of the allegation. Care should be taken to avoid delays,
- with clear communication: all parties should be fully and speedily informed regarding decisions made, the reasons for the decisions and what processes are being used at all stages, particularly where there is any delay,
- In a non-biased manner: disputed allegations will be investigated by persons who have no relationship (biological or other) to any party,
- considering conflict of interest: disputed allegations will be investigated by persons who have no stake in benefiting from any particular outcome of the case,
- so that evidence-based decisions are made, decisions made are to be fact-based. All disputed facts will be independently investigated. All outcomes will be based on the findings of the investigation. The burden of proof shall be on the balance of probabilities, e.g., was the conduct more likely to have occurred than not, and
- with privacy: every effort must be made to protect the privacy of all parties. Findings are only to be released with the permission of the person subject of the allegations and/ or the person/s bringing the complaint. When preparing the case manager's report to the Head of Relevant Authority, the case manager will focus on the needs of the person bringing the complainant and any family, the person subject of the allegation and any family, and the congregation.

Process

Receipt of allegation/information relating to misconduct

An allegation/information may come in any form: phone call, email, mail, or in conversation.

If the person who receives the allegation is not the relevant office holder in the church, it will be forwarded to the relevant office holder as soon as practical.

An allegation may also be made in relation to information about alleged misconduct. A senior church leader (e.g., pastor, elder, church leadership team) can make an allegation on behalf of a third party where a finding is deemed necessary for risk management purposes.

In relation to sexual harassment and/or abuse the complaint may be historical (whenever or wherever occurring) or current (wherever occurring), so long as the person subject of the allegation is still attending the church (denominationally) in which the process is being conducted.

[Triage of the allegation \(classification & clarification\)](#)

The relevant Safe Church Team (made up of the Safe Church Coordinator / Representative and Head of Entity) should at this time triage the matter satisfactorily; including providing details of the process to the person bringing forward the allegation (provide documentation), discuss legal ramifications, and ensure the matter is an allegation of serious misconduct against a person currently under the jurisdiction of the local church.

[Criminal matters, government statutory reporting, and risk management measures](#)

Where the allegation is clearly of a criminal nature: the Head of Relevant Entity or equivalent, will report to the relevant government agencies.

Criminal matters are defined in the criminal codes and include but are not limited to; child abuse and or neglect, acts of indecency, sexual assault, fraud, drug dealing.

In NSW this will include where applicable, reporting to the NSW Office of Children's Guardian.

At this stage a risk assessment must be undertaken by the Safe Church Team as to whether it is appropriate during the police investigation to ask the person subject to allegation/s to step aside from their active duties and/or church attendance.

[Insurance reporting](#)

On reception of the formal complaint the appropriate office holders will consider as to whether this is a matter over which the insurer should be notified or whether at this stage more formalisation is required before reporting.

[Formalisation of allegation – appointment of Case Response Group and Case Manager](#)

If the matter, after triage, is not deemed by the Safe Church Team, to be a police and/or government agency matter (child protection), or when the police/criminal justice process has concluded, the Head of Relevant Entity with relevant church office holders will appoint a Case Response Group (CRG) including a Case Manager. This CRG of 1-3 persons are to make binding decisions in relation to the procedure from this point forward. The CRG will look different depending upon the nature of the allegation and the level of leadership being accused. A member of the CRG may in some cases be the Case Manager or, where it is deemed necessary for natural justice, an external case manager.

The CRG will report to the Head of Relevant Entity for determination.

The CRG will appoint from their group a Case Manager.

The CRG will offer pastoral support persons to all persons bringing allegations. It will be suggested that the pastoral support person is not a relative.

The CRG will at this time discuss with the Head of Relevant Entity; implementation of or amendments to any risk management actions which need to be or may be already in place, depending upon the nature of the allegations. These risk management actions are to consider the safety of all parties.

The Case Manager will formalise the allegation, including:

- All witnesses being provided with an explanation of the procedure, including a copy of the C3 Workplace Investigation Procedure Document,
- Writing up, as a set of alleged breaches of the relevant code of conduct, legislation, or allegations of types of misconduct where a code does not apply. This document will include all relevant witness statements being signed and attached to the allegation documentation.
- The allegation document will also include a covering letter explaining the procedure, and any risk.
- If during the formalisation of the procedure it becomes clear that the matter is of a child protection or criminal nature, the relevant government agencies are to be notified.

[Procedure pathway decisions: the Case Response Group will consider the formalised allegation material and make a decision](#)

If the CRG in its discretion considers that the complaint is frivolous, vexatious or that further action is not necessary, the appropriate office holders may decide to dismiss the complaint and will inform the Head of Relevant Entity of this decision who will in turn inform all parties of this decision.

If the matter is deemed by the CRG to not be a serious matter but rather a misunderstanding/conflict or involves minor misconduct an alternative procedure may be recommended, such as the process for resolving misunderstanding and conflicts.

If the allegations are deemed to be of a significantly serious nature, and if there is enough substance in the allegations to be tested on the balance of probabilities the Case Manager will be asked to continue with this investigation procedure.

Initial investigation

Where the matter is workplace related the person subject of the allegation will be contacted by the Head of Relevant Entity or appointee notifying the person subject of the allegation that allegation/s of misconduct have been received and will need to be formally investigated.

The person subject of the allegation will be informed of the allegations in writing with clear instruction in relation to this procedure, and a clearly defined outline of the steps in this procedure for responding to the allegations.

The person subject of the allegation will be offered a “notification meeting” on a set date and time by the Case Manager.

At the meeting:

- the Case Manager will explain the process to the person subject of the allegation (including providing documentation).
- provide the person subject of the allegation with an explanation of any risk management actions to be put in place, e.g., Interim Safety Measures in the case of sexually related matters. Where the allegations require the person subject of the allegation to step aside from duties, this will be explained. Note: At this stage these are allegations only and stepping aside is not to be seen as an expression of guilt, but rather a risk management step for all parties.
- The allegation documentation will be given to the person subject of the allegation - these will not be read out in the meeting.

Note: Where distance does not allow for a face-to-face meeting to occur the documents will be delivered by mail, and the process acknowledgement form returned as soon as practical (can be done via email).

Pastoral support will be offered to the person subject of the allegation by the Head of Relevant Entity. The pastoral support person will be asked to attend all face-to-face meetings.

The person subject of the allegation will have 21 days to write a response to the specific allegations.

The CRG will discuss the response (can be electronically) and decide on an appropriate next step of the procedure based on the response and alert all parties (including relevant officer holders).

If the person subject of the allegation acknowledges/admits the misconduct or does not significantly deny the allegation/s or does not significantly dispute the substance allegations the CRG consider the case and refer the matter to the Head of Relevant Entity.

Note: The Head of Relevant Entity (or equivalent) as employer must make the determination and implement outcomes, not the CRG.

Further investigation - Assessment of facts based on balance of probability

If the person subject of the allegation disputes the allegations significantly (denies the substance of the allegation/s), the matter will be considered by the CRG in terms of whether the matter should be at this point tested by them on the balance of probability or whether the matter should be referred to an external investigator for further assessment of facts on the balance of probability.

The decision to appoint an external investigator will take into consideration the type of allegations (nature and seriousness), the outcomes for the person subject of the allegation if the allegations were to be found more likely to have occurred and the ability to test the allegations, i.e., credible witnesses, other corroborating facts.

The CRG will appoint an appropriately experienced external investigator to make an assessment of the facts and to then provide a Case Report to the CRG. This may be the Case Manager.

The Case Manager will provide the investigator with all the documents to date.

The investigator shall arrange interviews (phone or face-to-face) with all relevant parties, record these interviews and produce where deemed necessary transcripts of these interviews.

Under no circumstances shall there be any attempt to intimidate any party.

No interview with a child will take place if there is a risk that this will interfere with the proper process of civil or criminal law. No interview shall be conducted with a child without the express written authority of, in the presence of the parent or guardian and only then by a person recognised as skilled practitioner in interviewing children. Special care shall also be taken in interviewing persons with an intellectual or psychiatric disability, and any such interview shall be conducted only by an appropriately qualified and experienced person.

A person subject of the allegation may be invited to admit to the alleged serious misconduct but is not bound to do so.

A person subject of the allegation has the right to obtain independent legal advice at their own expense.

The person subject of the allegation should have a support person present during any interviews.

A written Case Report shall be given to the CRG. The investigator shall present the evidence, examine the areas of dispute and provide conclusions to the CRG as to whether the alleged behaviour is more likely to have occurred than not, based on the balance of probabilities. The

investigator must provide evidence-based reasons for their conclusions. If they are unable to reach a determination based on the balance of probabilities, they may make risk management suggestions to the CRG.

[Making findings](#)

In undisputed matters the CRG provides a case report to the Head of Relevant Entity.

In disputed matters the Investigator will provide a case report to the CRG.

The CRG will consider the Case Report and make a preliminary finding/s as to whether the person subject of the allegation has, on the balance of probabilities, engaged in the alleged behaviours.

If the CRG preliminary determination is that the person subject of the allegation may have engaged in misconduct, it will request the person subject of the allegation provide a further written response (within 14 days) for consideration before making a final decision.

Having received the person subject of the allegation's written response, and taking any further investigative measures necessary, the CRG will make their final decisions.

The decision of the CRG, including reasons for the decisions, i.e., the facts, and any mitigating circumstances will be provided to the Head of Relevant Entity. The CRG may provide the Head of Relevant Entity with recommendations as to outcomes for all parties but shall not make the determination or carry out the outcomes. Recommendations provided by the CRG must be appropriate given all the known circumstances of the case.

[Determination & outcomes](#)

The Head of Relevant Authority will take into consideration the findings of the CRG and then make determinations in relation to outcomes of the person subject of the allegation and any parties impacted by the determination, including any survivors of abuse, and other secondarily impacted persons.

Where the CRG finds that person subject of the allegation has not engaged in the alleged conduct, or that there is not enough evidence to make a finding, there is to be a full apology to the person subject of the allegation.

Where the CRG finds that although the allegations were not proved on the balance of probabilities but that the person subject of the allegation acted in ways that were misconstrued or places him/herself in a position of high risk, then recommendations will be made to the person subject of the allegation as to how he/she can avoid future allegations.

Where the CRG finds that the person subject of the allegation engaged in the alleged behaviour, it will consider possible action that might be taken in response to the breach. Actions which might be taken include; discipline, suspension, these will be implemented by the head of agency.

In the event that the CRG are satisfied of the truth of the complaint, and/or where there is significant emotional damage to the complainant, the appropriate office holders shall respond to the needs of the victim in such ways as are demanded by justice and compassion.

Right of Appeal

Where the person subject of the allegation is a paid employee (or in NSW, a person working with children and an organisation under the scrutiny of the Ombudsman), the person subject of the allegation can lodge an appeal, providing reasons in writing to the Head of Relevant Entity. The appeal will be a paper review of the procedure by a suitably qualified person. The decision of the Head of Relevant Entity will be final.

Risk of Significant Harm About Children

All C3 Workers shall report concerns when:

- a child or youth discloses they have been or are at risk of being abused,
- someone else (regardless of age) discloses that they know of a child or youth who has been/is at risk of being abused, or
- there are concerns that the child or youth may have been or is at risk of being abused based on their physical appearance or behaviour.

C3 Workers are not required, as an initial response, to establish or investigate if abuse has occurred, but rather report reasonable suspicions or concerns of abuse, including the grounds for concerns, to a Safe Church Coordinator/Representative.

If a Safe Church Coordinator/Representative or Team Leader is not available and the abuse is currently occurring, or there are reasons to believe that a child or youth is at risk, a report should be made immediately to the police and appropriate authorities.

Process For Reporting Concerns About Children

C3 Workers should follow the guidelines for Responding to Alleged Abuse principles of disclosure (Appendix E) and report concerns to the Team Leader and the Safe Church Representative.

If a disclosure occurs at a program or event, or a child's or youth's immediate safety is at risk (sexual and physical abuse) the police must be immediately contacted and appropriate support for the

child/ren organised. This should be done with the help of the Team Leader / Department Head, who will also need to assist with managing the immediate situation.

When the Safe Church Coordinator becomes aware of a reportable allegation or a reportable conviction, they must notify the Head of Relevant Authority immediately and initiate the investigation process into the allegations, including the notification of the NSW Office of Children's Guardian within seven business days. If the final entity report is not ready to submit within 30 calendar days, the Head of Relevant Entity must provide an interim report with information about the progress of the investigation and an expected timeframe for completion.

The Safer Churches Helpline 1800 070 511 should be contacted for advice and guidance in the management of the situation as a church.

When a concern is reported:

- complete a Risk of Significant Harm Report (Appendix F),
- Head of Entity must complete all Reportable Conduct Scheme Responsibilities (Appendix J),
- complete Police and Office of Children's Guardian reporting,
- the Safe Church Coordinator will keep a log, upholding privacy principles (Appendix K).
- initiate Workplace Investigations Procedure (Appendix I) if the allegations are about a worker, and
- complete insurance reporting.

The Church Board is to provide ongoing support, pastoral care and risk management processes and implement pastoral care and support for all parties involved, including the child or youth and family, as much as is practical. There may also be risk management action plans that need to be implemented, e.g., stepping aside a worker who has been accused of harming a child or youth whilst the investigation occurs.

Children & Youth Ministry Team Leader Responsibilities

Team Leaders are required to report to the Safe Practice Representative any incidents of reportable conduct. They are also required to complete an Injury Reporting Form (Appendix L) or a Risk of Significant Harm Report (Appendix F) within 24 hours. These may be completed with the assistance of Team Members and Volunteers. Once the report is filed the Team Leader must not discuss it with anyone else.

Based on the Injury Reporting Form or Risk of Significant Harm Report, the Safe Practice Representative should:

- Record and file the report with the Safe Church Coordinator,
- Seek further information as requested and required.

All reports of suicide risk or current sexual abuse must be reported immediately to the Safe Church Coordinator.

Concerns of Risk of Significant Harm About Adults

C3 Workers are recommended to report concerns of:

- Bullying behaviour
- Emotional harm
- Harassment
- Elder abuse
- Domestic violence
- Criminal behaviours
- Sexual harassment
- Sexual misconduct
- Sexual assault
- Physical violence
- Stalking
- Self-harming / suicide risk
- Historical child abuse (sexual, physical, emotional, neglect)
- Concerns about the harmful behaviours of any person at a church program
- Concerns about misconduct by a churchworker against another adult.

Reporting Concerns About Adults

Follow Guidelines for Responding to Alleged Abuse (Appendix E) and the Workplace Investigation Procedure (Appendix I) & Report (Appendix H) if the person subject of the allegation is a C3 Worker.

A report to the Team Leader should be made of all disclosures and reasonable concerns about an adult to discuss reasonable appropriate pastoral, legal and organisational actions. If the concern is about a Team Leader, the report should be made to the Safe Church Coordinator / Representative.

As this is a process of negotiation with the adult, their right to privacy should be considered.

Confidentiality does not mean keeping secrets but rather telling those who need to know. Workers of the church are required to follow all church procedures, and will need to inform the person disclosing of the church requirement to report, at least the some of the information, i.e., that there has been a disclosure, the nature and the person's first name.

In the case of immediate danger to an adult it may be necessary to call emergency services, e.g., threat of violence against another person, suicide attempts. In such cases the most senior leader on site should make this phone call.

It is recommended that advice be sought from the National Safe Church Helpline.

The Team Leader will contact the Safe Church Representative / Coordinator to arrange and implement a response plan. The Team Leader will actively assist the Safe Church Safe Church Representative / Coordinator where possible to take the appropriate pastoral, legal, organisational and risk management actions, dependent upon the nature of the concern.

GUIDELINE 5: RESPONDING TO INCIDENTS

C3 Church is committed to the welfare of all people through the implementation and ongoing improvement of our Safe Church Guidelines including appropriate and expedient responses to all incidents, accidents, child protection and/or Safe Church (misconduct and abuse) concerns.

C3 Workers shall:

- respond to incidents appropriately and promptly and take adequate follow-up action adhering to the procedures and guidelines outlined in this document, and
- report incidents and complete relevant reporting documentation following Safe Church Incidents or reports of concerns.

It is recommended that all incidents relating to children are reported to parents and/or caregivers of the child or youth. In instances where the impact has been felt by a wider group, a report, with the permission of those involved in the incident, should be made to the wider concerned group.

The Safe Church Coordinator is the member of C3 Church to whom congregation members bring Safe Church type concerns. They are supported in their role by a minimum of one Safe Church Representative from each campus location.

The Health & Safety Coordinator is the member of C3 Church to whom congregation members bring Workplace Health and Safety concerns. They are supported in their role by a minimum of one Safe Church Team Member from each campus location.

Safe Church Coordinator Responsibilities

The Safe Church Coordinator:

- is the contact point for C3 Church in relation to Safe Church type concerns, i.e. child protection and concerns about adults in relation to misconduct and/or abuse,
- must act in accordance with State and Federal legislation and also with C3 Church Australia reporting requirements C3 Australia Safe Church Guidelines and Procedures, and
- receives reports and assists in the process of reporting of Safe Church concerns.

Health & Safety Coordinator Responsibilities

The Health & Safety Coordinator:

- is the member of C3 Church who acts as the contact point in relation to health and safety (including site safety issues),
- assists the Church Board in the management of health and safety issues, including

compliance with NSW Work Health and Safety Legislation, risk management and insurance issues that arise out of reports of incidents, injuries and hazards,

- notifies incidents such as serious events and dangerous incidents within a prescribed period to the Church Board,
- ensures all workers know and follow the church's abuse reporting and grievance procedures,
- addresses health and safety concerns within one month of the concern being communicated, and
- uses incident report documentation (Appendix K) to report serious incidents.

The names of the people on the Health & Safety Team are communicated widely and regularly to the church, for example via email, and on church signage at each campus.

Reportable Conduct Scheme Head of Entity Responsibilities

The Head of Entity is the person who is primarily responsible for executive decision making in the organisation.

The Head of Entity can nominate a contact person for day-to-day correspondence or inquiries.

The Children's Guardian has the power under the legislation to 'deem' a head of entity where it is otherwise unclear under s.66.

The Head of Entity:

- ensures specified systems are in place for preventing, detecting and responding to reportable allegations or convictions,
- makes a notification to the Office of the Children's Guardian within 7 business days of becoming aware of a reportable allegation or conviction against an employee of the entity,
- as soon as practicable after receiving the reportable allegation/conviction, arranges for it to be investigated/determined,
- completes the investigation within a reasonable time, having regard to the principles of procedural fairness and the mandatory considerations outlined in Division 6 of the Act,
- provides information about the allegation, the progress of the investigation and the finding and action taken to the alleged victim and their parent/carer unless the head of the relevant entity considers that it is not in the public interest to do so,
- by 30 calendar days after the head of the entity becomes aware of the reportable allegation, provides either a finalised entity report or an update (an interim report, reasons the investigation has not been completed and an estimated timeframe for completion),
- makes a finding of reportable conduct if satisfied, on the balance of probabilities, that the

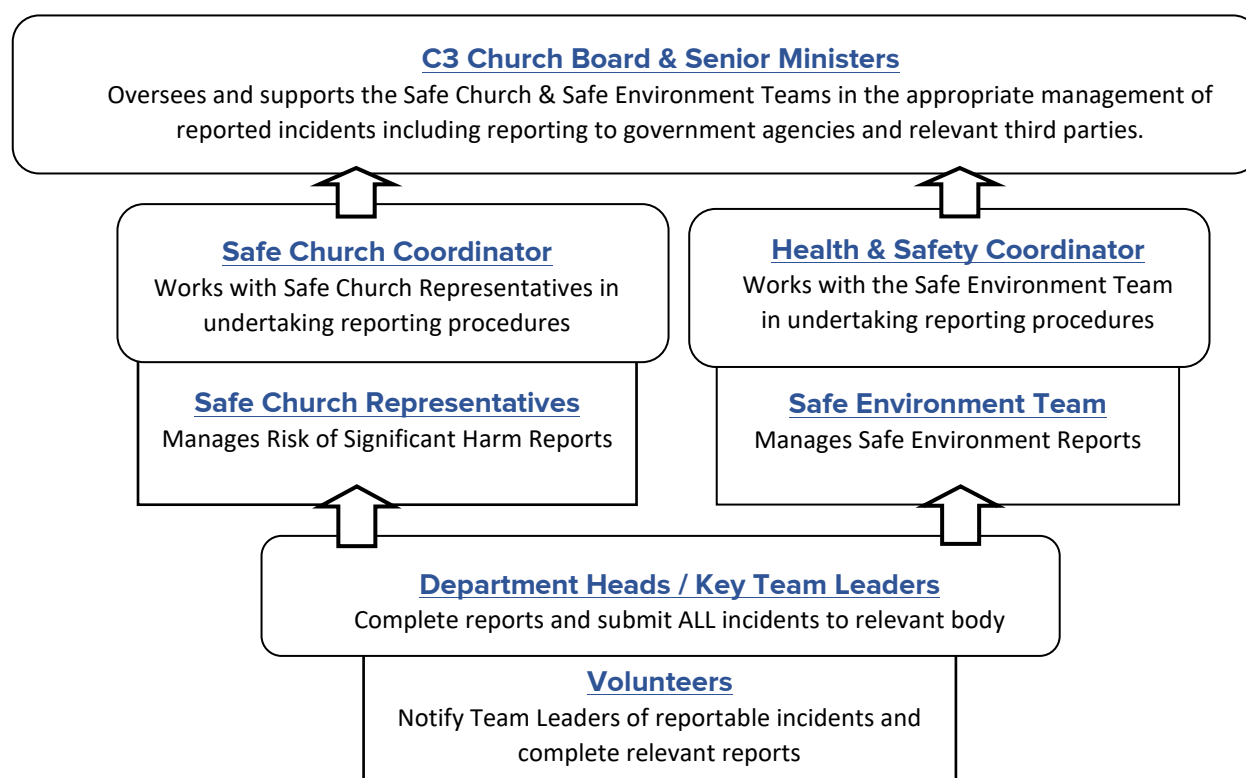
- case against the employee the subject of the reportable allegation has been proved,
- provides information to the Children’s Guardian that the Guardian requires under relevant provisions of the Act, which may include information about a reportable allegation, the relevant entity’s response to a reportable allegation, and systems for preventing and responding to reportable allegations, and
 - ensures an appropriate level of confidentiality of information relating to reportable allegations and only disclose information about the allegations in circumstances permitted by the Act or other legislation.

Safe Reporting Structure

At C3 Church there are two main areas in which the submission of a report is required:

- (i) Risk of Significant Harm reports; and,
- (ii) Health & Safety reports.

In both circumstances, the basic structure is to report up.



A handout of this reporting structure, including the names of the people currently in the positions, is to be given to each Team Leader at the start of each year or as part of their recruitment process.

Safe Church Record Keeping Procedure

All Safe Church documentation, reports and records, will be permanently kept and securely stored electronically with password protection and/or hardcopies in locked file-storage. This documentation includes employment records, and incident reports and records. The Safe Church Coordinator is responsible for the implementation of our Safe Church record keeping procedures.

The Church Board will ensure adequate secure storage is available to be utilised by the Safe Church Coordinator for all Safe Church records.

All Safe Church records are highly confidential and can be accessed only by those authorised by the Church Board on a 'needs to know' basis.

The National Privacy Act Principles (Appendix K) are considered in the documentation and storage of records:

- private information is collected only if necessary,
- individuals concerned are advised of its intended use;
- personal information collected is stored securely and not divulged to others without the consent of the individual involved, and
- any personal information the church holds which is no longer required, is out of date or incorrect, is either destroyed or amended to be accurate.

Coordinators of children and or youth programs will collect participant information using information and permission forms for giving permission in situations including but not limited to:

- collecting, retaining and distributing of personal information of program participants;
- taking photos, displaying photos of attendees in hard copy or electronic forms such as websites or social media sites, and
- providing details of persons appearing in photos in either hard or electronic forms.

C3 Church will provide transparency in the collection and use of private information and provide access to its Privacy Policy (Appendix M) online and a hard copy upon request.

GUIDELINE 6: RECRUITMENT AND SCREENING OF WORKERS

C3 church seeks to attract and retain the best staff and volunteers.

The Church Board will carry out, or delegate to the appropriate office holders, recruitment and screening due diligence checks according to good practice standards for all staff and board utilising the Safe Church Induction Checklist (Appendix N).

C3 Workers shall be screened, appointed and inducted using a formal, accountable and transparent process, including:

- C3 Code of Conduct & Volunteer Declaration (Appendix A) or the C3 Australia Code of Conduct for Credential Holders (Appendix O), and
- Senior Minister Endorsement

C3 Workers involved in Children's Ministry, or events involving children / youth shall also adhere to:

- C3 Kids Code of Conduct, and
- Working With Children Check (when required by legislation)

All recruitment and screening documentation will be accessed by a suitably experienced member of the church with the authority of the Church Board.

All completed recruitment and screening documentation will be stored securely and successful applicant documentation will be held on file permanently.

Recruitment and screening documentation only be accessed by a member of the church with the authority of the Church Board.

Procedure for Recruiting and Screening Staff (Paid or Volunteer)

When a vacancy occurs, prior to recruitment and screening:

- the relevant office holder will take the opportunity to review the position description for the role to ensure it is still meeting the needs of the Church,
- a position description will be produced, and
- the role/position will be advertised appropriately.

Applicants are required to:

- submit a written application including an outline of their willingness to commit to the mission and values of the Church and hold to the Christian faith, and
- produce a curriculum vitae (CV) no longer than two pages in length and focus on information

relevant to the particular position and role.

Short listed applicants for the position are to:

- complete the Screening Check Questionnaire for paid staff and Local Church Board members (Appendix P),
- undertake a Police Background Check,
- provide registration details for the NSW Working With Children Check if required,
- be interviewed using the Staff Application Interview Questionnaire (Appendix Q) by the relevant office holder, and
- provide references to be checked with referees by the relevant office holder.

Successful applicants will be:

- provided adequate and appropriate information and induction training by the Church Board or delegate to enable them to safely fulfil their role/s, and
- asked to sign the Church Board Statement (Appendix R) or Key Team Leader Statement (Appendix S).

Procedure For Recruiting and Screening Key Team / Department Leaders

It is recommended that prior to serving:

- a set minimum time of six months attendance and commitment to C3 Church has occurred prior to volunteering, unless approval has been given by the Senior Minister or Board,
- the Volunteer Declaration (Appendix A) should be completed, and
- all workers are provided with appropriate information/ induction training to enable them to safely fulfil their role/s. If the worker is a Team Leader, the induction process should include prayer for the leader and clear communication with those who need to know that this person is an endorsed leader of the church.

For paid workers and leaders, additional steps may be required e.g., an interview may be conducted to gather more specific information about the person's suitability for ministry team leadership using the Interview for Key Team & Department Leaders (Appendix T).

It is recommended the process of annual Ministry Review includes the roles for Volunteer Workers. This process should be made clear to applicants at the time of appointment, as part of the induction process. This provides an opportunity for leaders to say they will or will not be available next year/ time, which is important for the health of committed teams.

Children & Youth Ministry Leader Recruitment and Screening

All people who have a direct role with children shall be screened, appointed and inducted using a formal accountable/ transparent process.

Before commencing in any activity involving children and/or young people the following checks are done in addition to the completion of the C3 Volunteer Declaration and endorsement process:

	Church Board Appointed	Children / Youth Pastor Appointed	WWCC	C3 Kids / Youth Code of Conduct Agreement	Discipline Policy Induction	Safe Practice Training Session
C3 Kids / Youth Pastor	✓	N/A	✓	✓	✓	✓
Team Leader		✓	✓	✓	✓	✓
Team Member (parent/guardian of participating child or youth)		✓		✓	✓	
Team Member (not a parent/guardian of participating child or youth)		✓	✓	✓	✓	
Teen Leader		✓		✓	✓	

Children & Youth Ministry Position Requirements

Children & Youth Pastors

- Children & Youth Pastors are 18 years or over and are appointed by the Church Board.
- Children & Youth Pastors must have completed current Working with Children Background procedures before they assume their role.
- Children & Youth Pastors are to sign a C3 Kids or C3 Youth Code of Conduct (Appendix U).
- Children & Youth Pastors are required to complete Safe Church Training sessions and lead a C3 Kids / Youth Ministry specific refresher course every year for their Team Leaders.
- Children & Youth Pastors must have familiarity with the Safe Church Policy & Guidelines document and ensure the training of all Team Leaders to fulfil the requirements under this document.
- Children & Youth Pastors ensure all required forms, reports and logs are completed and passed on to the Safe Church Coordinator/Representative.

- C3 Kids / Youth Pastors should not be left unsupervised with children for more than 15 minutes & never alone with a single child.

Team Leaders

- Team Leaders are required to be 18 years or over.
- Team Leaders must complete the current Working with Children Background procedures before they assume their role.
- Team Leaders are to sign a C3 Kids or C3 Youth Code of Conduct.
- Team Leaders are required to complete Safe Church Training sessions and attend a C3 Kids / Youth Ministry specific refresher course every year.
- The Team Leader assumes authority for the event which they have been appointed for and oversees the Team Members that serve with them. This includes understanding their role in emergency procedures and in Safe Church reporting.
- If there is a reportable matter, the Team Leader is to complete a Risk of Significant Harm Report (Appendix F) or Injury Reporting Form (Appendix L) with the assistance of the C3 Kids / Youth Pastor or Safe Practice Representative within 24 hours. Once the report is filed the Team Leader must not discuss it with anyone else.

Team Members

- Team Members are required to complete current Working With Children procedures before they assume their role.
- Team Members are to sign a C3 Kids or C3 Youth Code of Conduct.
- Team Members should not be left unsupervised with children.
- Teen Leaders serve in the capacity of a Team Member, however, are exempt from current Working With Children procedures.

Working With Children Check

The Working with Children Check (WWCC) is a process to help determine the suitability of people for child-related ministries. It is designed to be used to complement existing appointment and selection processes.

Details of the Working With Children Check and legislative requirements can be found in the Child Protection (Working with Children) and Other Child Protection Legislation Amendment Act 2016.

All completed WWCC are regarded as strictly confidential and are stored in a secure place by the Safe Practice Coordinator.

Application for a WWCC must be completed online at wwccheck.ccyp.nsw.gov.au/Applicants and by presenting identification at Service NSW. The applicant will then receive a WWCC confirmation letter which must be presented to the Safe Practice Representative. The Safe Church Coordinator has the responsibility to verify the WWCC online. This WWCC is valid for five years.

Expectations For Visitors & Third Party Contractors

C3 Church is a safe place for everyone and expects all contractors and visitors to

- respect each other,
- care for each other's safety, and
- report any concerns about people's safety to their contact person.

To ensure the safety of all people:

- there is to be no unsupervised visitor alone with a child or group of children, and
- all visitors & contractors must complete the Contractor and Visitor Sign In (Appendix V) and declare that they are a safe person, and that they will act in safe ways towards others. The Contractor Site Safety Commitment & Declaration component of this Sign In is to be completed by contractors providing services at Children's and Youth events.

GUIDELINE 7: SUPERVISION OF WORKERS

C3 Workers shall receive appropriate oversight in their roles, including being provided with clear behavioural expectations for their role through the C3 Church Code of Conduct.

The church shall:

- provide adequate provision for formal and informal support for all C3 Workers,
- establish and maintain Safe Church environments for its members and those to whom it ministers as a whole or as teams. All C3 Workers shall minister in transparent and accountable teams e.g., avoiding unsupervised 1:1 contact with children or young people,
- provide adequate provision for developing skills of workers, through such events as regular team meetings, in-house and external training events, and
- Ministry teams will conduct annual reviews using the Ministry Review Template (Appendix W) to, but not limited to, assess and evaluate the effectiveness of the ministry, to aid in planning, and to provide opportunity to receive and review C3 Worker, church and community feedback.

GUIDELINE 8: RESPONDING TO MISUNDERSTANDING OR CONFLICTS AGAINST C3 WORKERS OR MEMBERS

A Godly, loving, compassionate and procedurally fair manner for responding to misunderstandings and conflicts is to be followed when there is a misunderstanding &/or conflict situation between two or more members within C3 Church (termed a grievance).

A member of C3 Church is defined as a person who regularly attends (at least once a month) a ministry of the church (e.g., Sunday Services, Connect Group, Youth Group, etc).

A grievance includes but is not limited to the following categories:

- a disagreement (including a conflict) between two or more people where at least one person is a church member,
- a perceived offence that has been caused by a church member,
- a perception by one person that they have been bullied by a church member of the church congregation, or
- dissatisfaction with the manner in which a church worker (paid or volunteer) has fulfilled their ministry role.

In implementing the grievance procedure, the overarching principles to be applied are:

- seeking to glorify God in our responses to each other,
- striving to serve each other even in the midst of our disunity,
- seeking to be Christ-like in our reactions to each other,
- extending grace to each other,
- focusing on restoration of relationships, and
- seeking help where needed, to address grievances.

Where there is a serious breach of a relevant code of conduct by a church worker, the Workplace Investigation Procedure under Guideline 4 is recommended in such cases. In cases where crimes are alleged, the police and/or appropriate authorities will be notified.

Pathways

The nature of grievances means that it is necessary to respond sensitively and with care for all parties involved.

In many conflict situations the assistance of a neutral third party is essential, to help each party understand the key issues and ways forward. The procedures must serve people, not the other way around.

The church commits to a case-by-case approach to the resolution of substantive issues and where possible, appropriate restoration of relationships between all parties.

The pathway employed will depend upon:

- the nature of the grievance,
- the positions/roles of the parties involved, and
- the skills and/or capacity of the local church leader to address the situation.

Pathway Options

Personal Approach

This approach may be useful for addressing personal disagreements and perceived offences where there are not perceived significant power imbalances.

In the first instance where a grievance arises between one person and another leader/s or other church person/s, and the parties feel able to address their concern, they are to go to the other person and express their concern with a view to resolving their differences.

Peacemaking principles of glorifying God, serving each other and growing in Christlikeness should be the focus in the attempts to resolve matters with the personal approach.

It may also be wise for the person who is initiating the personal approach to do some preparation in terms of seeking counsel from a wise and unbiased senior leader or external person, or engaging in some conflict coaching, before approaching the other party/ies.

Locally assisted Approach

This approach may be useful for personal grievances where the personal approach has not been successful in restoring the relationship, or where perceived bullying behaviours have taken place, or where there is dissatisfaction with the performance of a worker.

This approach is to be assisted by a suitably skilled elder, or Ministry Coordinator who may fulfil this role, with the permission of the church leadership group e.g. Pastor.

Note: The person should not have a direction supervision role over any party. All conflicts of interests are to be declared and managed.

Where a person feels for any reason they require help in resolving the grievance, they may speak privately to a church leader who is not a stakeholder in the grievance, to request assistance in addressing their grievance.

In general, the church leader to address grievances will be the church's Senior Minister &/or senior leadership.

Where the church leader feels comfortable in assisting those impacted and where all parties involved in the grievance are willing to work towards restoring relationships, the church leader is to:

- meet with each party separately to ensure that all parties are given a chance to tell their story in private, working through the underlying concerns in moving towards resolution,
- clearly communicate the process to be used to each party during resolution meetings,
- hold meeting/s with all the parties to work through the issues and determine the course of action,
- follow up - ensure that the solutions are implemented, and
- monitor the situation - over time check-in with the parties to ensure they are going well with the situation.

At any stage throughout the process, the church leader may ask for external assistance.

Externally assisted Approach (External Conflict Resolution Person)

Where the grievance has:

- escalated beyond the ability or capacity of church leader to resolve the substantive and or relational issues,
- where the local church or any party involved wants independent help in moving towards addressing the grievance,
- the grievance involves allegations of bullying, or
- concerns about workplace performance where the church worker is a paid person,

then the church should contact a suitably qualified conflict resolution person to implement an external assisted approach, e.g. via an external dispute resolution process / company / mediator.

Assessment of the Grievance

Upon receiving a request to assist with addressing a grievance, the external conflict resolution person will complete a fact-finding exercise and make an initial assessment of the situation.

The external consultant will write a report to the Church Board.

This report will include an outline of key issues (material and relational) and recommend a resolution pathway to follow.

Decision on Pathway Towards Resolution

Taking into account the report, and any other advice or submissions made by key stakeholders, the Church Board shall determine the resolution pathway that will be employed in this situation.

Where the decision is made for any conflict coaching, reconciliation, negotiation, or conciliation (mediation), the external consultant and relevant representatives of the senior church leadership will work with the parties on this pathway to bring about agreed solutions.

Where the decision is made for arbitration, relevant local senior church leadership, will work with the stakeholders to work on an arbitrated solution to the substantive issues.

Where the decision is made to implement a workplace bullying process, the Workcover process for addressing bullying shall be followed. An external consultant shall be engaged to carry out the investigation.

Where the decision is made to implement a workplace performance process, an accountable and transparent processes shall be followed.

Implementation of Solutions

Once all parties are in agreement, as far as is possible regarding solutions, then the relevant office holder shall communicate with all parties the implementation plan. Resources, both financial and human, shall be given to implementation of the solution.

On-going Monitoring of the Situation

The church representatives will, in negotiation with the parties, make health checks on the situation to ensure that the solutions that have been employed are working.

GUIDELINE 9: SAFE ENVIRONMENTS

Safe Spiritual and Emotional Environments in Church Programs and Events

C3 Church acknowledges that all people have a right to feel and be safe, and to experience life-giving, harm-free interactions when engaging in C3 activities, events and programs.

The church shall provide safe environments including a commitment to:

- servant leadership in our Church to all people,
- not engage in spiritually and emotionally abusive practices,
- upholding National Privacy Act principles,
- respect for diversity ethnically, e.g., the cultural safety of Aboriginal and Torres Strait Islander people and those from culturally and/or linguistically diverse backgrounds, and
- the safety of people with a disability.

Safe Physical Environments

C3 Church commits to the welfare of all people through the implementation and ongoing improvement of the Safe Church Policy & Guidelines documentation which includes safe and friendly environments where people are listened to, feel safe, accept challenges, develop faith and grow in connection with God and others.

C3 Church shall appropriately risk manage physical environments, including but not limited to; first aid, transportation, food safety, supervision numbers, management of high risk activities, fire and emergency.

Safe environments are transparent and accountable in relation to both procedures and relationships, where all foreseeable risks and hazards are identified, assessed and managed. In implementing procedures, acknowledging the fact that some activities or situations present more inherent risks than others, consideration should be given to the participants' ages and cultural backgrounds.

The Church Board has a general duty at common law to implement and maintain a safe system of work for both their workers and the congregation. This duty is often expressed as being a duty to take reasonable care to avoid exposing the employees to reasonably foreseeable risks of injury.

C3 Church has a number of physical environment safety procedures aimed at keeping all people safe at church.

Event Planning Procedures

Risk assessment and safety management practices are embedded in the Event Planning Checklist (Appendix X) procedures prior to each program, event or activity taking place. These practices inform the planning and operating of all church programs, events or activities. Risk management applies to common law duty of care, Work Health & Safety and specifically to the minimising of safety risks for all people.

Site Management

The Church Board delegates the task of general site management to the Safe Church Health & Safety Team.

The Health & Safety Team is responsible for the identification, assessment and management of all site and program risks, and the reporting and addressing of incidents. They will be aided in this task by the ministry and event coordinator for program and event specific risks in completing Risk Assessment Reports (Appendix Y).

For specific church events, the Safe Church Health & Safety Team will work with the Event Coordinator to conduct a site Hazard Identification inspection (Appendix Z) of the area to be used and apply hierarchy of control measures where hazards are identified and communicate control measures with all worker and program participants.

Safe Environments in Children's & Youth Ministry

Safe environments aim to protect children and young people as well as employees and volunteers both emotionally and physically.

A protective environment takes into account, and is prepared for, the fact that some activities or situations contain more risk than others. It aims to ensure employees and volunteers do not place themselves in high-risk situations.

C3 Church commits to affording children and young people a voice in the programs and activities in which they are to participate by fostering and valuing their ideas and participation in all areas of the life of C3 Church as far is sensible and practical.

Supervision Of Children

C3 Church does not come under Child to Carer Ratio Regulations under Section 5 of the Children (Education and Care Services) National Law (NSW) No 104a as C3 Kids is considered “(d) a service principally conducted to provide instruction in a particular activity; Example. Instruction in a particular activity could be instruction in sport, dance, music, culture or language or religious instruction.”

However, as per Section 165 of the Children (Education and Care Services) National Law (NSW) No 104a, C3 Church has a responsibility to provide adequate supervision of all children entrusted to their care. As such, C3 Church endeavours to operate under the ratios as recommended for Education & Care Services as follows, with a minimum of 2 adults providing supervision:

- 0 to < 2 years - 1 carer: 4 children.
- 2 years < 3 years - 1 carer: 5 children
- 3 years < school aged – 1 carer: 10 children.
- School aged children – 1 carer to 15 children.

Children will be supervised by workers who are appropriately screened and trained to ensure compliance with NSW legislation and Child Safe Standards.

General Site Inspection

The Safe Church Health & Safety Team will complete a biannual Site Safety Review (Appendix AA) of areas to be used for programs & ministry and apply the Site Hazard Identification hierarchy of control measures (Appendix Z) where hazards are identified and communicate control measures with all worker and program participants.

C3 Church has the following Safe Environments Procedures to ensure the physical safety of all persons associated with the church:

First Aid

A suitably qualified first aid person will be on site at all programs, events and activities and a list of trained people will be kept on display near first aid kits.

A suitable, up-to-date, stocked and accessible first aid kit is available at campus locations and events held off site.

A record will be kept of any treatment given (Appendix L).

Transportation

C3 Church will only provide responsible transportation (road rule-abiding, in a registered vehicle, with an appropriately screened and licenced driver).

No workers will be in a car with a child alone.

At no time will there be more passengers in a car than the number of seat belts that are in working order and available for use.

If a child is travelling in a vehicle driven by a worker who possesses a provisional licence, prior

written consent will, wherever possible, be given by a parent/guardian, except in the case of emergencies.

Food

Food safety & storage guidelines will be followed. These will be posted on the wall in the kitchen or food preparation area.

Manual Handling

Manual Handling means any activity requiring force by a person to lift, lower, push, pull, carry or otherwise move, hold or restrain any object. Everyone's manual handling capacity is different and depends on their individual ability to handle a load.

Risk Assessment

To reduce manual handling injuries, employees should be encouraged to: assess the size, shape and weight of the load to be moved; whether gloves or protective equipment will influence handling; determine where it is to be placed; how far it will be moved; and decide how it will be handled.

Manual Lifting

The following strategies should be considered if lifting is required:

- decide on the best position, clear path and try to face in the direction you will be moving;
- get a secure grip on the object being handled as the grip helps make manual handling safe;
- wherever possible, a comfortable power grip with the whole hand should be used rather than a hook or precision grip with fingers only;
- make sure you have a firm footing so you don't slip while lifting.
- Pull the load in close to the body. For lifting, it is important to have the centre of gravity of the load close to the body to prevent excessive stress on the back and to use the strongest muscles of the arms to hold the load
- Minimise the effects of acceleration by lifting smoothly, slowly and without jerking; and keep your spine in its natural alignment (maintain normal curves) and avoid twisting whilst lifting.

Working At Heights

Control measures protecting a person from the risk of falling from a height should be in place before any work at height of 2.4m or above commences.

Several control measures to protect persons from the risk of falling from a height when carrying out work at that height are listed in order of preference: erecting a physical barrier; providing personal fall protection; a measure to "catch" a person after the person has fallen.

Footwear, which minimises the risk of slipping, should be worn when working where there is a risk of falls from heights. Consideration should be given to the surface being worked on. Safety helmets

worn by persons should be fitted and attached to the person's head so that it remains in place should a person be arrested in a fall.

When using ladders ensure that they are in good working order and used for the purpose for which they were designed, check safety labels on the ladder from the manufacturer for correct usage.

Hazardous Substance Management

The Health & Safety Team is responsible for:

- Consulting with managers, supervisors, and employees on hazardous substances and the level of compliance with policies, procedures and work practices etc,
- Ensuring that hazardous substance management is included in the hazard workplace inspections,
- Conducting ongoing training and educational sessions,
- Compiling and maintaining a hazardous substance register, and
- Ensuring risk assessments are conducted on hazardous substances.

Material Safety Data Sheets (MSDS)

Every hazardous substance has an MSDS. The supplier of a substance must provide a copy of the current MSDS when first supplying the substance to C3 Church and/or when requested. MSDS's are to be read and understood by the workers and reasonable steps are taken to ensure the MSDS is not changed other than by the manufacturer or importer.

The MSDS needs to contain the following information and advice:

- Product Identification: Name of Product, description, supplier's name and telephone number.
- Composition: Chemical name, ingredients and impurities.
- Emergency Information: Fire, spill, over exposure.
- First Aid: Inhalation, ingestion etc.
- Storage: How to handle, special containers, incompatible substances, transport.
- Physical Data: Boiling point, melting point, etc.

Hazardous Substances Register

The Hazardous Substance Register should be checked and updated as part of the General Site Inspection biannual review.

The Hazardous Substance Register should be available to all workers.

The register must contain the MSDS for any hazardous good stored or used onsite.

Labelling

If the hazardous substance is transferred from one container into a second container, the container

must be labelled stating: the substance's product name; substance's risk and safety phrases; and relevant warning signs/information.

Unlabelled Substances

If containers are not labelled and the contents are not known, the container must be marked "Caution do not use: unknown substance" and stored away from other substances. If it cannot be identified the local Waste Management Branch of the Department of Environment should be contacted for the appropriate disposal procedure.

Storage

The Health & Safety Team is to ensure the storage of hazardous substances is in accordance with the MSDS. If appropriate storage facilities are not available, the substance should not be purchased unless the material can be stored at an alternative approved storage site. Correct signage should also be displayed where hazardous substances are stored.

Handling

The Health & Safety Team are to ensure that the requirements set out in the MSDS are followed; decanting is to be conducted using the method in the appropriate MSDS; Personal Protective Equipment (PPE) is provided where it is not practicable to prevent or reduce exposure by other ways; other control measures such as ventilation equipment that is implemented, is maintained as required; regular monitoring is conducted where it is required; and prohibited substances are not used in the workplace.

Disposal

If products are no longer required, they should be disposed of, with the relevant MSDS of each hazardous substance identified for disposal reviewed to establish the appropriate disposal method.

Containers of hazardous substances should not be washed out in areas where there is a possibility of waste solution entering a storm water drain or natural watercourse.

Transporting Hazardous Substances

Supervisors are to ensure that hazardous substances are transported correctly when they are required within the workplace according to the MSDS.

Electric Safety (General)

C3 Church has an obligation to ensure electrical work is performed safely. Electrical work must only be undertaken by licensed electrical workers, following the guidelines of their industry to ensure all those onsite are safe.

The Health & Safety team should ensure all electrical equipment is properly safety tagged and are maintained in good working order during the biannual General Site Inspection. This includes

ensuring the insulation of insulated tools and insulated covers are maintained in good order and suitable for the work situation.

Work from a safe position that would require a deliberate movement to contact directly energised conductors or parts.

If a hazard is identified, others onsite must be warned, with the problem rectified immediately if possible, e.g. turn off mains power. An electrician should be contacted to arrange for it to be fixed and appropriate action taken to ensure safety in the meantime.

Working in the Sun

Where possible, shade should be provided or outdoor work scheduled to hours other than the middle of the day. Where this is not practicable, steps should be taken to ensure minimum effects are gained from working in the sun e.g., appropriate clothing, a wide brim hat and eye-protection should be worn, sunscreen lotion (SPF30+ or greater) applied and water constantly drunk to ensure the body is kept adequately hydrated during the day.

Handling and Disposal of Sharps (General)

The term “sharps” means pointed or cutting implements that can inflict a penetrating injury.

Steps involved with the safe handling and disposal of sharps once located:

- protective gloves should always be worn,
- a set of tongs or similar item used to pick up the sharp,
- sharp disposed into a puncture resistant sharps container,
- check for any more sharps in the vicinity, and
- place puncture resistant sharps container in the nearest collection wheelie bins, or other authorised disposal facilities as available from time to time.

Sharps should never be bent, broken or re-sheathed, as these are unsafe practices and are common causes of sharps injuries.

Noise And Visual Management

It is important that safe visual and auditory care is provided for leaders and those attending programs as part of the church.

Noise is unwanted sound which may cause damage to hearing. The amount of damage caused by noise depends on the total amount of exposure received over time. Measurement of Noise Exposure is expressed as: the noise exposure for a workday in Daily Noise Dose (DND); the “loudest noise”, is called a peak level.

Exposure to a noise level of 85dB(A) over an 8-hour period amounts to a DND of 1. Long-term exposure to a DND of less than 1 does not result in permanent hearing loss.

Consideration is to be given to auditory comfort when setting volume levels of audio equipment; volume of audio equipment during church events should be kept at less than 85 decibels (Additional information on impact of noise may be found at www.hearing.com.au).

To aid visual care, effective lighting is to be used during all church events; faulty lights are not to be used during church events; and faulty light globes and fittings are to be brought to the notice of the Church Safety Team and replaced as soon as practicable.

Use Of Church Buildings

It is important to remember that there can also be risks associated with the design, maintenance and safety of indoor and outdoor environments.

Areas to address include: Poor lighting, unsafe watercourses, lakes, boundary fences and gates; the positioning of shrubbery and toilet blocks; and the late collection of children in poorly/unlit car parks.

Building Access: The Health & Safety Team is responsible for ensuring the building is safe and easily accessible, e.g., easy to open wide doors; clear and visible signage; reduced hazards, or if hazards remain they are highlighted. The Site Safety Review (Appendix AA) helps assess site safety.

Issuing Keys to Buildings: The Church Business Manager/Administrator is responsible for maintaining a register of all persons to whom a key/security code has been issued. These records are to be held in the Church Office and be available to insurance companies and/or police in event of request from those parties following any break-ins etc.

Hiring Church Property

Before hiring out Church property the following process is to be followed:

- ensure any property or equipment to be hired is well maintained and free of known defects (e.g., flooring in good condition, power-points, cables. electrical equipment in good repair),
- have a clear understanding of the purpose for which the property is being hired,
- ensure the group hiring the property meets the Church's standards,
- ensure the property is not being hired for a purpose that could substantially increase the risk of damage to the property, or result in injury to other people accessing the building,
- ensure the hirer knows it is their responsibility for cleaning, behaviour and any damage they may cause, that they are responsible for any of their own property they may bring on to the Church's property,
- obtain written evidence, such as a Certificate of Currency for their Public Liability insurance

and keep a copy of it on file,

- where possible a Church employee or member should be responsible for opening and closing the area hired, and
- notify the Church's insurer of any claim submitted or potential claims, which arise from the hiring of the property.

Hazard Identification

A hazard is a source of danger that could result in an accident if undue care is not exercised.

Where risk assessment considers things that might be a risk or go wrong during a ministry activity, hazard identification and control measures relate to actual hazards that are present prior to the commencement of a ministry activity.

Where a hazard is identified, it is important to decide upon one or more measures that can be used to control or eliminate the hazard. These measures are referred to as Hierarchy of Control measures. The table below provides an overview of the elimination or control measures that may be used to address a hazard, along with some descriptions that may be aligned with each measure.

Hierarchy Of Control Measures

Elimination or control measures	General description
Eliminate the hazard	Remove the hazard. Change the activity or stop using it
Substitute the hazard	Replace the activity, material, or equipment with a less hazardous one
Isolate the hazard	Isolate the hazard from the person at risk; isolate through distance.
Use engineering controls	Change the physical characteristics of the environment (with additions or subtractions) to remove or reduce the risk
Use administrative controls	Establish procedures and safe practices
Use personal protective equipment	Use appropriately designed and properly fitted equipment and clothing

If a Hazard is identified, the Health & Safety Team is contacted to complete a Hazard Identification review (Appendix Z) of the hazard and implement measures for the hazard to be addressed.

Safe Online and Digital Practices

C3 Church acknowledges that the use of electronic media for communication is part of everyday life, and as such, as an outworking of policy statements:

- all people have a right to feel and be safe, and to experience life-giving, harm-free interactions when engaging in C3 activities, events and programs,

- C3 Workers shall be mindful of the position of trust they hold by actively being safe in all online and digital interactions, including maintaining transparency and accountability in the use of electronic communications especially with Children or Young People as far as is practical, that is as a team, not as individuals, e.g., groupemails/text messages/Facebook, not sending electronic communication that attempts to hide their identity or represent the sender as someone else,
- C3 Workers shall not transmit, download or store any communication that is: discriminatory or harassing, derogatory, obscene, sexually explicit or pornographic,defamatory, threatening, for any purpose that is illegal or contrary to the Code of Conduct relevant to their position. In the case where C3 Workers receive such communication from any C3 Worker or other C3 Church attendee, they will report this to the Safe Church Coordinator or Representative, Pastor or Safe Church Helpline,
- Electronic communications with children under 16 occur with the knowledge of the parent/s or carer/s of the Child or youth. Where possible, parent/s or carer/s will be CC'd on emails or included on SMS's. Those working with children, young people, and other vulnerable persons will be provided a set of guidelines for the use of electronic communication, and
- C3 Workers will be trained in the Guidelines for the Use of Electronic Communication & Behaviour (Appendix BB).

Ministry Specific Social Media Pages or Websites

Approval must be given by the Senior Ministers and/or Church Board when setting up a social media page that represents C3 Church.

At least two approved administrators of the page must have full access to the control of the content of the page and administration rights and duties must be surrendered to C3 Church when direct involvement with the ministry has ended.

The purpose of the ministry specific page or website is to promote and advertise the work of the ministry, upcoming events and to share other important and encouraging news. Content must be age-appropriate and demonstrate care and sound judgement.

Administrators must monitor the page content regularly and remove inappropriate posts as they may be legally responsible for inappropriate or harmful content that is allowed to remain on the page.

Personal information about C3 Workers or Members should be protected and never be shared or published on social media.

Care must be taken to ensure posts do not infringe upon copyright laws or plagiarism.

GUIDELINE 10: COMPLIANCE WITH WORKPLACE HEALTH & SAFETY (WHS)

C3 Church acknowledges that all people have a right to feel and be safe, and to experience life-giving, harm-free interactions when engaging in C3 activities, events and programs.

C3 Church recognises its moral and legal responsibility to provide a safe and healthy work environment for everyone and makes this information available in the Health & Safety Information & Legislation document (Appendix CC).

C3 Church is committed to encouraging consultation and cooperation between pastors, church administrators, employees and voluntary workers. It will involve all parties in workplace changes likely to affect their safety, health and welfare so those people do nothing to place themselves or others at risk of emotional or physical injury or illness.

Church Responsibilities

Church Board

The Church Board will endeavour to:

- provide a safe workplace for staff, workers, members and visitors including a safe site and ministry programs,
- ensure compliance with legislative requirements and standards,
- provide workers (volunteers & paid) and contractors with information, instruction, training and supervision for their safety,
- provide support that will assist workers in maintaining psychological and physical health,
- implement Workplace Health and Safety policies and procedures,
- actively promote and be involved in the implementation of those policies and procedures, and
- will source trusted, responsible church members to hold positions of responsibility on the Church Safety Team in relation to WHS operations.

Church Workers

Church workers (volunteer and paid) are responsible for:

- following all health and safety policies and procedures,
- reporting all hazards identified to the Health and Safety team,
- complying with reasonable instructions, and
- not behaving in a wilful or reckless manner.

DEFINITIONS AND TERMINOLOGY

This set of definitions and terminology relates to words as they appear as legislated terms, or in common use, or as specifically used in the context of the C3 Church Safe Church Policy & Guidelines.

Abuse: All forms of physical and/or emotional ill-treatment, sexual abuse, neglect or negligent treatment, or commercial or other exploitation resulting in harm to health, survival, development or dignity, often in the context of a relationship of responsibility, trust or power (adapted from the World Health Organisation - child abuse definition).

Boundaries: Socially, culturally and morally determined expectations of acceptable behaviour in human relationships. Boundaries can be spiritual, financial, physical, emotional, language, sexual and other inter-relational matters. In relation to C3 Global Credential holders, clearly defined boundaries for ministry are found in the C3 Credential Holder's Code of Conduct.

Bullying: Repeated behaviour directed toward a person or persons which a reasonable person, having regard to all the circumstances, would regard as victimisation, humiliation, or undermining or threatening to the person or persons, and which creates a risk to their health and safety. Where it involves the use of information and communication technologies, it is often called cyberbullying.

Behaviour which is *not* bullying includes: respectfully disagreeing with or criticising someone's beliefs or opinions; setting reasonable performance goals, standards or deadlines; giving reasonable directives, feedback or assessments of performance or behaviour; taking legitimate disciplinary action.

C3 Australia Safe Church Policy & Guidelines: (combined with the introduction, and roles and structures section are known as the Safe Church Manual). Developed by the C3 Australia Executive. These are the minimum standards for C3 Australian churches. They form part of our movement's ongoing commitment to be a safe place for all people in order that our churches are God-honouring, life-giving and harm-free. These are designed to support C3 Churches in fulfilling their pastoral and organisational responsibilities along with legal obligations in the Australian context.

C3 Church: refers to C3 Ballina.

Child/Children or Young Person/People/Youth: a child is a person under the age of 18 years. A young person or youth is a class of child, aged 16-17 years.

Child Abuse: Conduct in relation to a child as defined in the definition of abuse, above.

Child Safe Organisation: A place where the State standards for child safe institutions have been adopted and are actively implemented. In a church, this is also a God-honouring, life-giving, & harm-free ministry for all people. A child safe organisation requires having prevention and response policies, procedures and implementation support regarding duty of care, caring for vulnerable people, considering positions of power, codes of conduct, response to allegations of ministry misconduct or abuse, incident reporting, monitoring of practices, safe recruitment and the supervision of leaders.

Children/Youth Ministry Team Leader: any person over 18 years who is appointed by the Senior Pastor, or Children/Youth Pastor on behalf of the church to perform any work or activities with children and/or young people in a leadership capacity.

Children/Youth Ministry Team Member: person over 18 years who is involved in a supervising capacity of the Ministry but has no direct leadership role.

Church Board: refers to the C3 Ballina Church Board.

Civil Authorities: Police and the relevant state or territory government child protection authority.

Codes of Conduct: C3 Australia has two codes of conduct outlining behavioural expectations for those representing local churches and/or the movement: *C3 Australia Volunteer Church Workers Code of Conduct* is recommended for all local church volunteers, and the *C3 Australia Code of Conduct for Credential Holders* is mandated for all C3 Global credential holders in the C3 Australia movement. C3 Ballina has adapted the C3 Australia Volunteer Church Worker Code of Conduct for use across its campus locations as is entitled *C3 Ballina Volunteer Code of Conduct and Declaration*.

Consensual Sexual Activity: Free and voluntary agreement to the act. For a detailed list of what negates consent, see Australian Laws SC002.

Constituent Church (local church): Includes a Registered Church, Provisional Church and a Satellite or Extension Service as defined by C3 Australia. Within C3 Australia documentation, constituent churches will be called 'local churches'.

Direct Role with children: A role that includes, or is likely to include, providing services that are directed towards a Child or Young Person (whether in whole or in part), or conducting activities that may involve a Child or Young Person (whether in whole or in part), and includes the supervision of persons in Direct Roles (for example, a board member of a church is in a Direct Role, irrespective of whether they actually work with Children or Young People, because of their overarching supervisory duties). Does not include incidental contact with children.

Disclosure: when a child or young person tells a person that they are at risk of harm, or they are being or have been the subject of child or young person abuse.

Discrimination: It is unlawful to discriminate against or harass a person in employment (or in the provision of goods and services) on the basis of a protected attribute. *Protected attributes* in Australia include; age, disability or impairment (physical, intellectual, mental or psychiatric – visible or invisible, temporary or permanent), race, colour, descent or national or ethnic origin, religious belief or activity, (except where such activities are directly in contradiction to the Christian values of the organisation), gender identity, lawful sexual activity/sexual orientation, family, marital, parental or carer status, physical features, political opinion, belief or activity, industrial activity or membership of an industrial association, pregnancy or potential pregnancy, breastfeeding, medical record – (except where health and/or fitness would render a person incapable of safely undertaking a duty), irrelevant criminal record, employment activity, or personal association with a person who is identified by reference to any of the above attributes. *Discrimination* is treating a person with an identified attribute or personal characteristic less favourably than a person who does not have the attribute or characteristic. *Discrimination* can be either *direct* or *indirect*.

Duty of Care: To do no intentional harm. To do all that is reasonably practicable to protect from harm, and to prevent harm. *Duty of care* is a legal responsibility to ensure the safety and wellbeing of all who participate in programs or activities of the organisation.

Harassment: Unwelcome conduct, whether intended or not, in relation to another person where the person feels, with good reason in all the circumstances, offended, belittled or threatened. Such behaviour may consist of a single incident or several incidents over a period

of time. Includes: making unwelcome physical contact with a person; making gestures or using language that could reasonably give offence, including continual and unwarranted shouting; making unjustified or unnecessary comments about a person's capacities or attributes; putting on open display pictures, posters, graffiti or written materials that could reasonably cause offence; making unwelcome communication with a person in any form (for example, phone calls, email, text messages); and stalking a person.

Hazard: A source of danger that could result in harm if due care is not exercised.

Health & Safety Team: the team appointed with responsibility for overseeing Workplace Health and Safety concerns at C3 Church.

Helpline: The *National Helpline* 1800 070 511 (Monday – Friday 9am-5pm AEST) is established for local churches who have Safe Church concerns and implementation enquiries. The Helpline is operated by Safe Ministry Resources P/L.

Teen Leader: any person who is under the age of 18 who is appointed by the Senior Pastor, Children or Youth Pastor on behalf of the church to perform any work or activities where contact with children and/or young persons is expected involved in a supervising capacity but with no direct leadership role.

Local Safe Church Person/Team: This person or team is the local church contact point for reporting of Safe Church type concerns. This person or team is to be appointed by the local church board. For a position description of this role, see page 9 of the C3 Australia Safe Church Manual. At C3 Ballina, this role/s is called the Safe Church Coordinator/Representatives.

Mandatory Reporting: The legal requirement to report allegations of child abuse and neglect. The people mandated to report, and the criteria for when it is mandatory to report, differs in each Australian state and territory.

Misconduct: The unacceptable (violation) crossing of professional boundaries. Boundaries can be crossed unintentionally, negligently, or deliberately. There is a continuum of misconduct in ministry that extends from conduct that is generally considered minor through to abuse that is also criminal. This broad definition takes into account the failure to respect, to esteem or to value a person. Misconduct incorporates disrespectful thinking and actions towards another person.

Negligence: Failure to act prudently by not applying the standard of care, that a “reasonable person” would exercise in the situation, or under the same circumstances.

Person Associated with the organisation: A person who is involved with the governance, the management, the provision of services, is employed by, is a volunteer, is a member, uses the programs or attends the events of our church.

Person Making an Allegation: A person who makes an allegation of misconduct, reportable employee conduct, or abuse.

Person Subject of Allegation (PSOA): A person or group of people against whom allegation(s) of misconduct, reportable employee conduct, or abuse have been made.

Procedural Fairness (also known as Natural Justice): A process characterised by the following principles:

- *without undue delay:* i.e., Acting as quickly as possible shall be a genuine recognition of the seriousness of the allegation. Care should be taken to avoid delays;
- *clear communication:* i.e. All parties should be fully and speedily informed regarding decisions made, the reasons for the decisions and what processes are being used at all

stages, particularly where there is any delay;

- *no bias*: i.e. The case will be managed, assessed, conciliated, and facilitated by persons who have no relationship (biological or other) with any party. They shall not have a negative or biased view of the case matter, e.g., Persons who have experienced past sexual abuse should not manage a sexual abuse claim.
- *no conflict of interest*: i.e. The case will be managed, assessed, conciliated, and facilitated by persons who have no personal benefit or interest in the outcome of the case.
- *decisions made on evidence-based outcomes*: i.e., assessment of disputed facts to be conducted by a suitably qualified assessor.

Reasonable Standard of Care: Level of care that a user may reasonably expect that office holders will take in providing any program, activity, service, or facility.

Reasonable Foresight: A responsibility that office holders need to take when planning activities for children and young people, to identify any reasonably foreseen danger/risk and take reasonable steps to prevent or avert such risk.

Reportable conduct: any of the following conduct that, by law, must be reported to the Office of Children's Guardian, whether or not a criminal proceeding in relation to the conduct has been commenced or concluded:

- a sexual offence,
- sexual misconduct,
- ill-treatment of a child,
- neglect of a child,
- an assault against a child,
- an offence under section 43B or 316A of the Crimes Act 1900, or
- behaviour that causes significant emotional or psychological harm to a child.

Reportable Incident: A single event or set of events where injury, harm, abuse or loss occurs. A *critical incident* is an event or set of circumstances resulting in *significant* physical or psychological outcomes or fatality for one or more people.

Reportable Employee Conduct: In NSW this term refers to allegations or reports of behaviours by workers deemed as being harmful to children and therefore reportable to the relevant government agency, e.g. In NSW – The Office of the Children's Guardian.

Risk: Exposure to the possibility of such things as economic or financial loss or gain, physical damage, injury or delay, as a consequence of pursuing or not pursuing a particular course of action. The concept of risk includes: perception that something could happen, likelihood of it occurring, and consequences if it does occur.

Risk Management: The process of managing your organisation's exposure to potential hazards. It does this by identifying risks to prevent them or reduce them, and by providing funds to meet any liability if it occurs. *Risk assessment* looks at what *might* happen, whereas *hazard identification* looks at *what is present* at the venue at a specific time.

Safe Church Team: made up of the Head of Entity and the Safe Church Coordinator / Representative.

Safe Church Training: training session/s to explicitly communicate the policies and procedures contained within this document.

Safe Environment: *Safe* refers to an abuse-free and harm-free environment. Such an environment is also a friendly environment, i.e., Values and respects the rights of individuals.

This includes the physical, emotional & spiritual environments. It assumes that foreseeable risks have been managed to ensure the safety of all people.

Self-harm: refers to deliberately causing pain or damage to your own body and can be suicidal or non-suicidal in intent. Self-injury is a type of self-harm and refers to deliberately causing pain or damage to your own body without suicidal intent.

Self-harm can include:

- cutting, burning, biting or scratching the skin
- picking at wounds or scabs so they don't heal
- pulling out hair, punching or hitting the body
- taking harmful substances (such as poisons, or over-the-counter or prescription medications).

Serious Misconduct: Conduct which, if proven to be more likely to have occurred than not (on the balance of probabilities), or admitted to, would lead to: restrictions being placed on a worker's role, or dismissal from a role or removal from a position (volunteer or paid). Includes: allegations of child abuse and neglect, sexual abuse, sexual misconduct, sexually inappropriate behaviour, financial impropriety, bullying behaviours, allegations of domestic and family violence and criminal activity.

National Safe Church Executive: The C3 Australia Executive member appointed to manage the implementation of the C3 Safe Church strategy at the national level.

Vulnerable Person: The susceptibility to harm which results from an interaction between the resources available to individuals and communities and the life challenges they face. Vulnerability can result from age, gender, prior abuse experience, developmental problems, personal incapacities, disadvantaged social status, inadequacy of interpersonal networks and supports, degraded neighbourhoods and environments, and the complex interactions of these factors over the life course.

Vicarious Liability: The liability that an organisation or person may be determined to have for the conduct of those who act on its behalf, whether the conduct is authorised or not e.g., Workers.

Work, Health & Safety (WHS): Refers to the framework enshrined in Commonwealth and State legislation by which employers & employees are to ensure safe work environments (including paid & volunteer workers).

Workers: All paid and unpaid persons who perform tasks and or ministry roles for a C3 Church. Includes staff, management roles, leaders, team members, volunteers, and casual helpers. Note these are all considered "workers" under the work health & safety legislation.

Working With Children Check (WWCC): a requirement for anyone who works or volunteers in child-related work in NSW, involving a National Police Check (criminal history record check) and a review of reportable workplace misconduct. At C3 Church a WWCC must be obtained by C3 Workers (paid or volunteers) who have direct supervision of, or a moral responsibility towards, children and under eighteen years of age such as Senior Ministers, Children/Youth Pastors, Safe Church Representatives, Team Leaders, Team Members or anyone who acts in a supervisory capacity longer than 15 minutes with children. A WWCC clearance must be verified by C3 Church prior to a person's involvement with children/young people.

Young person: a person who is aged 16 years or above but who is under the age of 18 years.

RELEVANT LEGISLATION & STANDARDS

C3 Ballina Policy and Guidelines has been written to assist compliance with NSW and Australian legislation, current as of December 2021.

Commonwealth

Australian Charities and Not for Profits Commission (ACNC) Governance Standards

Australian Human Rights Commission Act 1986 (Cth)

Australian Human Rights Commission Act 1986 (Cth)

Disability Discrimination Act 1992 (Cth)

Family Law Act, 1975 (Cth)

National Framework for Protecting Australia's Children 2009-2020 ('National Framework'), endorsed by the Council of Australian Governments April 2009.

National Principles for Child Safe Organisations February 2019

The Privacy Act 1998 (Cth)

Racial Discrimination Act 1975 (Cth)

Royal Commission into Institutional Responses to Child Sexual Abuse Recommendations December 2017 (Volume 6: child safe organisations and Volume 16: religious institutions).

Sex Discrimination Act 1984 (Cth)

United Nations Convention on the Rights of the Child (1989) [Ratified by Australian Parliament, 17 December 1990]

Workplace Gender Equality Act 2012 (Cth)

New South Wales

Child Protection (Working with Children) Act 2012 (NSW)

Child Protection (Working with Children) & Other Child Protection Legislation Amendment Act 2016

Children and Young Persons (Care and Protection) Act 1998 (NSW)

Children (Education and Care Services) National Law (NSW) No 104a

Children's Guardian Amendment (Child Safe Scheme) Act 2021 (NSW)

Children's Guardian Act 2019 (NSW)

Commission for Children and Young People Act 1998 (NSW)

Crimes Act 1900 (NSW)

Work Health and Safety Act 2011 (NSW)

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VOLUNTEER CODE OF CONDUCT

Codes of Conduct are a part of our Church's commitment to safe emotional and physical environments, providing appropriate duty of care, including health and safety considerations.

This *Volunteer Workers Code of Conduct* contains the expected standards of behaviour for all *volunteers* at church and applies to all our volunteers whether in teams or on rosters.

Volunteering in church life is a highly valued and important part of service to the church. As a volunteer worker your life is on display and is subject to public scrutiny and as such these standards of behaviour should apply not only to your church life but also your personal life.

1. SERVANT HEARTED

Volunteers are servants of Christ, who should endeavour to become servant leaders as modelled by Jesus (John 13:3-14). The misuse of authority can be a particular temptation when being given a position of trust and power at church, this is not acceptable behaviour for a volunteer.

2. BEHAVIOUR

Volunteers at our church:

- will act in the best interests of those we serve.
- must not be abusive in any way toward others, spiritually, emotionally, physically or sexually, including domestic and family violence.
- will avoid the use of offensive language (e.g., swear words, sexual connotations, and racial or religious slurs).
- will exercise caution with all potentially addictive behaviours and/or harmful substances. Drunkenness is never acceptable behaviour for a volunteer.
- will not use any illicit substances.
- will use caution when initiating or receiving physical contact with those we serve, including gestures of comfort as such gestures can be unwanted or misinterpreted.
- will act with sexual integrity. Sex is a gift from God and integral to human nature. All inappropriate sexual behaviour is forbidden. Sexual innuendo and harassment of a sexual nature are always inappropriate.
- will report their concerns of abuse or children at risk of harm to a supervisor or Church Pastor.
- will treat all people in our church fairly and in accordance with church policies and guidelines.
- will communicate with integrity, including accountable and wise use of electronic communication.
- will acknowledge when they are out of their depth, do not possess the required skill set in difficult pastoral situations, such as helping a victim of abuse, or a person who needs professional counselling, and seek help from a supervisor or church leader.
- will not take property belonging to others, including intellectual property (copyright).

3. FINANCIAL MATTERS

Volunteers are encouraged to have integrity in their financial dealings. Volunteers must not seek financial gain from their church role. Volunteers should not use their position to promote personal business activities or to recruit others in business ventures.

4. CONFIDENTIALITY

Trust is essential in serving the church. Confidential information must not be disclosed and must be treated with the utmost care. Exceptions include when disclosure is required by law, or where there are concerns for the safety of the person or others, when the information is in the public domain or where there is suspicion of abuse.

Disclosure is a serious matter and the assistance of a supervisor or your Pastor should be sought.

5. COMMITMENT TO TEAM MINISTRY

Volunteers:

- will embrace the vision, values, and mission of the Church, and continue to develop ministry skills through a variety of means including team meetings.
- are accountable to team and will watch out for each other and protect each other's integrity.

IMPLEMENTATION OF THIS CODE OF CONDUCT

Any breach of this code involving a criminal offence shall lead to a report being made to the relevant authorities.

Any breaches relating to the harm, or risk of harm of a child or young person will be dealt with according to church procedure.

Any other breach will be considered in the light of the best interests of the volunteer and those we serve and may result in the volunteer being stood down either temporarily or otherwise.

Breaches deemed serious misconduct (those which are subject to a state based Reportable Conduct Scheme where applicable, or breaches which if proven on balance to have occurred would result in disciplinary action against the volunteer) may result in workplace investigation according to the principles of natural justice.

Volunteer workers need to be open to correction and humble enough to modify behaviours so as to not discredit the gospel



VOLUNTEER DECLARATION FOR SERVICE

Thank you for your desire to volunteer at C3 Ballina. This declaration is part of our church's commitment to ensuring our duty of care to all people, and to fulfil our insurance obligations, health and safety and other requirements.

PERSONAL DETAILS

Surname:		First Name:		Middle Names:	
Any Former Names (other than maiden name):					
Gender:		Date of Birth:		Mobile Number:	
Email Address:				Alternate Number:	

CRIMINAL HISTORY CHECK AND/OR WORKING WITH CHILDREN CHECK

I hereby consent to an Australian Federal Police Check if one is considered necessary for my role. My NSW Working with Children Check details, where required are as follows:

Working With Children Check Number:		Expiry Date:	
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CONSENT TO HOLD INFORMATION

I consent to the information contained in this application including the subsequent pages to be kept by our church. I understand that this information will be kept in a confidential file and used only for screening and disciplinary purposes.

REFEREE CHECK (if you have been at the church for less than 3 years, please nominate a character reference.)

Name:		Name of my previous church and pastor (if applicable):	
Relationship:			
Contact Number:			

DECLARATION

1. I understand that the church operates in an environment of numerous legal and ethical restrictions, and I will fully cooperate with the church in abiding by these. I assure the church, in considering me for a volunteer role that:

- I have no health impediment that will put me or any other person at risk in the fulfilment of my designated role
 - Other than those matters disclosed by me to the church (noted above) at the time of making this declaration, I know of no past behaviour that renders me unfit to serve as a volunteer or which detracts from the obligation of the church to operate as a place of safety to a minor or any other person. Such past behaviour may include being the subject of an allegation of sexual abuse (whether convicted or not), including any type of molestation, indecent exposure, sexual harassment or intimidation.
2. I understand that if I am unclear as to any of the statements in this document, I will seek clarification from a team leader or church leader before signing.
3. I have provided this information, and any documents accompanying it in good faith and declare they are true and correct to the best of my knowledge and belief.

Appendix A

4. I understand that any material misstatement in or omission from this questionnaire may render me unfit to hold a particular role in the church.
5. I have received a copy of the *Volunteer Code of Conduct* and I agree to uphold it.
6. I understand that when considering whether there is an avenue for my voluntary services, my church may refer to their policies, procedures and guidelines.
7. I will respect the decision of my church as to where I volunteer my services within the church, and whether my services are required, from time to time.
8. I understand that a team leader will be available to me to discuss my service.

Proposed Volunteer's Signature:		Date:	
(if under the age of 18, please have the form co-signed by your parent/guardian)			
Parent/Guardian Name:		Date:	

OFFICE USE ONLY

ENDORSEMENT OF CHURCH LEADERSHIP FOR THIS PERSON TO VOLUNTEER:

Endorsed by:			Date:	
Signature:		Position:		

C3 YOUTH

C3 Church Ballina

- have knowledge of C3 Ballina policies & guidelines;
- have completed required Working With Children checks;
- have signed the C3 Kids or C3 Youth Code of Conduct;
- have been given opportunity to ask any questions or raise any concerns; and
- agree to abide by the procedures/policies of the C3 Church Safe Church Policy & Guidelines document.

[illegible]



Safe Church Training Register: Introduction to Safe Church Policy

C3 Church Ballina

Key Team Leaders are required to sign this Register on completion of the C3 Church training session: Introduction to Safe Church Policy to indicate they:

- have knowledge of C3 Ballina policies & guidelines;
- have been provided with a copy of the manual;
- have been given opportunity to ask any questions or raise any concerns; and
- agree to abide by the procedures/policies of the C3 Church Safe Church Policy & Guidelines document.

Name	Date	Signature

Appendix B

[illegible]



Feedback Form (Child or Young Person)

C3 Church Ballina

EVENT NAME	
What did you like?	
What didn't you like so much?	
What else would you have liked to see or have happen?	
Would you invite your friends next time?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe
Why or why not?	
If you would like us to contact you to talk more about it, please write your name	
THANK YOU FOR SHARING YOUR THOUGHTS	



Feedback Email (Parents & Caregivers)

C3 Church Ballina

Dear _____,

Thank you for allowing your children to participate in [insert program / event name]. We loved having your family part of the occasion.

We would value any input you or your child/ren may have about the event as this will assist us in our planning of future activities.

We would love you to take a few minutes to talk to your child/ren about the event and then email us some feedback. We have included some suggested questions below to help guide your feedback.

Rate your child's overall experience

Excellent

Good

Fair

Poor

Terrible

What was done well at the event?

What did your child like most about the event?

What suggestions do you have for what we could do better next time?

Do you have any specific concerns? Please provide detail.

Any other comments?

Thank you – we appreciate you taking the time to assist us.



Feedback Form
(Ministry Event)

C3 Church Ballina

EVENT NAME	
What did you like?	
What didn't you like so much?	
What else would you have liked to see or have happen?	
Would you invite your friends next time?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe
Why or why not?	
If you would like us to contact you to talk more about it, please write your name	
THANK YOU FOR SHARING YOUR THOUGHTS	



C3 BALLINA

Types & Indicators Of Child Abuse & Neglect & Mental Health Concerns

The focus of child protection is to report concerns about risk of harm and focus on the needs of the child in decision making.

To assist in decision making about risk of harm it is important to be aware of the behavioural and emotional indicators of each type of child abuse and also the indicators in parents and care givers. It is important to note that just because you identify one or more indicators do not necessarily mean a child is being abuse but it is a cause for concern to be responded to.

In responding to concerns about children at church it is important to remember that the church has legal, pastoral and organisational responsibilities to fulfill and as such all concerns must be reported according to procedure.

In a ministry situation it is highly likely that you will continue to have contact with the child after a disclosure. It is important to recognise that the child has disclosed to you because they trust you and feel safe with you. As you continue to nurture and minister to the child it may be useful to be mindful of the following: create a calm environment, engage in appropriate relationships, continue to include the child, provide an ordered program, foster appropriate behaviours, focus attention on the safe space.

NEGLECT

Neglect includes both isolated incidents, as well as a pattern of failure over time on the part of a parent or other family member to provide for the development and wellbeing of the child – where the parent is in a position to do so – in one or more of the following areas:

- health
- education
- emotional development
- nutrition
- shelter and safe living conditions.

Examples: failure to provide food, clothing, shelter, medical care, attention to hygiene or supervision, inability to respond emotionally to a child or young person, depriving of or withholding physical contact or stimulation for prolonged periods, absence of social support from adults.

Appendix D

Indicators/ Signs in children or young people

- low weight for age and failure to thrive and develop
- untreated physical problems, (e.g. sores, serious nappy rash, urine scalds, dental decay)
- poor standards of hygiene, for example child or young person consistently unwashed
- poor complexion and hair texture
- child not adequately supervised for their age
- scavenging or stealing food and focus on basic survival
- extended stays at school, public places, other homes
- longs for or indiscriminately seeks adult affection
- rocking, sucking, head-banging
- poor school attendance.

Indicators/ Signs in parents or caregivers

- unable or unwilling to provide adequate food, shelter, clothing, medical attention, safe home conditions
- leaving the child without appropriate supervision
- abandons the child or young person
- withholding physical contact or stimulation for prolonged periods
- unable or unwilling to provide psychological nurturing
- has limited understanding of the child or young person's needs
- has unrealistic expectations of the child or young person

PHYSICAL ABUSE

The intentional use of physical force against a child that results in – or has a high likelihood of resulting in – harm for the child's health, survival, development or dignity. This includes hitting, beating, kicking, shaking, biting, strangling, scalding, burning, poisoning and suffocating. Much physical violence against children in the home is inflicted with the object of punishing.

Examples: beating, shaking, lacerations, burns, fractures, poisoning, attempted suffocation, physical mutilation.

Indicators/ Signs in children

- bruising to face, head or neck, other bruising and marks which may show the shape of the object that caused it eg belt buckle, hand print
- lacerations and welts
- drowsiness, vomiting, fits or pooling of blood in the eyes, which may suggest head injury
- adult bite marks and scratches
- fractures of bones, especially in children under three years old
- dislocations, sprains, twisting
- burns and scalds, including cigarette burns

- multiple injuries or bruises
- explanation of injury offered by the child or young person is not consistent with their injury
- abdominal pain caused by ruptured internal organs, without a history of major trauma
- swallowing of poisonous substances, alcohol or other harmful drugs
- general indicators of female genital mutilation, such as having a 'special operation'.

Indicators/ Signs in parents and caregivers

- frequent visits with the child or young person in their care to health or other services with unexplained or suspicious injuries, swallowing of non-food substances or with internal complaints
- explanation of injury offered by the parent is not consistent with the injury
- family history of violence
- history of their own maltreatment as a child
- fears injuring the child or young person in their care
- uses excessive discipline.

EMOTIONAL & PSYCHOLOGICAL ABUSE

Emotional abuse is also sometimes called 'emotional maltreatment', 'psychological maltreatment' and 'psychological abuse'.

Emotional abuse refers to a parent or caregiver's inappropriate verbal or symbolic acts towards a child and/or a pattern of failure over time to provide a child with adequate non-physical nurturing and emotional availability. Such acts of commission or omission are likely to damage a child's self-esteem or social competence.

Indicators/ Signs in children

- constant feelings of worthlessness about life and themselves
- unable to value others
- lack of trust in people
- lack of people skills necessary for daily functioning
- extreme attention-seeking behaviour
- is obsessively eager to please or obey adults
- takes extreme risks, is markedly disruptive, bullying or aggressive
- is highly self critical, depressed or anxious
- suicide threats or attempts
- persistent running away from home.

Appendix D

Indicators/ Signs in parents or caregivers

- constant criticism, belittling, teasing of a child or young person, or ignoring or withholding praise and attention
- excessive or unreasonable demands
- persistent hostility and severe verbal abuse, rejection and scapegoating
- belief that a particular child or young person in their care is bad or 'evil'
- using inappropriate physical or social isolation as punishment
- domestic violence.

SEXUAL ABUSE

The involvement of a child in sexual activity that he or she does not fully comprehend, is unable to give informed consent to, or for which the child is not developmentally prepared, or else that violates the laws or social taboos of society. Children can be sexually abused by both adults and other children who are – by virtue of their age or stage of development – in a position of responsibility, trust or power over the victim.

Examples: sexual touching, sexual intercourse, sexual suggestions to children, including exposure to pornographic material, use of children in the production of pornographic videos or films, exhibitionism, child prostitution

Indicators/ Signs in children or young people

- bruising or bleeding in the genital area
- sexually transmitted diseases
- bruising to breasts, buttocks, lower abdomen or thighs
- child or young person or their friend telling you about it, directly or indirectly
- describing sexual acts
- sexual knowledge or behaviour inappropriate for the child's age
- going to bed fully clothed
- regressive behaviour, such as sudden return to bed-wetting or soiling
- self-destructive behaviour, such as drug dependency, suicide attempts, self-mutilation
- child being in contact with a known or suspected paedophile
- anorexia or overeating
- adolescent pregnancy
- unexplained accumulation of money and gifts
- persistent running away from home
- risk taking behaviours, such as self harm, suicide attempts.

Indicators/ Signs in parents or caregivers

- exposing a child or young person to prostitution or pornography or using a child for pornographic purposes
- intentional exposure of a child to sexual behaviour of others
- previous conviction or suspicion of child sexual abuse
- coercing a child or young person to engage in sexual behaviour with other children

- verbal threats of sexual abuse
- denial of adolescent's pregnancy by family

EXPOSURE TO FAMILY VIOLENCE

Children and young people are often a hidden population within the family violence literature and discourse. Forcing a child or young person to live in an environment where a primary caregiver experiences sustained violence is in and of itself emotional and psychological abuse. Children and young people who are forced to live with violence are at increased risk of experiencing physical and sexual abuse and tend to experience significant disruptions in their psychosocial wellbeing, often exhibiting a similar pattern of symptoms to other abused or neglected children.

Domestic violence can include:

- physical assault (including punching, hitting, kicking, pushing, slapping, choking, or the use of weapons)
- sexual assault (being forced to have sex or participate in sexual activities, either by watching or physically participating)
- emotional abuse (making someone feel worthless, criticising their personality, their looks, the way they dress, constantly putting someone down, threatening to hurt them, their children or pets)
- verbal abuse (including yelling, shouting, name-calling and swearing at someone)
- social abuse (being stopped from seeing friends and family, isolating someone socially or geographically)
- damaging property such as furniture, the house or pets in order to threaten or intimidate someone
- financial abuse (taking control of money, not giving someone enough money on which to survive, forcing someone to hand over their money, not letting them have a say in how it is spent)

Indicators/ Signs in children or young people displays of aggressive behaviour

- development of phobias and insomnia
- displays of anxiety
- symptoms of depression
- diminished self-esteem
- poor academic performance and problem-solving skills
- reduced social competence skills, including low levels of empathy
- displays of emotional distress
- physical complaints

There are other types of abusive behaviour which may cause harm to children, that may or may not be reportable to government child protection agencies such as medical, bullying,

Appendix D

grooming on the internet, and spiritual abuse. In responding to concerns about children, the church will need to consider its legal, pastoral and organisational responsibilities.

SEXUAL GROOMING

Sexual grooming and sexualised online interactions (including crossing of professional boundaries)

Sexual grooming is a pattern of behaviour aimed at engaging a child, as a precursor to sexual abuse. In some cases where positional power exists, this can be a reportable matter. In most cases it is non-sexual, and a precursor to the abuse.

Includes: persuading the child that a 'special' relationship exists; spending inappropriate special time with the child; inappropriately giving gifts; showing special favours to the child, but not to other children; allowing the child to overstep the rules; testing boundaries – undressing in front of the child; allowing the child to sit on lap; talking about sex; 'accidental' touching of genitals, etc. In isolation, such behaviours may not indicate risk of abuse occurring, but if there is a pattern of behaviour occurring, it may indicate grooming.

Note that in some states and territories some types of 'sexual grooming' are also considered either criminal activity or sexual misconduct reportable for the protection of children. For example:

NSW: The scope of grooming has been extended to cover any adult who offers a child a material or financial benefit with the intention of making it easier to access the child for unlawful sexual activity, like giving a child gifts or money to gain a child's trust and to include grooming of another adult to gain access to a child. Additionally, any workplace disciplinary findings from investigations into allegations of sexual misconduct - sexual grooming against children's and youth leaders are subject to reporting to the Office of the Children's Guardian. Further, the Reportable Conduct scheme also includes sexual grooming in its definition of sexual misconduct, and as such, all concerns about a worker should be reported.

Electronic sexualised interactions and grooming on the internet

The explosion of electronic communication has seen a sharp increase in the number of internet-based and telecommunications-based allegations of abuse and bullying. This involves a perpetrator using any form of telecommunication, or electronic communication to: sexually groom, bully, suggest an inappropriate relationship be formed, or engage a child in sexual language or behaviours. In some cases these interactions have led to people being charged with online grooming, or procurement of a child for sexual purposes.

We acknowledge that the use of electronic media for communication is part of everyday life, however, we need to be mindful of the position of trust and power we have been entrusted with as leaders.

We recommend that those working with children, young people, and other vulnerable persons are provided with a set of guidelines for the use of electronic communication.

In most cases it is not reportable to a government child protection agency, although in extreme cases can be classed as emotional abuse. This may include any or all of the pre-stated abuse types. It involves the perpetrator inappropriately using their position of authority in the church to satisfy their own needs, or using children for their own benefit. Pressuring people through use of guilt language may result in feelings of guilt, shame, a strong *works* based framework for faith. For example, “If I do this, then God will love me” or “God will be happy with you if you do this for me”.

BULLYING BEHAVIOURS BETWEEN CHILDREN

In a church context bullying must not be tolerated. Instead of being laughed at, it should be reported according to church procedure.

In a children’s ministry context, parents of children involved need to be informed, consulted with and included in decisions relating to their child/ren. Targets of bullying need to be loved, valued, respected and restored as appropriate to the situation. Those who demonstrate bullying behaviours must be called to account in a loving way.

ELECTRONIC SEXUALISED INTERACTIONS & GROOMING ON THE INTERNET

With the explosion of electronic communication there has been a sharp increase in the number of internet-based and telecommunications-based allegations of abuse and bullying.

This involves the perpetrator using any form of telecommunication, or electronic communication to; sexually groom, bully, suggest an inappropriate relationship be formed, or engage a child in sexual language or behaviours.

In some cases, these interactions have led to people being charged with online grooming, or procurement of a child for sexual purposes.

In NSW the Office of the Children’s Guardian includes “inappropriate personal communication (including emails, telephone calls, text messaging, social media and web forums) that explore sexual feelings or intimate personal feelings with a child” as part of its extended definition of sexual misconduct.

MENTAL HEALTH

Mental health issues affect around one in seven Australian children, and about half of all serious mental health issues in adult begin before the age of fourteen.

Indicators/ Signs in children or young people

- suicidal thoughts and behaviours
- deliberate self-harm
- panic attacks
- traumatic events
- severe effects of drug or alcohol misuse

Appendix D

- severe psychotic states
- aggressive behaviour

Indicators/ Signs of suicidal thoughts and behaviours in children or young people

- previous suicide attempt or threatening suicide
- depression, feelings of hopelessness and helplessness
- thoughts and talk of death
- anxiety and tension
- withdrawal from family and friends
- violent or rebellious behaviour
- boredom, inability to concentrate
- severe changes in mood and behaviour



C3 BALLINA

Responding to Alleged Abuse and Principles of Disclosure

DO:

- Listen. Do not add anything to what the person says (write down exactly what they say)
- Reassure the person that they have done the right thing in speaking to you and you are there to give support in any way you can
- Inform the person that you need to tell people who will try to help you
- Ensure that the person is not in immediate danger
- Stay as calm as possible
- Convey you hear what they are saying (and avoid strong reactions to what they are revealing)
- Explain that you need to report the matter, but only to those who need to know. There can be no secrets with such serious issues. Depending on the age and understanding of the individual, you can inform them that you will certainly not be talking with the person they may have identified
- Record information in the Risk of Significant Harm Report form. All information related to the disclosure, and any personal observations should be documented, whether by the leader or in consultation with the Safe Practice Representative. Include dates, times, details of what was said (in quotations if recalled word for word) and action taken.
- Keep it brief, do not have an extended conversation, as this may be seen to have influenced the person.

DON'T:

- Don't start an investigation regarding the information & do not ask leading questions, i.e., questions that have a yes or no answer. You do not have to prove what has been disclosed.
- Don't promise the person that the abuse will stop
- Don't tell anyone who does not need to know
- Don't be dismissive of what they have told you, even if the alleged abuser is someone you know (e.g., don't say "that can't be true").
- Don't ask more questions than necessary to be clear about what the child or young person is telling you. When alleged abuse is reported, the child or young person will have to be interviewed by a responsible adult. It is important that the number of times the story is recounted is kept to a minimum.
- Don't ask leading questions. In clarifying, ask simple, direct questions like "What?" "How?" or "Where?" not leading questions like "Did it happen at home?" or "was it your brother?" Such questions can prejudice further investigations.
- Don't touch a child or young person. If they have been abused in any way, touch may be interpreted or misconstrued as abusive.
- Don't notify parents or caregivers. They may take the child and leave the area if they believe they are under investigation.
- Don't discuss the matter with anyone other than the Safe Practice Representative to whom you have reported the abuse, including other leaders. You are protected from lawsuits initiated by parents or caregivers, provided you make a notification to the appropriate person in good faith. This protection is removed if details are not kept confidential.



C3 BALLINA

Responding to Mental Health Concerns

WHAT TO KNOW:

- Mental health conditions can affect day to day functioning and relationships
- There is great benefit in talking and more importantly, listening.
- Mental health aid is the help given to someone developing a mental health problem or in a mental health crisis. The first aid is given until appropriate treatment is received or until the crisis resolves.

WHAT TO DO:

When confronted by someone exhibiting challenging behaviours due to poor mental health:

- Keep calm.
- Ask the person if they want to talk.
- Help assess the risk of harm to the individual or to others.
- Stay calm, courteous and listen without judging. Try to understand the issues behind the situation and how you can support them find non-harming ways of coping. If the person is self-harming, help them make a plan about what to do when they feel like self-harming to help them feel supported, safe and more in control of the situation.
- Give reassurance that it was right for them to talk about their feelings and thoughts and provide information on how they can seek solutions and further help.
- Encourage the person (or caregivers for the child or young person) to seek professional help.
- Encourage self help strategies.
- Be clear about your own limitations and boundaries.
- Report any concerns you have or incidents to your Team Leader. If you hear or suspect the person is contemplating suicide, do not try to deal with this issue alone. The Team Leader will have access to extra information to help in this situation and should take the lead in responding.

DON'T:

- Don't pretend to know more than you do, but instead be a consistent support and offer encouragement.
- Don't become upset or angry as it may make the situation worse, as the person is already trying to cope with their own emotions.
- Don't push the person to talk if they don't want to.
- If the person is self-harming, don't tell the person not to self-harm. Remember self-harm is a coping strategy.
- If there is an immediate high risk, be assertive, make concrete plans and intervene (eg remove the means of suicide) but don't attempt to restrain the person except to prevent serious harm.



Risk of Significant Harm Report (Child or Young Person)

C3 Church Ballina

1. YOUR DETAILS			
Reporter's name			
Contact details			
2. DETAILS ABOUT THE CHILD OR YOUNG PERSON			
Child or young person's name			
Date of birth (if known)		Age or approximate age	
Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female		
3. FAMILY DETAILS			
Family's address			
Suburb		Postcode	
Home phone			
Current whereabouts of child / young person			
4. NAME OF PARENTS/ CARERS & THEIR RELATIONSHIP TO THE CHILD OR YOUNG PERSON			
Name			
Address (if different from above)			
Phone (if different from above)			
Relationship			
5. SAFETY CONCERNS			
Concern details:	<input type="checkbox"/> Observed/suspected by yourself <input type="checkbox"/> Disclosure by the person <input type="checkbox"/> Allegation made by (name & details) _____		
Date / time of incident			
Location of incident (if known)			
<i>Where possible, write down exactly what the other person said (in his/her words) and what you said. Do not ask leading questions. Mark observations as fact or opinion.</i>			
Please provide details of your concern for the safety and/or welfare of the child or young persons. Also include any concerns you may have in regard to: <ul style="list-style-type: none"> • issues of domestic violence • carer's alcohol or other drug misuse • carer's mental health issues • other issues (cultural, disability, ethnicity, etc) 			
What have you noticed about the child/ren and/or young person's appearance and behaviour?			

Appendix F

Did this incident result in a physical injury to a Child/Young Person?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please provide details					
Did this incident result in a physical injury to another person?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please provide details:					
Did this incident result in medical attention/treatment?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please provide details:					
Is the person in a place of safety and are there any immediate medical issues?						
Is the family, child or young person aware that this report has been made?	<input type="checkbox"/> Yes <input type="checkbox"/> No					
6. DETAILS OF PERSON SUBJECT OF THE ALLEGATION						
Who is the person subject of the allegation?	<input type="checkbox"/> Church staff <input type="checkbox"/> Family member of person <input type="checkbox"/> Church volunteer / leader <input type="checkbox"/> Member of congregation <input type="checkbox"/> Someone in the community					
Person's Name		Age				
Contact number (if known)		Gender				
Address (if known)						
Other relevant details (e.g., job position, relationships with child etc (if known)						
Other relevant parties	Name		Age		Gender	
	Relevant Information					
	Name		Age		Gender	
	Relevant Information					
6. SIGNATURES						
1. Reporter's name (please print clearly)		Signature				
Contact details		Date and time				
2. Reporter's name (please print clearly)		Signature				
Contact details		Date and time				

ADMIN USE ONLY (to be completed with Safe Church Representative)**Bodies of Authority notified:**☐ Police (1800 333 000)

Date & Time notified:

Contact Name:

Reference:

☐ Child Protection Helpline (132 111)

Date & Time notified:

Contact Name:

Reference:

☐ NSW Office of the Children's Guardian (02 8219 3800)

Date & Time notified:

Contact Name:

Reference:

☐ Safe Church Helpline (1800 070 511)

Date & Time notified:

Contact Name:

Reference:

☐ Other:

Date & Time notified:

Contact Name:

Reference:

ADMIN USE ONLY: SAFE CHURCH HELPLINE ADVICE

Advice provided

ADMIN USE ONLY: PASTORAL CONSIDERATIONS

Pastoral actions implemented

Advice provided

Action taken

ADMIN USE ONLY: LEGAL CONSIDERATIONS**NSW Office of Children's Guardian**

Advice provided

Action taken

NSW Police

Advice provided

Action taken

Appendix F

Other	
Advice provided	
Action taken	

ADMIN USE ONLY: ORGANISATIONAL CONSIDERATIONS

Insurance	
Date and time contacted	
Advice provided	
Action taken	

Risk Management	
Date and time contacted	
Advice provided	
Action taken	

Workplace Health & Safety	
Investigation procedure	
Advice provided	
Action taken	

Attach any documentation if more space required

ADMIN USE ONLY: ORGANISATIONAL PROCEDURES

Action taken and any continued follow up needed	
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ADMIN USE ONLY: SIGNATURES

1. Safe Practice Representative's name (please print clearly)		Signature	
Contact details		Date and time sighted completed form	
2. Senior Minister's name (please print clearly)		Signature	
Contact details		Date and time sighted completed form	
3. Board Representative's name (please print clearly)		Signature	
Contact details		Date and time sighted completed form	

ADMIN USE ONLY: ADDITIONAL NOTES

Response plan:	
Additional notes or follow up taken:	



Concerns about Adults Report

C3 Church Ballina

1. YOUR DETAILS

Reporter's name

Contact phone no.

2. DETAILS ABOUT THE PERSON OF CONCERN

Person's name

Date of birth (if known)

Age or approximate age

Gender

☐ Male

☐ Female

3. PERSON OF CONCERN'S DETAILS

Address

Suburb

Postcode

Contact phone

Current whereabouts of person

4. SAFETY CONCERNS

Concern details:

☐ Observed/suspected by yourself

☐ Disclosure by the person

☐ Allegation made by (name & details) _____

Date / time of incident

Location of incident (if known)

Where possible, write down exactly what the other person said (in his/her words) and what you said. Do not ask leading questions. Mark observations as fact or opinion.

Please provide details of your concern for the safety and/or welfare of the person. Also include any concerns you may have in regard to:

- issues of domestic violence
- issues of alcohol or other drug misuse
- mental health issues
- other issues (cultural, disability, ethnicity, etc)

What have you noticed about the person's appearance and behaviour?

Did this incident result in a physical injury to the person?

☐ Yes ☐ No

If yes, please provide details:

Did this incident result in a physical injury to another person?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please provide details:
Did this incident result in medical attention/treatment?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please provide details:
Where is the person now? Is s/he in a place of safety and are there any immediate medical issues?	
Is the person aware that this report has been made?	<input type="checkbox"/> Yes <input type="checkbox"/> No

5. PERSON SUBJECT OF ALLEGATION (if third party involved)

Who is the person subject of the allegation?	<input type="checkbox"/> Church staff <input type="checkbox"/> Family member of person <input type="checkbox"/> Church volunteer / leader <input type="checkbox"/> Member of congregation <input type="checkbox"/> Someone in the community		
Person's Name		Age	
Contact number (if known)		Gender	
Address (if known)			
Other relevant details (e.g., job position, relationships with child etc (if known)			

Other relevant parties	Name		Age		Gender	
	Relevant Information					
	Name		Age		Gender	
	Relevant Information					

6. SIGNATURES

1. Reporter's name (please print clearly)		Signature	
Contact details		Date and time	
2. Reporter's name (please print clearly)		Signature	
Contact details		Date and time	

Appendix F

ADMIN USE ONLY (to be completed with Safe Church Representative)

Bodies of Authority notified:

☐ Police (1800 333 000)

Date & Time notified:

Contact Name:

Reference:

☐ Child Protection Helpline (132 111)

Date & Time notified:

Contact Name:

Reference:

☐ NSW Office of the Children's Guardian (02 8219 3800)

Date & Time notified:

Contact Name:

Reference:

☐ Safe Church Helpline (1800 070 511)

Date & Time notified:

Contact Name:

Reference:

☐ Other:

Date & Time notified:

Contact Name:

Reference:

ADMIN USE ONLY: SAFE CHURCH HELPLINE ADVICE

Advice provided

ADMIN USE ONLY: PASTORAL CONSIDERATIONS

Pastoral actions implemented

Advice provided

Action taken

ADMIN USE ONLY: LEGAL CONSIDERATIONS

NSW Office of Children's Guardian

Advice provided

Action taken

NSW Police

Advice provided

Action taken

Other	
Advice provided	
Action taken	
ADMIN USE ONLY: ORGANISATIONAL CONSIDERATIONS	
Insurance	
Date and time contacted	
Advice provided	
Action taken	
Risk Management	
Date and time contacted	
Advice provided	
Action taken	
Workplace Health & Safety	
Investigation procedure	
Advice provided	
Action taken	
<i>Attach any documentation if more space required</i>	
ADMIN USE ONLY: ORGANISATIONAL PROCEDURES	
Action taken and any continued follow up needed	

Appendix F

ADMIN USE ONLY: SIGNATURES			
1. Safe Practice Representative's name (please print clearly)		Signature	
Contact details		Date and time sighted completed form	
2. Senior Minister's name (please print clearly)		Signature	
Contact details		Date and time sighted completed form	
3. Board Representative's name (please print clearly)		Signature	
Contact details		Date and time sighted completed form	
ADMIN USE ONLY: ADDITIONAL NOTES			
Response plan:			
Additional notes or follow up taken:			



C3 AUSTRALIA MINISTRY STANDARDS INVESTIGATION PROCEDURE

1. INTRODUCTION

This Ministry Standards Investigation Procedure (hereby Procedure) is the movement's procedure for the examination of information in relation to alleged serious misconduct by C3 Australia Credential Holders (defined in Appendix 3 - Glossary of terms).

The Procedure is for the fair and just examination of information received by the movement where a person issued with a Credential by C3 Global to minister in a C3 church is alleged to have breached the Ministry Standards expected of C3 Credential Holders. That is, when a Credential Holder is alleged to have engaged in serious misconduct.

It is established and maintained by the C3 Australia Executive and is the approved procedure referred to in C3 Australia Safe Church Guideline 7^[1].

The procedure is implemented by the C3 Australia Ministry Standards Investigation Team (MSI Team).

2. PURPOSE

This Procedure has been put in place:

- to provide a uniform procedure to be followed in all States across Australia.
- to ensure that alleged criminal conduct is reported to the relevant authorities.
- to ensure that alleged child abuse and neglect, which means a child is at risk of harm, is reported to the relevant appropriate government child protection agency.
- to ensure that alleged Reportable Conduct by credential holders is reported in accordance with the relevant state or territorial legislation (i.e., in jurisdictions where Reportable Conduct Scheme are in operation).
- in child related matters to ensure that the safety, welfare and protection of the child/ren is central and that responses are child focused.
- to ensure that information in relation to serious misconduct is treated seriously and investigated fully.
- to ensure procedural fairness for all parties, and
- to maintain and ensure high moral and ethical standards for C3 Australia Credential holders

^[1]C3 Australia Safe Church Guidelines 2020 (as published in the Safe Church Manual 2020)



3. SCOPE

This procedure applies to all those credentialled by C3 Global to minister in C3 churches in Australia.

Serious misconduct is alleged conduct or behaviour that in all circumstances is an inappropriate or an incorrect way of discharging a C3 Credential Holder's duties, obligations, or responsibilities, and would if proven lead to suspension or removal of the minister's credential.

The C3 Credential Holder's Code of Conduct (hereby Code) sets out Ministry Standards that are expected of C3 Credential Holders, and therefore is an important document for determining whether a person has committed serious misconduct.

There will be times when information is received by C3 Australia which does not relate to serious misconduct or the information received does not relate to a C3 Minister. The information in such instances may be related to less serious misconduct by a C3 Minister. In such instances the C3 Australia Executive will take measures to provide instruction and correction to the Minister.

In other cases, the alleged misconduct of a non-credentialled worker or church member, or a grievance between church workers or members, or related to church worker performance matters. All such matters will be referred to the local church board for proper handling.

It is important for workplace health and safety reasons and for the proper handling of such information, that local church boards have written procedures for managing conflicts and/or misunderstandings and for investigating misconduct and abuse allegations.

In cases where the information relates to Reportable Conduct by a C3 Credential Holder, the Local church board as the employer and C3 Australia as the credentialing body will collaborate in relation to the investigation so as to ensure compliance with the Reportable Conduct Legislation in that jurisdiction.

SAFE CHURCH HELPLINE - 1800 070 511

All C3 Australian Churches are expected to comply with all legal and government authority reporting requirements.

SERIOUS MISCONDUCT IS DEFINED AS; Dependent upon the circumstances:

- Abuse (including all forms of child abuse, domestic and family violence, spiritual abuse),
- Charges of crimes that if convicted would bring about a sentence or suspended sentence of more than 12 months
- Engaging in poor administrative practices in relation to child protection reporting, sexual abuse allegations (including: Reportable conduct), or domestic violence,
- Embezzlement,
- Failure to comply with the Grievance procedure (under Principle 4.6),
- Fraud,
- Harassment (including serious bullying),
- Major misrepresentation of the values, beliefs and the written positions of C3 (including Heresy),
- Misrepresenting qualifications in instances that cause significant harm,
- Reportable Conduct, as defined in State/Territory legislation,
- Sexual misconduct (including sexually inappropriate behaviour),
- Significant mistreatment of staff,
- Significant use of offensive language,
- Some addictive behaviours,
- Use of position (and credential) to seek financial gain.
- C3 Credential Holder who is subject to an allegation refusing to comply with reasonable directions under this procedure.

4. PRINCIPLES GUIDING THIS PROCEDURE**4.1 PROCEDURAL FAIRNESS**

Procedural fairness (also known as natural justice) shall be offered to all parties involved in the application of this Procedure.

Case managers, investigators and the MSI Team shall:

- 1.act fairly, in good faith, without bias and in a dispassionate manner,
- 2.provide each party the opportunity of adequately stating their case and responding to any relevant statement prejudicial to the person's case,

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3. not receive information except as part of its information gathering and of assessment of the allegation,
4. ensure that a person called upon to answer an allegation shall be given, in writing, the particulars of the allegation/s, and
5. ensure that each party has the opportunity to respond to further statements.

In all matters the information is to be examined:

Without undue delay: Acting as quickly as possible shall be a genuine recognition of the seriousness of the allegation. Care should be taken to avoid delays.

With clear communication: All parties should be fully and speedily informed regarding decisions made, the reasons for the decisions, and what processes are being used at all stages, particularly where there is any delay.

In a non-biased manner: Disputed allegations will be investigated by persons who have no relationship (biological or other) to any party, and whose involvement does not involve a perception of bias or actual bias.

Considering conflict of interest: Allegations will be investigated by persons who have no stake in benefiting from any particular outcome of the case.

So that evidence-based decisions are made decisions made are to be fact based.

Fairly for all parties: As such, all disputed facts will be investigated according to natural justice principles.

Outcome-based findings: Outcomes will be based upon the findings of the investigation. The burden of proof shall be on the balance of probabilities: i.e. The conduct is more likely to have occurred than not. In applying this standard, the seriousness of the allegations and impact of any adverse finding shall be taken into account.

4.2 PRIVACY

Throughout the Procedure, the C3 Australia Executive and MSI Team will maintain the national privacy principles. However, this will not always be possible to keep matters confidential, especially where the information is already outside of the Executive's control, where completing duties requires the release of the information, where information sharing is considered essential to ensure the safety of children or vulnerable people, or where specific legal advice suggests otherwise.

4.3 BEST INTEREST OF THE CHILD (i.e., PARAMOUNTCY PRINCIPLE)

In line with the National Principles for Child Safe Organisations all matters that relate to children and young people shall put the safety, welfare and wellbeing of children, including protecting children from child abuse, as the paramount consideration in decision-making throughout the procedure.



4.4 DUTY OF CARE

As part of the duty of care C3 Australia has to keep people safe, where able, it shall share all relevant risk management information with all relevant stakeholders including, National and Area Safe Church contact person/s, and local church board.

To care for all those directly involved (i.e., informants, Credential Holder, or witnesses) in the procedure the C3 Australia Executive shall offer process and pastoral support.

4.5. UPHOLD ALL RELEVANT LEGISLATION AND DIRECTIONS OF STATUTORY AUTHORITIES

All persons involved in the application of this procedure shall uphold all relevant State / Territory legislation, including criminal codes and child safety legislation. This procedure is always subject to the direction and advice of police and government authorities.

4.6 COOPERATION WITH THE PROCEDURE

All Credential Holders who are subject of the procedure shall cooperate with the relevant authorities and any committee as part of the procedure.

They must not;

- (a) in their response, include any material that is calculated or likely to mislead the relevant authorities and any team, or any other person involved in the investigation; or
- (b) obstruct or unreasonably delay the procedure.

A breach of these obligations can be treated by the MSI Team as a new allegation under this procedure.

Where the Credential Holder subject of the procedure is a person with a disability, they shall be offered such support by the C3 Australia Executive as is necessary to adequately participate in the procedure and to protect their interests.

4.7 RECORD KEEPING:

Throughout this procedure it is expected that all information and decisions be documented. Included in such documentation shall be the reasons decisions were made and by whom. Dates and times must be noted throughout.



5. STEPS IN THE PROCEDURE

5.1. RECEIVING INFORMATION ABOUT SERIOUS MISCONDUCT

Any person may provide information alleging that a Credential Holder has committed serious misconduct to the C3 Australia Executive directly, or via the Local church, Area Directors, or via the C3 Australia Safe Church contact person, or via the Safer Churches Helpline.

Information may be received from individuals, or by agencies such as the police or other government authorities, or other sources. Information may be received anonymously.^[2]

Information may be received verbally, electronically, in a written report or letter, via phone or text, a comment on a social media platform, or published in a media article or other published material or through the Safe Church Helpline.

^[2]Reportable Conduct legislation requires even anonymous allegations to be investigated

5.2 CLASSIFICATION OF THE INFORMATION BY THE MSI TEAM

The matter will be referred as soon as practicable to the MSI Team ('**MSI Team**') who shall conduct relevant enquiries as necessary to ascertain the nature and extent of the information, so as to implement an initial Response Plan.

Classifications include:

- i. Information does not involve a C3 Credential Holder,
- ii. Information related to a C3 Credential Holder but does not meet the scope of the Procedure,
- iii. Information related to alleged serious misconduct by a C3 Credential Holder.

5.3 INITIAL RESPONSE PLAN

The Initial Response Plan will vary greatly dependent upon the nature and classification of the information, the role of the person who is the subject of the information and the relevant legal (mandatory reporting, police reporting, reportable conduct reporting), pastoral and risk management issues.

The Initial response plan will be developed and activated in consultation with relevant State/Territory Statutory bodies (e.g., police/ child protection), C3 Australia Safe Church Representative, the Local Church and/or C3 Australia Executive.

THE INITIAL RESPONSE

- i. Information does not involve a C3 Credential Holder; the matter will be referred to the local church with recommendations as to an appropriate response.
- ii. Information related to a Credential Holder but does not meet the scope of the Procedure; the matter will be referred to a suitable C3 Australia representative(s) to engage with the local church Board with recommendations as to an appropriate response.

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- iii. Information related to alleged serious misconduct by a Credential Holder;
 - (a) No further action with pastoral care for those impacted by the alleged conduct.
 - If the MSI Team after evaluating the material available, determines the information is vexatious, frivolous, misconceived or the circumstances are such that the Team decides to take no further action for other reasons, they (or a designated C3 Australia representative) may respond pastorally to parties impacted by the alleged conduct.
 - (b) Legal, Risk and Pastoral actions implemented;
 - Legal and government authority reporting are met,
 - Communication with all parties in relation to the process,
 - Conduct an initial risk assessment including a proposed care plan for all persons affected by the alleged serious misconduct (including informant, witnesses and Credential Holder),
 - Contact the C3 Australia Executive Insurers,
 - Suspend the Credential Holder's credential for the period of investigation,
 - Pause the Procedure during any pending criminal proceedings

If there is a criminal investigation into the circumstances of the allegation, the C3 Australia Executive or nominated representative will contact the relevant authorities before further investigating the complaint.

Where the procedure is paused due to criminal proceedings, the C3 Australia Executive will collaborate with the local church board in relation to risk management strategies.

5.4 INVESTIGATION BY THE MSI TEAM

- (a) The C3 Australia Executive shall appoint an MSI Team Leader, and at minimum 2 other members of the MSI Team, to carry out the investigation.
- (b) The MSI Team Leader shall offer support persons to all parties. Support persons will be asked to attend all face-to-face meetings.
- (c) All parties will be supplied with procedural information.
- (d) **Formalisation of the allegations.** Writing up, as a set of particularised allegations. This document may include relevant witness statements being signed and attached
- (e) **The Credential Holder notification.** The Credential Holder will be informed of the allegations in writing with clear instruction in relation to this procedure, and a clearly defined outline of the steps in this procedure for responding to the allegations.

The Credential Holder will be provided with an explanation of any risk management actions to be put in place, e.g., Interim Safety Measures in the case of sexually related matters. Where the allegations require the Credential Holder to have their Credential suspended this will be explained. Note: At this stage these are allegations only and stepping aside is not to be seen as an expression of guilt, but rather a risk management step for all parties.

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(f) **Initial Response of the Credential Holder.** The Credential Holder will have 21 days to write an initial response to the allegations, alternatively or in addition the Credential Holder will be offered an interview to provide their initial response.

(g) **MSI Team deliberation.** The MSI Team will discuss the Credential Holder's response (can be electronically) and decide on an appropriate next step of the procedure, based on the response and alert all parties (including relevant team members).

(h) **Non-disputed allegations.** If the Credential Holder acknowledges/admits the misconduct or does not significantly deny the allegation/s or does not significantly dispute the substance allegations the MSI Team shall provide a report to the C3 Australia Executive in relation to appropriate outcomes.

(i) **Further investigation of significantly disputed matters;**

i. If the Credential Holder disputes the allegations significantly (denies the substance of the allegation/s), the matter will be considered by the MSI Team in terms of whether the matter should be at this point tested by them on the balance of probability or whether the matter should be further investigated. In its decision to further investigate, the Team will take into consideration: the type of allegations (nature and seriousness), the outcomes for the Credential Holder if the allegations were to be found more likely to have occurred and ability to test the allegations, i.e., existence of credible witnesses, other corroborating facts.

ii. The MSI Team may decide to appoint an appropriately experienced external investigator to assess the facts and to then provide a Case Report to the MSI Team. **NOTE:** In some jurisdictions the external case manager may be required by law to hold an investigator's licence, e.g. In NSW a CAPI licence unless the person is a lawyer.

iii. The Team will provide any external investigator with all the documents and an investigation brief.

iv. The further investigation shall include;

- Interviews (phone or face-to-face) with all relevant parties; recordings of these interviews produced, where deemed necessary transcripts of these interviews.
- A written Case Report which shall be given to the Team; The investigator shall present the evidence, examine the areas of dispute and provide conclusions to the Team as to whether the alleged behaviour is more likely to have occurred than not, based on the balance of probabilities. The investigator must provide evidence-based reasons for their conclusions. If they are unable to reach a determination based on the balance of probabilities, they may make risk management suggestions to the MSI Team.

- v. During the investigation;
 - Under no circumstances is there to be any attempt to intimidate any party.
 - No interview with a child will take place if there is a risk that this will interfere with the proper process of civil or criminal law. No interview shall be conducted with a child without the express authority of, in the presence of the parent or guardian and only then by a person experienced in interviewing children.
 - Special care shall also be taken in interviewing persons with an intellectual or psychiatric disability, these are to be conducted by an appropriately experienced person.
- (j) **Preliminary Finding of the MSI Team;** The Team shall consider the case report and make preliminary findings. If the Team makes a preliminary finding that the Credential Holder has on balance engaged in serious misconduct, the Credential Holder shall be provided with the preliminary finding and the Team's reasons for the finding and provided with 21 days to provide a final response to the Team.

5.5 REPORT OF TEAM'S FINDINGS & RECOMMENDATIONS TO THE C3 AUSTRALIA EXECUTIVE

After completing its investigation of the allegations, the relevant committee shall report to the C3 Australia Executive in relation to its findings and recommendations.

In relation to recommendations, when the Team is satisfied on the balance of probabilities that the allegation/s of serious misconduct are proven, they shall provide the C3 Australia Executive with recommendations that are appropriate given all the circumstances.

5.6 C3 AUSTRALIA EXECUTIVE DETERMINATION

- (a) The C3 Australia Executive will consider the findings and recommendations of the relevant Team and make a preliminary decision with respect to recommendations
- (b) The C3 Australia Executive will communicate their preliminary decision with respect to recommendations to the Credential Holder subject of the procedure and provide them with an opportunity to make submissions on their intended decisions.
- (c) The C3 Australia Executive shall make final decisions in relation to the outcomes of the matter.
- (d) The C3 Australia Executive shall communicate in writing its determination to the impacted parties including:
 - the Credential Holder subject to the procedure,
 - the informant/s and / or the victim/s,^[3]
 - the local church board,
 - The relevant Area Director and Overseer, and C3 Global Office,
 - any relevant police or government authority as required [4]



5.7 APPEAL OF DETERMINATION

The C3 Australia Executive will consider any appeal by a Credential Holder of its determination, provided written notice of the Appeal is lodged by the Credential Holder within 30 days of notification of determination.

The Appeal shall be considered by a suitably qualified legal practitioner and shall be on the papers including the submission of the Credential Holder and any other material available before the C3 Australia Executive makes their final decision.

The C3 Australia Executive decision regarding the Appeal will be final.

^[3]In the case where a CH has their credential permanently removed the C3 Australia Executive shall explain to local church implications of their decision.

^[4]Reportable Conduct Legislation requires outcomes of investigations to be formally notified to the relevant governing authority.

ACKNOWLEDGEMENTS:

This procedure was developed in consultation with C3 Safe Church consultation Safe Ministry Resources P/L and acknowledges the Australian Christian Churches - Grievance Procedure as the source document for this procedure, used by permission.

APPENDIX ONE - Flowchart of the Ministry Standards Investigation Procedure

APPENDIX TWO

Document Tree (to add)

APPENDIX THREE - GLOSSARY OF TERMS`

This glossary of terms are the explanations and definitions of the terms used in this Procedure.

ABUSE includes the following conduct;

- sexual abuse
- physical abuse
- neglect
- emotional abuse
- spiritual abuse
- bullying; or
- harassment

ADDICTIVE BEHAVIOUR; a strong inclination to do, use, or indulge in something repeatedly.

Addiction is defined as: a compulsive, chronic, physiological or psychological need for a habit-forming substance, behaviour, or activity having harmful physical, psychological, or social effects and typically causing well-defined symptoms (such as anxiety, irritability, tremors, or

[5]

nausea) upon withdrawal or abstinence.

Addictive behaviours include, but are not limited to:

- use of illicit substances
- use of prescription medication
- abuse of alcohol
- smoking
- gambling
- pornography
- self-harming behaviour

BALANCE OF PROBABILITIES; The conduct is more likely to have occurred than not. In applying this standard, the seriousness of the allegations and impact of any adverse finding shall be taken into account.

BULLYING; is a persistent pattern of behaviour by a person that is harmful, intimidating, humiliating or embarrassing, and which is aimed at making another person feel miserable, demoralised and lacking in self-confidence. It is the deliberate desire to hurt, threaten or frighten someone with words or actions by one or more people and can vary in the degree of severity.

CARE PLAN; To care for the health and safety of witnesses, informants, and Credential Holders subject to the procedure, the Movement encourages each party to have a support person.

The Support Person shall not undertake the role of advocacy or representation of the person/s, rather they are to care for the person through the process, pray with the person and debrief after any meeting.

The Support Person should not generally be a person in a position of authority organisationally over the person they are supporting, nor lawyer nor a witness in relation to the allegation/s.

A parent may be the most appropriate support person for a child informant/witness.

There may be occasions where the Area Director or their nominated representative, or the MSI Team can suggest a suitably experienced support person.

Counselling and support will be offered to informants/witnesses who make an allegation relating to child abuse, the sexual abuse of a child or any sexual misconduct involving children.

Counselling and support may be made available, at the discretion of the Area Director or C3 Australia Executive to those impacted by the allegation.

[5] <https://www.merriam-webster.com/dictionary/addiction> accessed June 19, 2020



CHILD; refers to anyone under the age of 18 years; (see also Young Person).

CREDENTIAL HOLDER; is a person formally credentialled by C3 **Global** who have been assessed, approved and credentialled by C3 Church Australia Ltd and/or C3 Church Global Ltd to minister in Australian C3 churches.

EMOTIONAL ABUSE; is any repeated attack on a person's self-esteem. It includes:

- name calling
- threats
- ridicule
- intimidation
- isolation
- bullying; and
- ill treatment in the form of coldness, hostility or rejection.

FRIVOLOUS; A complaint that is "readily recognizable as being devoid of merit".

In the workplace context, employers need to keep in mind that under Work, Health and Safety legislation, harassment is defined as a course of comment or conduct, so even minor incidents (that at first glance might appear "frivolous") can be part of a pattern of behaviour that needs to be

[6]

investigated.

HARASSMENT; is unwanted or unwelcome behaviour that a reasonable person, having regard to all the circumstances, would consider offensive, humiliating, or intimidating.

Harassment may be a result of some real or perceived attribute or difference, such as:

- race, colour, nationality or ethnicity
- sex
- gender
- marital status
- political opinion
- values and beliefs
- socio-economic origin
- age
- medical record, or physical, mental, or intellectual disability/impairment; and
- sexual orientation

Harassment also includes (but is not limited to);

- insulting comments about the physical characteristics, abilities or mannerisms of a person
- disparaging or unnecessary comments about a person's work or capacity for work
- the spreading of malicious rumours or public statements of a derogatory nature about a person
- exclusion of a person from normal conversation or social activities
- persistent teasing; or
- offensive pictures, posters, graffiti or written material.

[7]



HERESY; theological doctrine or system rejected as false by ecclesiastical authority.

INFORMATION; In this Procedure, Information is any report or information received by the C3 Australia Executive, C3 Australia Safe Church contact person, the Safer Church Helpline, the Local Church or from any other source, in relation to alleged serious misconduct or heresy by a C3 Credential Holder.

INSURANCE NOTIFICATION; The C3 Australia Executive's insurer should be notified as soon as possible where the information pertaining to an allegation may lead to an insurance claim. Where the "known sexual offenders' exclusion" is triggered by the allegation, the Insurer may be consulted for a formal ruling on the status of the person subject of the allegation. This may influence the risk assessment and risk management plan.

IMPROPER CONDUCT; Behaviour that in all the circumstances is an inappropriate or incorrect way of discharging a person's duties, obligations, or responsibilities.

The C3 Australia Code of Conduct for Credential Holders (Code) sets out Ministry Standards that are expected of credentialed Ministers, and therefore is an important document for determining whether a person has committed serious misconduct.

C3 AUSTRALIA CODE OF CONDUCT FOR CREDENTIAL HOLDERS; Standards for ministry for C3 Credential Holders

C3 AUSTRALIA MINISTRY STANDARDS TEAM; The National Team for the implementation of this procedure.

This Team is a carefully selected, appropriately inducted, and appointed group by the C3 Australia Executive. The Team will be made up of at least 7-9 persons and will include:

a person suitably experienced in criminal law (practitioner for at least 10 years), a credentialed minister of C3, a non C3 person, and a person with suitable experience in relation to the allegation. The Team shall where possibly, reflect a gender balance.

To manage a particular case the National Executive will appoint a team leader and 2-3 additional persons. They act as the recommending body to the C3 Australia Executive.

NEGLECT; is the failure to provide the basic necessities of life, to the extent that the child's or young person's or disabled person's or dependent person's health and/or development are placed at risk.

<https://www.lexology.com/library/detail.aspx?g=b7091ce7-9dbc-4c26-a0a8-705e5b4f032f> Accessed 22 April 2020

[7] <https://www.britannica.com/topic/heresy> Accessed 22 April 2020

[6]

PHYSICAL ABUSE; is a non-accidental injury. This may take the form of slapping, punching, shaking, kicking, burning, shoving or grabbing. It does not include lawful chastisement by a parent or guardian.

POOR ADMINISTRATION PRACTICES IN RELATION TO CHILD PROTECTION REPORTING, SEXUAL ABUSE AND/ OR DOMESTIC VIOLENCE; When a Credential Holder who has received a report or has knowledge of a child protection concern, sexual abuse and/or domestic violence:

- 1) Fails to take any action that should been taken legally;
- 2) Fails to follow Safe Church Guideline 4;
- 3) Engages in an excessive or unreasonable delay in process;
- 4) Fails to maintain adequate and accurate records;

SEXUAL ABUSE; when a person is used by another for his or her own sexual stimulation or gratification or for that of others. It generally constitutes criminal conduct and includes:

- sexual touching and fondling
- being forced to touch or fondle another person
- kissing or holding in a sexual manner
- being forced to perform oral sex
- vaginal or anal intercourse
- vaginal or anal penetration with an object or finger
- making obscene calls or remarks
- voyeurism
- exposure to any form of sexually explicit or suggestive material
- discussion of, or inquiry about, personal matters of a sexual nature
- being forced to self-masturbate or watch others masturbate
- indecent exposure
- grooming
- on-line abusive behaviour
- visually recording children in sexually explicit poses

Sexual abuse of a Child or Young person does not include sexual education undertaken with the prior consent of a parent or guardian.

SEXUAL ASSAULT; conduct involving the use of emotional or physical intimidation or violence to force another person to engage in any form of sexual activity.

SEXUAL HARASSMENT; The Sex Discrimination Act 1984 (Commonwealth) provides that a person sexually harasses another person (the person harassed) if:

- the person makes an unwelcome sexual advance, or an unwelcome request for sexual favours, to the person harassed; or
- engages in other unwelcome conduct of a sexual nature in relation to the person harassed; or
- in circumstances in which a reasonable person, having regard to all the circumstances, would have anticipated, that the person harassed would be offended, humiliated or intimidated.

Sexual harassment includes but is not limited to:

- directly offensive verbal comments or innuendo of a sexual nature;
- sexually offensive jokes;
- comments about a person's alleged sexual activities or private life;
- offensive gestures;
- comments regarding a person's sexual orientation;
- comments regarding a person's sexual appeal, an unwelcome sexual advance or a request for sexual favours;
- the display or electronic transmission of printed material, calendars, posters or e-mail that are sexually explicit, or are displayed for the purpose of evoking sexual arousal or gratification.

SEXUAL MISCONDUCT; All inappropriate sexual behaviour is forbidden, which includes all types of sexual behaviour that would reasonably be considered as inappropriate by the movement.

It includes:

- practices forbidden in the bible,
- any Credential Holder who sexualizes a relationship with any person other than with their spouse,
- any Credential Holder who has a sexual relationship other than with their spouse,
- sexual innuendo or compliments of a sexual nature,
- viewing pornographic material or visiting places of commercialised sex such as strip clubs or visit a brothel without a legitimate reason.

Sexual Misconduct is also a type of Reportable Conduct as defined in the relevant state and territory legislation.

SPIRITUAL ABUSE; means the mistreatment of a person by actions or threats when justified by appeal to God, faith or religion.

It includes:

- the use of a position of spiritual authority to dominate or manipulate another person or group
- isolation from friends or family members
- claims for inappropriate deference to a person with spiritual authority; and
- the use of Christian terminology to justify abuse.

VEXATIOUS; Complaints without reasonable grounds or for improper purposes. They are proceedings that are an abuse of the Procedure and are instituted to harass or annoy, to cause delay or detriment, or for another wrongful purpose.

YOUNG PERSON; refers to anyone aged 16-17 years (see also Child).

Appendix G

C3

[1] C3 Australia Safe Church Guidelines 2020

[2] Reportable Conduct legislation requires even anonymous allegations to be investigated

[3] In the case where a CH has their credential permanently removed the C3 Australia Executive shall explain to local church implications of their decision.

[4] Reportable Conduct Legislation requires outcomes of investigations to be formally notified to the relevant governing authority.

[5] <https://www.merriam-webster.com/dictionary/addiction> accessed June 19, 2020

[6] <https://www.lexology.com/library/detail.aspx?g=b7091ce7-9dbc-4c26-a0a8-705e5b4f032f> Accessed 22 April, 2020

[7] <https://www.britannica.com/topic/heresy> Accessed 22 April 2020



Workplace Investigation Report

C3 Church Ballina

When completing this form, reference C3 Ballina Safe Church Policy & Guideline Document Guideline 4: Responding to Concerns About Risk of Significant Harm (Workplace Investigation Procedure)

DETAILS OF PEOPLE INVOLVED

Notified by:	<input type="checkbox"/> Phone call <input type="checkbox"/> Email <input type="checkbox"/> Mail <input type="checkbox"/> In conversation <input type="checkbox"/> Other _____		
Name of person who received allegation		Church Member	<input type="checkbox"/> Yes <input type="checkbox"/> No
Date of birth (if known)		Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
Address			
Contact details			
Name of person who made allegation		Church Member	<input type="checkbox"/> Yes <input type="checkbox"/> No
Date of birth (if known)		Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
Address			
Contact details			
Name of person subject to allegation		Church Member	<input type="checkbox"/> Yes <input type="checkbox"/> No
Date of birth (if known)		Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
Address			
Contact details			

SAFE CHURCH TEAM DETAILS

Safe Church Representative name		Date notified	
Contact details		Time notified	
Safe Church Coordinator name		Date notified	
Contact details		Time notified	
Head of Relevant Entity name		Date notified	
Contact details		Time notified	

Appendix H

TRIAGE OF ALLEGATION				
Written details of process to the person making allegation provided	Date	Provided by		
Legal ramifications discussed by Safe Church Coordinator / Representative and Head of Relevant Entity	Date			
	Notes			
Is the person subject of the allegation currently under the jurisdiction of the church?	<input type="checkbox"/> Yes <input type="checkbox"/> No			
STATUTORY REPORTING				
Is the allegation clearly of a criminal nature? i.e., defined in the criminal codes and include, but are not limited to: child abuse or neglect; acts of indecency; sexual assault; fraud; drug dealing	<input type="checkbox"/> Yes (if yes, record details of mandatory government agency reporting below) <input type="checkbox"/> No			
	<input type="checkbox"/> Police (1800 333 000)	Date & Time notified		
		Contact Name		
		Reference Number		
	<input type="checkbox"/> Child Protection Helpline (132 111)	Date & Time notified:		
		Contact Name		
		Reference Number		
	<input type="checkbox"/> NSW Office of the Children's Guardian (02 8219 3800)	Date & Time notified		
		Contact Name		
		Reference Number		
	Does a risk assessment determine the person subject to the allegation step aside during police investigation from:		active duties <input type="checkbox"/> Yes <input type="checkbox"/> No church attendance <input type="checkbox"/> Yes <input type="checkbox"/> No	
	CASE RESPONSE GROUP			
If the matter is deemed by the Head of Relevant Entity and The Safe Church Team <i>not</i> to be a police / government agency matter (child protection) or following the conclusion of the police/criminal justice process, a Case Response Group is formed.				
Date Response Group appointed				
Case Manager		Contact details		
Member name		Contact details		
Member name		Contact details		
ALLEGATION FORMALISATION CHECKLIST (completed by Case Manager)				
Witnesses provided explanation of the procedure	Date	Provided by		
Witnesses provided copy of C3 Workplace Investigation Procedure document	Date	Provided by		
Written document of allegation completed containing: (i) cover letter explaining the procedure, and any risk; (ii) set of alleged breaches of relevant Code of Conduct, legislation or allegations of types of misconduct; (iii) signed witness statements	Date completed	Date provided to Safe Church Team		
		Date filed		

PATHWAY DECISIONS PROCEDURE (completed by Case Response Group)			
Has the matter been deemed of a significantly serious nature and enough substance of the allegations to be tested on the balance of probabilities?	<input type="checkbox"/> Yes <input type="checkbox"/> No		If yes, Case Manager to continue with Investigation Procedure below.
			If yes, notify insurer, if relevant.
			Date notified:
			Contact Name:
		Reference Number:	
Has the matter been deemed not serious but rather a misunderstanding/conflict or involves minor misconduct?	<input type="checkbox"/> Yes <input type="checkbox"/> No		Further process/es recommended (e.g., Guideline 7 Responding to Misunderstandings or Conflicts Pathways):
Has the case been deemed frivolous, vexatious, or no further action necessary and therefore dismissed complaint?	<input type="checkbox"/> Yes <input type="checkbox"/> No		Date of decision
			Date HRE informed in writing
			Date all parties informed in writing
INITIAL INVESTIGATION			
Is the matter workplace related?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, person subject of allegation to be contacted by HSE or appointee that allegation/s of misconduct have been received and will need to be formally investigated		
Person subject to allegation notified in writing with clear instruction in relation to this procedure and a clearly defined outline of the steps in this procedure for responding to the allegations	Date notified		
	Date copy of notification logged and filed		
Notification meeting offered by Case Manager	Date Time	Notification meeting accepted by person subject of allegation	<input type="checkbox"/> Yes <input type="checkbox"/> No
Pastoral Support offered by Head of Relevant Entity (Pastoral Support Person asked to attend all face-to-face meetings)	Pastoral Support Accepted <input type="checkbox"/> Yes <input type="checkbox"/> No		
	Pastoral Support Person Name		
At notification meeting:	Process explained (including documentation) including 21 days to write a written response		<input type="checkbox"/> Yes <input type="checkbox"/> No
	Explanation of any risk management actions to be put in place (e.g., Interim Safety Measures in the case of sexually related matters. Where the allegations require the person to step aside from duties this will be explained). Note: At this stage these are allegations only and stepping aside is not seen as an expression of guilt but rather a risk management step for all parties		<input type="checkbox"/> Yes <input type="checkbox"/> No
	Allegation documentation given to person subject of allegation. Note: these are not read out at meeting.		<input type="checkbox"/> Yes <input type="checkbox"/> No
	Date Process Acknowledgment Form returned if distance does not allow for a face-to-face meeting (documents can be delivered by mail, and form returned by email)		
Written response to allegation	Due date	Date received	

Appendix H

<p><i>If the person subject to the allegations acknowledges/admits the misconduct or does not significantly deny the allegation/s or does not significantly dispute the substance of the allegations the Case Response Group refers the matter to the Head of Relevant Entity. Note: the Head of Relevant Entity as employer must make the determination and implement outcomes, not the Case Response Group.</i></p>	<p>Decision of Case Response Group on appropriate next step of the procedure:</p> <hr/> <p>Date person subject of allegation notified of next step</p> <hr/> <p>Date Safe Church Team notified of next step</p>	
<p>FURTHER INVESTIGATION</p>		
<p>Assessment of facts based on balance of probability <i>If the person subject to the allegations disputes the allegations significantly (denies the substance of the allegation/s), the matter will be considered by the Case Response Group</i></p>	<p><input type="checkbox"/> Case Response Group to determine matter based on the balance of probability <input type="checkbox"/> Matter to be referred to an external investigator for further assessment (considering the nature and seriousness of the type of allegation, the outcomes for the person subject of the allegations if they were found more likely to have occurred, and the ability to test the allegations (i.e., credible witnesses, other corroborating facts).</p>	
<p>External Investigator Appointed</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No If yes, name of Investigator</p> <hr/> <p>Investigator provided with all documents to date <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <hr/> <p>Date written Investigator's Case Report provided to Case Response Group</p>	
<p>MAKING FINDINGS</p>		
<p>Case Report provided to Head of Relevant Entity by</p>	<p><input type="checkbox"/> Case Response Group (undisputed matters) <input type="checkbox"/> External Investigator (disputed matters)</p>	
<p>Preliminary finding: has the person subject to the allegations, on the balance of probabilities, engaged in the alleged behaviours?</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No If yes, request a further written response from the person subject of the allegations be provided within 14 days for consideration</p> <hr/> <p>Date further response requested</p> <hr/> <p>Date further response received</p>	
<p>Further investigative measures undertaken</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>	
<p>Final decision of Case Response Group <i>The Case Response Group may provide recommendations as to outcomes for all parties but shall not make the determination or carry out the outcomes.</i></p>	<p>Report provided to the Head of Relevant Entity, including reasons for the decisions, i.e., the facts, and any mitigating circumstances.</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <hr/> <p>Date provided</p>
<p>DETERMINATION AND OUTCOMES</p>		
<p><i>The Head of Relevant Entity will take into consideration the findings of the Case Response Group and then make determinations in relation to outcomes of the person subject of the allegations and any parties impacted by the determination, including any survivors of abuse, and other secondarily impacted persons.</i></p>		
<p>Has the finding been that the person subject of the allegation has not engaged in the alleged conduct or that there is not enough evidence to make a finding?</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No If yes, a full apology must be made to the person subject of the allegation.</p> <hr/> <p>Date apology provided</p>	

<p>Has the finding been that although the allegations were not proved on the balance of probabilities, but the person subject of the allegation acted in ways that were misconstrued or places them in a position of high risk?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, recommendations will be made to the person subject of the allegation as to how they can avoid future allegations.		
<p>Has the finding been that the person subject of the allegation engaged in the alleged behaviour?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, possible action required in response to breach includes (provide details): <input type="checkbox"/> Discipline <input type="checkbox"/> Suspension <input type="checkbox"/> Other		
<p>Has the finding been that there is satisfaction in the truth of the complaint and/or where there is significant emotional damage to the complainant?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, appropriate office holders shall respond to the needs of the victim in such ways as are demanded by justice and compassion		
RIGHT OF APPEAL			
<p>Is the person subject of the allegation a paid employee or a person who holds a Working With Children Check for the purpose of their engagement with the church?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, the person subject of the allegation is to be notified they can lodge an appeal, providing reasons in writing to the Head of the Relevant Entity.		
<p>Has the person subject of the allegation lodged an appeal?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, date lodged	
<p>Paper review of procedure by a suitably qualified person</p>	Name of person conducting review	Date review finalised	
	Date written review provided to Head of Relevant Entity		
<p>Decision of Head of Relevant Entity Has the finding been upheld?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No If no, please provide details:		
<p>Final Decision of Head of Relevant Entity provided to person subject of the allegation</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, date provided	
ADMIN USE ONLY: SIGNATURES			
Head of Relevant Entity Name		Signature	
Safe Church Coordinator Name		Signature	
Case Manager Name		Signature	
Case Response Group Member Name		Signature	
Case Response Group Member Name		Signature	



Workplace Investigation Procedure

C3 Church Ballina

This procedure aims at working through information relating to allegations of more serious misconduct, for findings to ensure all parties are offered natural justice. The Workplace Investigation Report shall be used to facilitate the step-by-step nature of the procedure.

This procedure is used in connection with the clearly defined expectations for behaviour for workers (volunteers and paid staff) in the Volunteers Declaration and Code of Conduct.

This procedure is recommended for compliance with legal and insurance requirements such as, but not limited to:

- making findings to report to government agencies, such as where, in NSW, the Office of the Children's Guardian requires employers to investigate allegations against children's workers of certain types of abuse, i.e., sexual misconduct and physical assault of a child,
- the church's insurance exclusion, which requires an appropriate investigation into complaints in relation to sexual abuse, where sexual abuse includes any assault or abuse of a sexual nature, any type of molestation, indecent exposure, sexual harassment or intimidation, whether such act is the subject of criminal investigation or not, and injury, where injury includes any physical, mental or psychological injury,
- the NSW Workplace Health and Safety Act which classes churches as places of business and all volunteers as workers. Workers and visitors must be afforded a duty of care, and safe emotional and physical environments. Under this legislation all persons must comply with all reasonable requests from the person/s conducting a business or undertaking.

It is imperative there is compliance to the process and reporting timelines provided for the NSW Reportable Conduct scheme compliance. For guidance, contact is to be made to the Safe Church Helpline 1800 070 511.

This process is not to be used for C3 Credential Holders, rather they are subject to the C3 Australia Ministry Standards Investigation Procedure. In cases of alleged breaches of the C3 Code of Conduct for Credential Holders, it is essential that the C3 Church Australia Executive is informed, and the C3 Australia Ministry Standards Investigation Procedure implemented.

RATIONALE

This process is designed for addressing allegations of serious misconduct, where a formal process is required to make findings for implementation of risk management and/or disciplinary actions.

Serious Misconduct is defined as; allegations that if proven of have been more likely to have occurred than not (on the balance of probabilities), would lead to restrictions being placed on a worker's role, or dismissal from a role or removal from a position (volunteer or paid), and may also lead to restrictions on the person's attendance or involvement in the church.

Serious Misconduct includes, but is not limited to, allegations of; child abuse and neglect, sexual harassment, sexual misconduct and sexual abuse, financial impropriety, bullying behaviours, and allegations of domestic and family violence.

This procedure is not designed for use where there are allegations of very minor misconduct which require only admonition and correcting worker behaviour, nor is this process appropriate for resolving conflicts or misunderstandings between parties. For instances of conflicts between parties a process focussed on restoring relationships, the procedure for resolving misunderstanding and conflicts is outlined in Guideline 7.

For times where a worker (volunteer or paid) or a church member is alleged to have engaged in minor misconduct, e.g., a minor breach of a relevant code of conduct, the matter should be dealt with pastorally by the appropriate local church leader with a view to re-correcting behaviours.

PRINCIPLES

The Head of Relevant Authority, Safe Church Coordinator/Representative and the Case Manager/Case Response Group and all church officer holders shall;

- act fairly, in good faith, without bias and in a dispassionate manner;
- provide each party the opportunity of adequately stating their case and correcting or contradicting any relevant statement prejudicial to the person's case;
- not receive information except as part of its information gathering and of assessment of the allegation;
- ensure that a person called upon to answer an allegation shall be given in writing the particulars of the allegation being made;
- ensure that each party has the opportunity to respond to further statements.

The matter is to be managed:

- without undue delay: acting as quickly as possible shall be a genuine recognition of the seriousness of the allegation. Care should be taken to avoid delays.
- with clear communication: all parties should be fully and speedily informed regarding decisions made, the reasons for the decisions and what processes are being used at all stages, particularly where there is any delay.
- In a non-biased manner: disputed allegations will be investigated by persons who have no relationship (biological or other) to any party.
-

Appendix I

- considering conflict of interest: disputed allegations will be investigated by persons who have no stake in benefiting from any particular outcome of the case.
- so that evidence-based decisions are made, decisions made are to be fact-based. All disputed facts will be independently investigated. All outcomes will be based on the findings of the investigation. The burden of proof shall be on the balance of probabilities, e.g., was the conduct more likely to have occurred than not.
- privacy: every effort must be made to protect the privacy of all parties. Findings are only to be released with the permission of the person subject of the allegations and/ or the person/s bringing the complaint. When preparing the case manager's report to the Head of Relevant Authority, the case manager will focus on the needs of the person bringing the complainant and any family, the person subject of the allegation and any family, and the congregation.

PROCESS

Receipt of allegation/information relating to misconduct:

An allegation/information may come in any form: phone call, email, mail, or in conversation.

If the person who receives the allegation is not the relevant office holder in the church, it will be forwarded to the relevant office holder as soon as practical.

An allegation may also be made in relation to information about alleged misconduct. A senior church leader (e.g., pastor, elder, church leadership team) can make an allegation on behalf of a third party where a finding is deemed necessary for risk management purposes.

In relation to sexual harassment and/or abuse the complaint may be historical (whenever or wherever occurring) or current (wherever occurring), so long as the person subject of the allegation is still attending the church (denominationally) in which the process is being conducted.

Triage of the allegation (classification & clarification)

The relevant Safe Church Team (made up of the Safe Church Coordinator / Representative and Head of Entity) should at this time triage the matter satisfactorily; including providing details of the process to the person bringing forward the allegation (provide documentation), discuss legal ramifications, and ensure the matter is an allegation of serious misconduct against a person currently under the jurisdiction of the local church.

Criminal matters, government statutory reporting, and risk management measures:

Where the allegation is clearly of a criminal nature: the Head of Relevant Entity or equivalent, will report to the relevant government agencies.

Criminal matters are defined in the criminal codes and include but are not limited to; child abuse and or neglect, acts of indecency, sexual assault, fraud, drug dealing.

In NSW this will include where applicable, reporting to the NSW Office of Children's Guardian.

At this stage a risk assessment must be undertaken by the Safe Church Team as to whether it is appropriate during the police investigation to ask the person subject to allegation/s to step aside from their active duties and/or church attendance.

Insurance reporting:

On reception of the formal complaint the appropriate office holders will consider as to whether this is a matter over which the insurer should be notified or whether at this stage more formalisation is required before reporting.

Formalisation of allegation:

Appointment of Case Response Group (CRG) and Case Manager

If the matter, after triage, is not deemed by the Safe Church Team, to be a police and/or government agency matter (child protection), or when the police/criminal justice process has concluded, the Head of Relevant Entity with relevant church office holders will appoint a CRG including a Case Manager. This CRG of 1-3 persons are to make binding decisions in relation to the procedure from this point forward. The CRG will look different depending upon the nature of the allegation and the level of leadership being accused. A member of the CRG may in some cases be the Case Manager or, where it is deemed necessary for natural justice, an external case manager.

The CRG will report to the Head of Relevant Entity for determination.

The CRG will appoint from their group a Case Manager.

The CRG will offer pastoral support persons to all persons bringing allegations. It will be suggested that the pastoral support person is not a relative.

The CRG will at this time discuss with the Head of Relevant Entity; implementation of or amendments to any risk management actions which need to be or may be already in place, depending upon the nature of the allegations. These risk management actions are to consider the safety of all parties.

The Case Manager will formalise the allegation, including:

- All witnesses being provided with an explanation of the procedure, including a copy of the C3 Workplace Investigation Procedure Document,
- Writing up, as a set of alleged breaches of the relevant code of conduct, legislation, or allegations of types of misconduct where a code does not apply. This document will include all relevant witness statements being signed and attached to the allegation documentation,
- The allegation document will include a covering letter explaining the procedure and any risk,
- If during the formalisation of the procedure it becomes clear that the matter is of a child protection or criminal nature, the relevant government agencies are to be notified.

Procedure pathway decisions: the CRG will consider the formalised allegation material and make a decision:

If the CRG in its discretion considers that the complaint is frivolous, vexatious or that further action is not necessary, the appropriate office holders may decide to dismiss the complaint and will inform the Head of Relevant Entity of this decision who will in turn inform all parties of this decision.

If the matter is deemed by the CRG to not be a serious matter but rather a misunderstanding/conflict or involves minor misconduct an alternative procedure may be recommended, such as the process for resolving misunderstanding and conflicts.

If the allegations are deemed to be of a significantly serious nature, and if there is enough substance in the allegations to be tested on the balance of probabilities the Case Manager will be asked to continue with this investigation procedure.

Initial investigation:

Where the matter is workplace related the person subject of the allegation will be contacted by the Head of Relevant Entity or appointee notifying the person subject of the allegation that allegation/s of misconduct have been received and will need to be formally investigated.

The person subject of the allegation will be informed of the allegations in writing with clear instruction in relation to this procedure, and a clearly defined outline of the steps in this procedure for responding to the allegations.

The person subject of the allegation will be offered a “notification meeting” on a set date and time by the Case Manager.

At the meeting:

- the Case Manager will explain the process to the person subject of the allegation (including providing documentation).
- provide the person subject of the allegation with an explanation of any risk management actions to be put in place, e.g., Interim Safety Measures in the case of sexually related matters. Where the allegations require the person subject of the allegation to step aside from duties, this will be explained. Note: At this stage these are allegations only and stepping aside is not to be seen as an expression of guilt, but rather a risk management step for all parties.
- The allegation documentation will be given to the person subject of the allegation - these will not be read out in the meeting.

Note: Where distance does not allow for a face-to-face meeting to occur the documents will be delivered by mail, and the process acknowledgement form returned as soon as practical (can be done via email).

Pastoral support will be offered to the person subject of the allegation by the Head of Relevant Entity. The pastoral support person will be asked to attend all face-to-face meetings.

The person subject of the allegation will have 21 days to write a response to the specific allegations.

The CRG will discuss the response (can be electronically) and decide on an appropriate next step of the procedure based on the response and alert all parties (including relevant officer holders).

If the person subject of the allegation acknowledges/admits the misconduct or does not significantly deny the allegation/s or does not significantly dispute the substance allegations the CRG consider the case and refer the matter to the Head of Relevant Entity.

Note: The Head of Relevant Entity (or equivalent) as employer must make the determination and implement outcomes, not the CRG.

Further investigation - Assessment of facts based on balance of probability:

If the person subject of the allegation disputes the allegations significantly (denies the substance of the allegation/s), the matter will be considered by the CRG in terms of whether the matter should be at this point tested by them on the balance of probability or whether the matter should be referred to an external investigator for further assessment of facts on the balance of probability.

The decision to appoint an external investigator will take into consideration the type of allegations (nature and seriousness), the outcomes for the person subject of the allegation if the allegations were to be found more likely to have occurred and the ability to test the allegations, i.e., credible witnesses, other corroborating facts.

The CRG will appoint an appropriately experienced external investigator to make an assessment of the facts and to then provide a Case Report to the CRG. This may be the Case Manager.

The Case Manager will provide the investigator with all the documents to date.

The investigator shall arrange interviews (phone or face-to-face) with all relevant parties, record these interviews and produce where deemed necessary transcripts of these interviews.

Under no circumstances shall there be any attempt to intimidate any party.

No interview with a child will take place if there is a risk that this will interfere with the proper process of civil or criminal law. No interview shall be conducted with a child without the express written authority of, in the presence of the parent or guardian and only then by a person recognised as skilled practitioner in interviewing children. Special care shall also be taken in interviewing persons with an intellectual or psychiatric disability, and any such interview shall be conducted only by an appropriately qualified and experienced person.

Appendix I

A person subject of the allegation may be invited to admit to the alleged serious misconduct but is not bound to do so.

A person subject of the allegation has the right to obtain independent legal advice at their own expense.

The person subject of the allegation should have a support person present during any interviews.

A written Case Report shall be given to the CRG. The investigator shall present the evidence, examine the areas of dispute and provide conclusions to the CRG as to whether the alleged behaviour is more likely to have occurred than not, based on the balance of probabilities. The investigator must provide evidence-based reasons for their conclusions. If they are unable to reach a determination based on the balance of probabilities, they may make risk management suggestions to the CRG.

Making findings:

In undisputed matters the CRG will provide a Case Report to the Head of Relevant Entity.

In disputed matters the Investigator will provide a case report to the CRG.

The CRG will consider the Case Report and make a preliminary finding/s as to whether the person subject of the allegation has, on the balance of probabilities, engaged in the alleged behaviours.

If the CRG preliminary determination is that the person subject of the allegation may have engaged in misconduct, it will request the person subject of the allegation provide a further written response (within 14 days) for consideration before making a final decision.

Having received the person subject of the allegation's written response, and taking any further investigative measures necessary, the CRG will make their final decisions.

The decision of the CRG, including reasons for the decisions, i.e., the facts, and any mitigating circumstances will be provided to the Head of Relevant Entity. The CRG may provide the Head of Relevant Entity with recommendations as to outcomes for all parties but shall not make the determination or carry out the outcomes. Recommendations provided by the CRG must be appropriate given all the known circumstances of the case.

Determination & outcomes:

The Head of Relevant Authority will take into consideration the findings of the CRG and then make determinations in relation to outcomes of the person subject of the allegation and any parties impacted by the determination, including any survivors of abuse, and other secondarily impacted persons.

Where the CRG finds that person subject of the allegation has not engaged in the alleged conduct, or that there is not enough evidence to make a finding, there is to be a full apology to the person subject of the allegation.

Where the CRG finds that although the allegations were not proved on the balance of probabilities but that the person subject of the allegation acted in ways that were misconstrued or places him/herself in a position of high risk, then recommendations will be made to the person subject of the allegation as to how he/she can avoid future allegations.

Where the CRG finds that the person subject of the allegation engaged in the alleged behaviour, it will consider possible action that might be taken in response to the breach. Actions which might be taken include; discipline, suspension, these will be implemented by the head of agency.

In the event that the CRG are satisfied of the truth of the complaint, and/or where there is significant emotional damage to the complainant, the appropriate office holders shall respond to the needs of the victim in such ways as are demanded by justice and compassion.

Right of Appeal

Where the person subject of the allegation is a paid employee (or in NSW, a person working with children and an organisation under the scrutiny of the Ombudsman), the person subject of the allegation can lodge an appeal, providing reasons in writing to the Head of Relevant Entity. The appeal will be a paper review of the procedure by a suitably qualified person. The decision of the Head of Relevant Entity will be final.



Reportable Conduct Scheme Head of Relevant Entity Responsibilities

C3 Church Ballina

The head of an entity is usually its most senior officer and the person who is primarily responsible for executive decision making in the organisation.

The entity head may wish to nominate a contact person for day-to-day correspondence or inquiries.

The Children's Guardian has the power under the legislation (s.66) to 'deem' a head of entity where it is otherwise unclear.

THE HEAD OF RELEVANT ENTITY MUST:

- ensure specified systems are in place for preventing, detecting and responding to reportable allegations or convictions;
- make a notification to the Office of the Children's Guardian within 7 business days of becoming aware of a reportable allegation or conviction against an employee of the entity;
- as soon as practicable after receiving the reportable allegation/conviction, arrange for it to be investigated/determined;
- complete the investigation within a reasonable time, having regard to the principles of procedural fairness and the mandatory considerations outlined in Division 6 of the Act;
- provide information about the allegation, the progress of the investigation and the finding and action taken to the alleged victim and their parent/carers unless the head of the relevant entity considers that it is not in the public interest to do so;
- by 30 calendar days after the head of the entity becomes aware of the reportable allegation, provide either a finalised entity report or an update (an interim report, reasons the investigation has not been completed and an estimated timeframe for completion);
- make a finding of reportable conduct if satisfied, on the balance of probabilities, that the case against the employee the subject of the reportable allegation has been proved;
- provide information to the Children's Guardian that the Guardian requires under relevant provisions of the Act, which may include information about a reportable allegation, the relevant entity's response to a reportable allegation, and systems for preventing and responding to reportable allegations;
- ensure an appropriate level of confidentiality of information relating to reportable allegations and only disclose information about the allegations in circumstances permitted by the Act or other legislation.



C3 BALLINA

National Privacy Principles

The Australian Privacy Principles (APPs) replaced the National Privacy Principles and Information Privacy Principles on 12 March 2014 and are found in Schedule 1 of the Privacy Amendment (Enhancing Privacy Protection) Act 2012, which amends the Privacy Act 1988. For the latest versions of these Acts visit the Federal Register of Legislation. <https://www.oaic.gov.au/privacy/australian-privacy-principles/>

Principle	Title	Purpose
APP 1	Open and transparent management of personal information	Ensures that APP entities manage <u>personal information</u> in an open and transparent way. This includes having a clearly expressed and up to date APP <u>privacy policy</u> .
APP 2	Anonymity and pseudonymity	Requires APP entities to give individuals the option of not identifying themselves, or of using a pseudonym. Limited exceptions apply.
APP 3	Collection of solicited personal information	Outlines when an APP entity can <u>collect</u> personal information that is solicited. It applies higher standards to the collection of <u>sensitive information</u> .
APP 4	Dealing with unsolicited personal information	Outlines how APP entities must deal with unsolicited personal information.
APP 5	Notification of the collection of personal information	Outlines when and in what circumstances an APP entity that collects personal information must tell an individual about certain matters.
APP 6	Use or disclosure of personal information	Outlines the circumstances in which an APP entity may use or disclose personal information that it holds.
APP 7	Direct marketing	An organisation may only use or disclose personal information for <u>direct marketing</u> purposes if certain conditions are met.
APP 8	Cross-border disclosure of personal information	Outlines the steps an APP entity must take to protect personal information before it is disclosed overseas.
APP 9	Adoption, use or disclosure of government related identifiers	Outlines the limited circumstances when an organisation may adopt a government related identifier of an individual as its own identifier, or <u>use or disclose</u> a government related identifier of an individual.
APP 10	Quality of personal information	An APP entity must take reasonable steps to ensure the personal information it collects is accurate, up to date and complete. An entity must also take reasonable steps to ensure the personal information it uses or discloses is accurate, up to date, complete and relevant, having regard to the purpose of the use or disclosure.
APP 11	Security of personal information	An APP entity must take reasonable steps to protect personal information it holds from misuse, interference and loss, and from unauthorised access, modification or disclosure. An entity has obligations to destroy or de-identify personal information in certain circumstances.
APP 12	Access to personal information	Outlines an APP entity's obligations when an individual requests to be given <u>access to personal information</u> held about them by the entity. This includes a requirement to provide access unless a specific exception applies.
APP 13	Correction of personal information	Outlines an APP entity's obligations in relation to <u>correcting the personal information</u> it holds about individuals.



Injury / First Aid Report Form

C3 Church Ballina

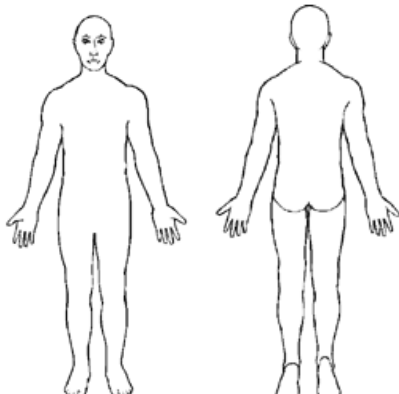
- Use full names, date and times.
- If you did not witness the accident, write “_____ told me that”
- This report may be needed to years to come, so a detailed report helps in retelling the incident accurately.
- Where possible, a witness is required to sign the form.
- If a child is involved, parents/guardians are required to read and sign the form prior to it being submitted to the Safe Practice Representative. If the parent would like to obtain a copy, the Safe Practice Representative may do so at their discretion.
- This form must be submitted to the Safe Practice Representative within 24 hours.

PERSON INVOLVED DETAILS

Given Name: Surname:	Date of Incident: / /	(please tick)
Age of Child/Adult:	Time: am / pm	<input type="checkbox"/> Regular attendee
Gender: <input type="checkbox"/> Male <input type="checkbox"/> Female		<input type="checkbox"/> Visitor
		<input type="checkbox"/> Team Member
		<input type="checkbox"/> Other _____
Name of Person completing this report:		
Signature of Person completing this report:		

DETAILS OF INCIDENT/HAZARD

<input type="checkbox"/> Act of Violence <input type="checkbox"/> Injury / Illness* <input type="checkbox"/> Incident / Near Miss <input type="checkbox"/> Hazard <input type="checkbox"/> Property Damage	
Area: (building / room): (If off-site, specify location):	
Describe the activity undertaken at the time	
Describe the hazard/incident as it occurred	
Describe what happened next	
Was medical attention required?	<input type="checkbox"/> YES <input type="checkbox"/> NO Details of treatment onsite:
Who administered treatment?	Signature of person administering treatment:
What factors do you feel caused this hazard/incident?	

INJURY DETAILS																														
Description of injury / medical condition																														
Is this an aggravation of a previous injury or condition? <input type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> NOT KNOWN																														
Initial treatment	<input type="checkbox"/> NIL <input type="checkbox"/> First Aid Officer <input type="checkbox"/> Other _____ Name:																													
<p>To be completed by the person who administered the treatment:</p> <p>Observations: <input type="checkbox"/> Unconscious <input type="checkbox"/> Altered Conscious <input type="checkbox"/> Conscious</p> <p>Breathing: <input type="checkbox"/> Slow <input type="checkbox"/> Normal <input type="checkbox"/> Fast</p> <p>Skin Colour: <input type="checkbox"/> Pale <input type="checkbox"/> Normal <input type="checkbox"/> Flushed</p> <p>Other observations:</p> <p>Assessment:</p> <div style="text-align: center;">  </div>																														
<p>TYPE OF INJURY:</p> <input type="checkbox"/> Bruise <input type="checkbox"/> Head injury <input type="checkbox"/> Burns <input type="checkbox"/> Heat stress / exhaustion <input type="checkbox"/> Cut / Laceration <input type="checkbox"/> Internal Injury <input type="checkbox"/> Dislocation <input type="checkbox"/> Poisoning / toxic effects of substance <input type="checkbox"/> Foreign body <input type="checkbox"/> Sprains / strains <input type="checkbox"/> Fracture <input type="checkbox"/> Other _____ <input type="checkbox"/> Grazes, scratches/abrasions	<p>TYPE OF DISEASE:</p> <input type="checkbox"/> Allergic reaction <input type="checkbox"/> Infectious / Parasitic <input type="checkbox"/> Dermatitis / Eczema <input type="checkbox"/> Loss of consciousness – fainting, seizure <input type="checkbox"/> Disease of circulatory system <input type="checkbox"/> Psychological <input type="checkbox"/> Disorders of the muscles, tendons & soft tissues <input type="checkbox"/> Respiratory irritation / disease <input type="checkbox"/> Eye Disorders <input type="checkbox"/> Other _____ <input type="checkbox"/> Hearing Loss																													
<p>BODILY LOCATION OF INJURY – Indicate left or right as appropriate as L or R next to body part.</p> <table border="0"> <tr> <td><input type="checkbox"/> Head</td> <td><input type="checkbox"/> Neck</td> <td><input type="checkbox"/> Shoulder</td> <td><input type="checkbox"/> Hip</td> </tr> <tr> <td><input type="checkbox"/> Face</td> <td><input type="checkbox"/> Back upper</td> <td><input type="checkbox"/> Upper arm</td> <td><input type="checkbox"/> Leg upper</td> </tr> <tr> <td><input type="checkbox"/> Eyes</td> <td><input type="checkbox"/> Back lower</td> <td><input type="checkbox"/> Elbow</td> <td><input type="checkbox"/> Knee</td> </tr> <tr> <td><input type="checkbox"/> Ear</td> <td><input type="checkbox"/> Chest</td> <td><input type="checkbox"/> Forearm</td> <td><input type="checkbox"/> Leg lower</td> </tr> <tr> <td><input type="checkbox"/> Nose</td> <td><input type="checkbox"/> Abdomen</td> <td><input type="checkbox"/> Wrist</td> <td><input type="checkbox"/> Ankle</td> </tr> <tr> <td><input type="checkbox"/> Mouth</td> <td><input type="checkbox"/> Groin / pelvic region</td> <td><input type="checkbox"/> Hands, fingers & thumb</td> <td><input type="checkbox"/> Foot / toes</td> </tr> <tr> <td><input type="checkbox"/> Head - multiple locations</td> <td><input type="checkbox"/> Trunk – multiple locations</td> <td><input type="checkbox"/> Upper limb – multiple locations</td> <td><input type="checkbox"/> Lower limb – multiple locations</td> </tr> </table>			<input type="checkbox"/> Head	<input type="checkbox"/> Neck	<input type="checkbox"/> Shoulder	<input type="checkbox"/> Hip	<input type="checkbox"/> Face	<input type="checkbox"/> Back upper	<input type="checkbox"/> Upper arm	<input type="checkbox"/> Leg upper	<input type="checkbox"/> Eyes	<input type="checkbox"/> Back lower	<input type="checkbox"/> Elbow	<input type="checkbox"/> Knee	<input type="checkbox"/> Ear	<input type="checkbox"/> Chest	<input type="checkbox"/> Forearm	<input type="checkbox"/> Leg lower	<input type="checkbox"/> Nose	<input type="checkbox"/> Abdomen	<input type="checkbox"/> Wrist	<input type="checkbox"/> Ankle	<input type="checkbox"/> Mouth	<input type="checkbox"/> Groin / pelvic region	<input type="checkbox"/> Hands, fingers & thumb	<input type="checkbox"/> Foot / toes	<input type="checkbox"/> Head - multiple locations	<input type="checkbox"/> Trunk – multiple locations	<input type="checkbox"/> Upper limb – multiple locations	<input type="checkbox"/> Lower limb – multiple locations
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WITNESS DETAILS																														
Were there any witnesses? <input type="checkbox"/> YES <input type="checkbox"/> NO																														
Name:	Contact phone number:	Signature:																												
Name:	Contact phone number:	Signature:																												

Appendix L

NOTIFICATIONS			
Parent/Guardian notified Name:		Time Parent notified: am/pm	
Team Member's name who contacted parent:			
Parent's Signature to verify sighting / reading of report:		Date: / /	
Has WHS representative been notified? <input type="checkbox"/> YES <input type="checkbox"/> NO	Name of representative:	Signature of representative:	Date: / /
Has Building Maintenance been notified? (if needed): <input type="checkbox"/> YES <input type="checkbox"/> NO	Name of representative:	Signature of representative:	Date: / /
ADMIN USE ONLY			
Safe Practice Representative Person Notified:		Date Notified: / /	
Was further medical attention sought off site? Provide details.		<input type="checkbox"/> YES <input type="checkbox"/> NO Name of Doctor: Date: / / Time: am / pm Treatment provided:	
Has a follow-up phone call been made to person? Provide details if possible		<input type="checkbox"/> YES <input type="checkbox"/> NO	
Safe Practice Management Committee Member notified:		Date Notified: / /	
Completed form provided to the member? <input type="checkbox"/> YES <input type="checkbox"/> NO		Safe Practice Management Committee Member's Signature:	
Completed form scanned & saved to file: <input type="checkbox"/> YES <input type="checkbox"/> NO		Date scanned & saved: / /	
Signature of Safe Practice Representative:		Date: / /	
Name of injured person or parent/guardian: (please print)		Signature Date: / /	



C3 BALLINA

Privacy Policy

C3 Church Ballina

as of October 8, 2021

The Privacy Policy of C3 Church Ballina (C3 Church) outlines the commitment to providing a safe environment that upholds the thirteen Australian Privacy Principles (APP) outlined in the Privacy Act 1988.

SECTION 1: INFORMATION COLLECTED

(APP1, APP5)

C3 Church is required to gather and record certain personal and private information during regular church activities. The information collected includes (but is not limited to):

- Personal and contact details, such as name, age, gender, address in Australia and overseas (as applicable), email address and telephone numbers.
- Special needs, allergy information and other medical information where directly relevant for children's ministry and church events.
- Employment / volunteer history (as appropriate).
- Information necessary for working with children and child protection requirements.
- Records of financial giving/donations; and/or
- Credit card and bank details.
- Medical history.
- Educational background.

C3 Church will treat this information with the strictest of confidence and only relevant information is collected where necessary.

SECTION 2: ANONYMITY

(APP2)

C3 Church respects the right of individuals to remain anonymous in their dealings with the church or staff members. C3 Church will accommodate a request for anonymity if it is practicable and legal to do so.

SECTION 3: HOW INFORMATION IS COLLECTED

(APP3, APP4, APP5)

Where reasonably possible, C3 Church will only collect information from the individual to whom it relates. This will be collected in the following ways:

- From official church forms.
- Direct personal contact, telephone, email, letters, social media messages or other forms of communication.
- Website enquiries.
- Conference or events enquiries and registration forms.
- Online donations and giving.
- Voice or image recordings, including the recording of church services or events.
- Voluntary submissions to receive electronic newsletters or advertising relating to events; and/or
- Statistical information gathered through aggregated tracking to the C3 Church website (without identifying specific individuals).

Appendix M

If C3 Church receives any unsolicited personal information, which could have been solicited in the normal course of its activities, it may use this information in compliance with this Policy and applicable law. If personal information is collected for use without the awareness of that individual, C3 Church will take reasonable steps to notify the individual concerned. However, any unsolicited personal information that is received by C3 Church and would not otherwise have been collected in the course of normal church activities will be destroyed or de-identified as soon as practicable, provided it is lawful and reasonable to do so.

SECTION 4: SENSITIVE INFORMATION

(APP3)

Some of the information collected by C3 Church is classified as sensitive information. This would include any information contained in confidential communications (such as emails) and any information on a person's health; disabilities; financial background; racial or ethnic origin; religious beliefs; sexual preferences; professional and practice information; or criminal background. Sensitive information is only collected to satisfy legislative requirements or to meet special needs.

If C3 Church is required to collect health information during church activities, it may be collected from the individual directly, or from a third party such as a medical provider. In this event, C3 Church will ensure that the specific purposes of the use and disclosure of the health-related information are explained in advance and will obtain the individual's consent prior to storing any information of this kind.

SECTION 5: USE OF INFORMATION COLLECTED

(APP6, APP7, APP8, APP9, APP10)

Personal information that is collected for a particular purpose will not be used for any other purpose. The only exceptions to this are if the individual consents to the use or disclosure of the information for another purpose, the individual would reasonably expect C3 Church to use or disclose the information for another purpose, or it is absolutely necessary for legal or compliance reasons.

C3 Church will take reasonable steps to ensure the personal information collected, used or disclosed is accurate, up to date, complete and relevant, having regard to the purpose of the use or disclosure.

C3 Church will not sell or disclose personal information to third parties except as provided in this Policy and where the disclosure is absolutely necessary and could be reasonably expected. C3 Church never shares newsletter mailing lists with any third parties, including advertisers, sponsors, or partners.

Personal information will not be used for direct marketing, unless C3 Church collected the information from the individual and they would reasonably expect C3 Church to use or disclose the information for that purpose. In this case, an individual may request not to receive any direct marketing communications by contacting the relevant department of C3 Church or Church Office (contact details below).

Some examples of the need to use personal information during general Church activities would be:

- For the specific reason the information has been provided – such as for church events, registrations, donations, email subscription lists and website enquiries.
- New Member registration or Church Member updates.
- Providing Small Group information.
- Youth or Kids Church rosters.
- “Vision Builders” updates and record keeping; and
- Pastoral department records and updating contact details as required.

Some examples of the need to disclose personal information during Church activities would be:

- If C3 Church reasonably believes that such disclosure is necessary to lessen or prevent a serious and imminent threat to the life or health of the individual or any other person; or
- If C3 Church is authorised to disclose personal information to appropriate law enforcement agencies to assist in the prevention, detection, investigation, prosecution, or punishment of criminal activities.

If C3 Church is required to disclose personal information to an overseas recipient, the individual will be expressly informed and the individual's consent will be sought. Some examples of the need to disclose personal information to an overseas recipient would be:

- Registration details for attendance at an international conference
- Participation in an overseas mission trip
- Involvement in an international or overseas ministry event

SECTION 6: SPECIFIC WEBSITE USE AND INFORMATION

(APP7)

C3 Church may place a text file called a "cookie" in the browser files of a user's computer. The cookie itself does not contain personal information, although it will enable C3 Church to relate use of the church website to information that an individual has specifically and knowingly provided. The only personal information a cookie can contain is information that the individual has given. C3 Church uses cookies to track user traffic patterns to better track site usage and page click rates.

The C3 Church website may contain links to other (third party) websites. This Policy does not apply to any third-party websites that are linked to that of C3 Church.

SECTION 7: SECURITY OF INFORMATION COLLECTED

(APP11)

C3 Church is committed to maintaining a secure environment for all personal information collected, used, or disclosed. C3 Church will take all reasonable precautions to protect data from loss, misuse, interference, unauthorised access or disclosure, alteration, or destruction.

Personal information is not retained any longer than is necessary and will only be retained for the minimum period specified by legislation. Once C3 Church no longer needs the information for any purpose for which the information may be used or disclosed, it will take such steps as are reasonable in the circumstances to destroy or de-classify the information in a lawful and secure manner. C3 Church will also take all reasonable steps to correct any outdated personal information once it is made aware that the information is incorrect.

Access to either paper-based or computerised records will only be granted to C3 Church staff (paid or unpaid) where there is a demonstrated need for this access in accordance with that staff member's duties or responsibilities. No other staff or external organisations will be entitled to access this information. All IT systems are password protected and comply with standard security protocols.

Paper-based records containing personal information are filed in secure environments, such as filing cabinets & safes, that can be locked to prevent unauthorised access to the records. Personal information collected via C3 Church's website will be done by sufficiently secure means.

C3 Church uses a web hosting provider offering industry standard best practice security. Access to hardware is restricted to authorized individuals. Information is transmitted via secure means, and information stored is secured by encryption where possible.

As noted above, C3 Church will provide access to information to a law enforcement agency or other government agency if required.

Appendix M

SECTION 8: ACCESS TO INFORMATION COLLECTED

(APP12, APP13)

C3 Church will only provide individuals with access to personal information held about them upon written request submitted to the Business Manager (contact details below). If the Business Manager denies a request for access, a reason will be provided, and written notice of the decision will be given to the applicant within 28 days of the request. The notice will also contain information on how to lodge a complaint or seek further assistance from the Office of the Australian Information Commissioner (OAIC). This is an independent body that will investigate complaints against possible privacy breaches (contact details below).

Access may be denied if such access would be unlawful, frivolous or vexatious; infringe on the privacy of other individuals; pose a serious and imminent threat to the life or health of any individual; interfere with existing or anticipated legal proceedings; or other valid reasons for exclusion in line with relevant legislation.

Should an individual wish to change or delete any personal information that is held by C3 Church that is incorrect or outdated, they should contact the relevant Department of C3 Church or the Business Manager.

SECTION 9: COMPLAINTS AND ENQUIRIES

Any questions or complaints about this Policy, or C3 Church's collection, use, disclosure, or management of private information generally, should be directed to the Business Manager. All queries or complaints will be dealt with in the strictest of confidence and with the utmost urgency.

Any person requesting a copy of this Policy should forward their initial enquiry to the Business Manager, stating the form in which they require a copy of the Policy. C3 Church will take all reasonable steps to provide a copy of the Policy in the form requested.

Complaints should be made in writing to the Business Manager, who will then investigate the issue. The Business Manager will respond to the complaint or query within 28 days of the written request being received. The response will also contain information on how to lodge a complaint or seek further assistance from the Office of the Australian Information Commissioner (OAIC).

SECTION 10: CONTACT DETAILS

C3 Church Ballina (Main Campus):

Telephone – (02) 6681 4144
Email – admin@c3ballina.com.au
Post – PO Box 40, Ballina NSW 2478

Business Manager:

Telephone – (02) 6681 4144
Email – accounts@c3ballina.com.au
Post – PO Box 40, Ballina NSW 2478

The Office of the Australian Information Commissioner (OAIC):

Telephone: 1300 363 992 (General Enquiries)
Email: enquiries@oaic.gov.au
Post: GPO Box 5218 Sydney NSW 2001
Website - www.oaic.gov.au

This Policy has been approved by the Board of Directors of Rivercity Church Inc.

Date: Friday, October 8, 2021

ABN: 43 00 137 9890



C3 BALLINA

Safe Church Induction Checklist (Paid or Volunteer Workers)

C3 Church Ballina

DETAILS

Name of Ministry

Name of Applicant

ELEMENT

PLEASE PLACE AN X IN THE APPROPRIATE COLUMN

YES

NO

Volunteer declaration has been completed

Applicant has been provided with, and given instruction in the C3 Safe Church Policy & Procedures, Team Guidelines & Health and Safety Procedures (relevant to role) and indicated willingness to embrace them

Applicant has been worshipping at C3 Church for more than 6 months (if applicable)

Applicant has been interviewed by the Ministry Coordinator or Head of Department

Referee checks have been completed (*where required*)Applicant has a valid Working with Children Check (*where applicable*) and this has been verified

Applicant has completed a Volunteer Declaration (signed by parent/guardian for those under 18 years)

Endorsement - Applicant has been approved for ministry leadership by a senior church leader or Board Member

Name of person
completing checklist:Position of person
completing checklist:

Signature

Date



C3 AUSTRALIA CODE OF CONDUCT

FOR CREDENTIAL HOLDERS

1. PURPOSE

As mandated by Scripture, Church Leaders are to live a life that is above reproach. C3 Church Australia Ministers represent Christ and the C3 Global movement at all times.

The purpose of this document is to clarify standards and expectations for all C3 Australia Credential Holders (i.e., those Credentialed by C3 Global to minister in C3 churches in Australia).

It is intended to guide the behaviour of Credential Holders. It is articulated to assist them to serve in such a manner that it will cause our churches and ministries to be safe places for all; places where integrity is honoured, accountability is practiced, misconduct is not concealed, and forgiveness is encouraged to bring about healing and restoration.

This code of conduct contains standards designed to identify areas, articulate relevant principles, note areas of caution, and state what is clearly prohibited in terms of biblical conduct for Credential Holders. Therefore, this is an important document for determining whether a person has committed misconduct. Misconduct is generally regarded as behaviour that in all circumstances is an inappropriate or incorrect way of discharging a Credential Holder's duties, obligations, or responsibilities.

The C3 Australia Code of Conduct for Credential Holders forms part of and is supplementary to the C3 Global Policy Document.

It is expected that (Credential Holders of) C3 Church observe the following requirements.

1. Devotion to the Word of God and Prayer
2. Observance in Conduct of the New Testament guidelines for Credential Holders (1 Tim 3:1-10 & 6:11-15; Titus 1:5-9)
3. Commitment to the Chain of Command in the Fellowship. This means in general obedience and accountability to those above you. This means agreement to terms of discipline arrived at by the C3 Global Executive Team in the case of any moral lapse or failure that requires disciplining. Accountability relates to an "open book" policy regarding finances, board meetings, church policy, church leadership, personal and private lifestyle.
4. Subscribe to the C3 Global Statement of Faith.

2. SCOPE

This Code applies to all Credential Holders in C3 Church Australia. It contains clear boundaries for Credential Holders setting both prohibited and cautionary behaviours.

A breach of a "**Prohibited**" provision will always be misconduct and will result in disciplinary action. A breach of a "**Cautionary**" provision, depending on the circumstances may be misconduct and may result in disciplinary action.

In relation to disciplinary action this Code works in tandem with the C3 Australia Ministry Standards Investigation Procedure.

Restoration to public ministry is possible but not guaranteed if the person shows proper repentance to God and His church (or representatives). If a person voluntarily confesses their failure and duly repents they can be restored, but again this cannot be guaranteed. If they are forced into admission without repentance, then they cannot be restored quickly, if at all.

Restoration to the status of Minister/Pastor is dependent upon humility of heart, change of lifestyle, evidence of the fruits of repentance and the consideration of the C3 Australia Executive in consultation with the Regional Director (C3 Global Policy).

3. BEHAVIOURAL EXPECTATIONS FOR CREDENTIAL HOLDERS

3.1 MINISTRY MATTERS

- a. You are to abide by all C3 Global and Australian policies (including the C3Global Statement of Faith), procedures and directives. It is **cautionarybehaviour** to act in contravention to the movement policies, procedure and directives.
- b. Jesus modelled servant leadership and called His followers to the same. It is **cautionary behaviour** for you to use your position or authority to manipulate or coerce a person. This includes, but is not limited to, attempting to use healing for financial gain; attributing miracles for personal glory; or using a word of knowledge to control an individual; or using prophecy to pressure a person to change church membership or to enlist support for a ministry.
- c. It is a Pentecostal distinctive to honour the role of the Holy Spirit who imparts spiritual gifts (1 Corinthians 12:7). There are a variety of gifts (1 Corinthians 12:4) and the true exercise of these gifts will always be consistent with the fruit of the Spirit (Galatians 5:22- 23). For example, prophecy is to be exercised for **“strengthening, encouragement and comfort”** (1 Corinthians 14:3). A leader must always be willing to be held accountable, admitting to the possibility of human error when exercising the gifts of the Spirit (1 Thessalonians 5:19-21). It is **cautionary behaviour** to misuse the gifts of the Holy Spirit.
- d. You must not use your position to promote beliefs or positions contrary to those of C3 Church Australia, including but not limited to, commercial ventures, political beliefs, vent personal needs, injustices or angers. This is **cautionary behaviour**.
- e. You are to care for other Credential Holders, protecting their integrity, avoiding appearances of gaining at others expense and resolving misunderstandings expeditiously. This is **cautionarybehaviour**.
- f. You are to act in the best interests of those to whom you are ministering. Any potential conflict of interest must be managed appropriately. This is a **cautionarybehaviour**.
- g. You are not to discriminate between people to whom you are ministering. This is a **cautionarybehaviour**.
- h. You are to recognise the limits of your skills and experience. You are not to undertake any ministry or role that is beyond your competence or for which you have not been employed or trained. If in doubt seek expert external advice. This is **cautionary behaviour**.
- i. You are not to disclose confidential information received in pastoral ministry to your spouse, family, friends, colleagues or any other person without the consent of the person providing the information, except where: the information is known publicly; as required or allowed by law; or it is in the public interest (such as to avoid the risk of serious injury or harm to any person). This is a **cautionarybehaviour**.
- j. You are to be aware of the dangers of dependency developing in pastoral relationships. Seek advice from your overseer or the C3 Australia Executive team when such concerns arise. This is **cautionary behaviour**.
- k. **It is prohibited** to engage in or encourage communications that slander or defame others. Your commitment to the leadership of C3 Church is to be manifested in the active discouragement of criticism and slander of such. You shall not be a divisive influence in this fellowship.

3.2. PERSONAL BEHAVIOUR

- a. Obey the law, in so far as that law is not contrary to the Bible and does not unjustly prohibit the expression of faith in Christ. This is a **prohibited behaviour**.
- b. Do not abuse people emotionally, financially, physically, sexually, spiritually, socially or verbally. **Prohibited behaviours** include bullying, unlawful discrimination, grooming, harassment, intimidation, neglect, vilification and violence.
- c. Do not knowingly make statements that are false, misleading, deceptive or defamatory. Do not use sexist, violent, racist, or foul language. This is a **prohibited behaviour**.
- d. Do not engage in any racism. This is a **prohibited behaviour**.
- e. Do not steal property belonging to others, including intellectual property including music, spoken or written word. This is a **prohibited behaviour**.
- f. Extreme caution must also be exercised with all potentially addictive and harmful behaviours. Addiction is the misuse of a substance or engagement in particular activities that result in harm to you, or others, and interferes with activities of daily life. This is a **cautionary behaviour**.
- g. Be responsible and moderate in the use of alcohol and other intoxicating or addictive substances. Do not use any illegal substance. Take care when undertaking any ministry activities when alcohol or any other addictive substances (including prescription medication) have been consumed. This is a **cautionary behaviour**.

3.3. SEXUAL INTEGRITY

1. Credential Holders shall uphold the C3 Statement of faith in relation to sexuality; i.e. *“Sex is a gift from God for procreation and unity, and it is only appropriate within and designed for marriage”* and *“Marriage was instituted by God, ratified by Jesus, and is exclusively between a man and a woman. It is a picture of Christ and His church.”* It is **prohibited behaviour** to act contrary to the C3 statement of faith in relation to our position on human sexuality.
2. Credential Holders shall act with sexual integrity. This includes:
 - not engaging in sex outside of marriage or disgraceful sexualised behaviour;
 - not engaging in sexually abusive behaviours;
 - not sexualising pastoral or workplace relationships, e.g., sexualised comments, flirtatious actions or comments, undressing or being inappropriately dressed;
 - not engaging in prostitution;
 - not visiting brothels and other places associated with the sex industry without a legitimate purpose;
 - not viewing, possessing, producing or distributing restricted material containing sex or nudity without a legitimate purpose;
 - not viewing, possessing, producing or distributing any form of child abuse or child exploitation material;
 - not engaging in sexual grooming, i.e., acts aimed at preparing a group or a person to conceal the sexualisation of a relationship;
 - avoiding situations where you are vulnerable to temptation or where your conduct may be construed as a breach of the standards of sexual conduct in this Code;
 - any involvement in pastoral ministry to persons in the sex industry without safeguards and a high level of accountability and collegial support.
 - not engaging in transgender behaviour.

All these behaviours are prohibited.

If you begin to develop romantic feelings towards a person you are in a pastoral relationship with: acknowledge to yourself that your feelings will impact and confuse the pastoral relationship; disclose the nature of the relationship to a supervisor to ensure accountability and prevent misunderstanding; and make alternative arrangements for ongoing individual pastoral ministry and cease providing individual pastoral ministry to that person. This is **cautionary behaviour**.³

C3 Australia Code of Conduct for Credential Holders - 3 November 2020

3.4. FINANCIAL INTEGRITY

- Credential Holders shall uphold the C3 Global Policy standards for financial integrity including:
 - You shall not make personal loans to the church in any amount.
 - You shall not secure any borrowings for church against houses or assets of any kind owned by members, individual or corporate, in your own or someone else's congregation.
 - You shall use money given only for the purpose it is given or solicited. You shall not use it for any other purpose.
 - If you receive a personal, substantial gift from a member (local currency that is higher than the equivalent value of \$5,000AUD) you must clarify with the giver as to the purpose of the gift and inform your local Church Board. These are all **prohibited behaviours**.
- (b) Credential Holders are to carefully manage any potential conflict between personal finances and pastoral responsibilities. If there is anything that could lead to a conflict of interest, then it must be immediately disclosed to the Church Board. It is important to disclose to the Local Church Board any personal gift or bequest (2 Corinthians 8:21; James 2:1, 2-4). This is a **prohibited behaviour**.
- (c) A Credential Holder must avoid personally borrowing money from, or lending money to, a person with whom there is a pastoral relationship. If this does occur it must be disclosed to the board of the local church. This is a **cautionary behaviour**.
- (d) Particular care must be exercised in the appointment of a spouse or family member to a paid position in the church or ministry. It must be done only with careful consultation with the Church Board. This is a **cautionary behaviour**.
- (e) **TAXATION:** A Credential Holder must exercise caution with tax minimisation strategies and must not improperly use fringe benefit allowances, travel and/or any other allowances. This is a **cautionary behaviour**.
- (f) A Minister must not seek additional personal advantage or financial gain because of a pastoral role. Naturally, this includes any benefit to a spouse and/or immediate member of his or her family. Various professions forbid dual relationships (2 Timothy 2:4). A Credential Holder must disclose to their Church Board any situation that could be viewed as a dual relationship, including business agreements. This is **prohibited behaviour**.
- (g) Credential Holders must not use their position of authority to coerce or pressure their Local Church Board with regard to historical non-payment of stipend, wages, allowances or entitlements, including superannuation and leave. In such cases there must be a transparent process of consultation between the Credential Holder, Local Church Board and Overseer. Financial means of the church must be taken into account in such consultations. This is **prohibited behaviour**.

3.5. MINISTRY TO CHILDREN

- a. Credential Holders shall abide by the C3 Australia Safe Church Policy and Guidelines.
- b. In particular Credential Holders, when exercising ministry to children shall:
 - (a) listen to and take them seriously when they disclose that they or someone else is at risk of harm, and report it to your supervisor and the appropriate civil authorities (**cautionary behaviour**);
 - (b) only conduct a ministry with children in a recognised ministry context (such as a local church) and with the knowledge and permission of the children's parents/guardians (**cautionary behaviour**);
 - (c) to the extent practicable, avoid being alone with a child or group of children;

C3

- (d) make sure that children are appropriately supervised at all times (**cautionary behaviour**);
 - (e) where individual or small group ministry is needed, ensure it occurs in the presence of adults, in a public place or at a location with high visibility (**cautionary behaviour**);
 - (f) you are not to administer corporal punishment to children (apart from your own children, and then this must be within the bounds of the law) (**prohibited behaviour**);
 - (g) take care with your physical touch of a child, that this is not confusing to the child and is not able to be misconstrued as being inappropriate, intimate or sexualised touch (**cautionary behaviour**);
 - (h) make sure that no children's activity includes secret initiation rites and ceremonies, nudity or engagement in sexualised conduct (**prohibited behaviour**);
 - (i) no child is to be offered access to restricted materials containing anything sexual or nudity (**prohibited behaviour**);
no child is to be offered drugs or alcohol (**prohibited behaviour**)
- c. If you know or reasonably suspect that a child is at risk of harm from child abuse, you are to report this to the appropriate civil authorities. A breach of this standard is **prohibited behaviour**.
- d. If you know or reasonably suspect that another member of the local church or a church worker has abused a child, you are to report this to the appropriate civil authorities. A breach of this standard is **prohibited behaviour**.

You must not engage in poor administrative practices in relation to child protection reporting (including Reportable conduct and domestic violence). A breach of this standard is **prohibited behaviour**.

iv. DEFINITIONS

The definitions for the Code of Conduct are found in the C3 Australia Ministry Standards Investigation Procedure.

5. ACKNOWLEDGMENTS

C3 Church Australia acknowledges that this Code of Conduct used as source material, the Codes of Conduct of the following Christian Churches and Organisations: Australian Christian Churches, the Anglican Church of Australia, The Church Missionary Society, and Australian Fellowship of Evangelical Students. C3 Church Australia has also partnered with Safe Ministry Resources P/L in the development of this Code of Conduct.



Screening Questionnaire for Staff and Board (Paid or Volunteer)

C3 Church Ballina

PERSONAL DETAILS

Title			
Surname			
First Names			
Previous Names			
Gender	<input type="checkbox"/> Male	<input type="checkbox"/> Female	
Date of Birth			
Marital Status			

CONTACT DETAILS

Street Address			
Suburb		Postcode	
Home phone number			
Mobile phone number			
Work phone number			
Email address			

PRIVACY STATEMENT

Any personal information you provide is protected under the Privacy Act 1988 and is collected by C3 Ballina for the purpose of your involvement with C3 Ballina.

It will be kept in a confidential file and used in implementing our church policies and procedures. It can only be disclosed to someone else if you have been given reasonable notice of the disclosure; where disclosure is authorised or required by law or is reasonably necessary for the enforcement of the criminal law; if it will prevent or lessen a serious and imminent threat to a person's life or health; or if you have consented to the disclosure.

QUESTIONNAIRE

A "YES" will not automatically rule an applicant out of selection. Wherever a YES answer is given, please provide relevant information regarding your response and indicate the current status of the issue (attach an explanation).

PLEASE PLACE AN X IN THE APPROPRIATE COLUMN	YES	NO
1. Have you made any unsuccessful applications for a leadership role at a church prior to this application?		
2. Other than a maiden name prior to marriage, have you ever, since the age of eighteen, been known by any name other than the one given above?		
3. Have you done anything likely to adversely affect your reputation that might affect your fitness to serve and represent our church?		
4. Is there any information from your past or present that may result in allegations being made against you of abuse, harassment, or assault, against either an adult or a child?		
5. So far as you are aware, have you ever been the subject of an investigation by the police, department, authority or agency responsible for child protection, employer or other proper authority in Australia or any other country?		
6. Have you ever had an accreditation to work with children refused, suspended or withdrawn in Australia or any other country?		

Appendix P

7. Has a child or dependent young person in your care (as a parent or in any other capacity) ever been removed from your care, or been the subject of a risk assessment by State or Territory child protection authorities?		
8. Has disciplinary action of any sort ever been taken against you by a licensing board, professional or community association, employer, educational institution, church or any other body, including written complaints against you that did not result in discipline?		
9. Are there complaints pending against you before any of the above-named bodies referred to in Q8?		
10. Have you ever been asked to cease volunteer work, resign or had your employment terminated by a voluntary association, training program, employer, church or any other body?		
11. Have you ever had a civil suit brought against you arising out of alleged professional misconduct, or is any such pending?		
12. Have you ever been charged &/or convicted of a criminal offence?		
13. Have you ever been accused, or engaged in (yet not accused of) of sexual misconduct or sexual harassment? Sexual misconduct includes: <ul style="list-style-type: none"> • abuse of power or role for sexual purposes, • not only sexual intercourse but also intentional touching and sexual conversation of any kind with a person in a pastoral or professional relationship (e.g., client, patient, employee, student, subordinate, congregation member), • not only sexual intercourse but also intentional touching and sexual conversation of any kind with a person under the age of consent or an adult incompetent to give consent, • sexual assault (e.g., rape), • soliciting for sexual purposes, • an offence related to pornography or public indecency (e.g., indecent exposure). Sexual harassment includes but is not limited to: <ul style="list-style-type: none"> • Unwelcome sexual advances or requests for sexual favours • Directly offensive verbal comments or innuendo of a sexual nature • Offensive gestures • Comments regarding a person's sexual orientation or sexual appeal 		
14. Have you ever been charged with the possession or production, sale or distribution of, or illegal access to pornographic materials?		
15. Have you ever been charged with theft, misappropriating funds, or otherwise breaching fiduciary duties in any capacity?		
16. Have you ever been charged with an offence under the taxation or other revenue laws?		
17. Has your driver's licence ever been revoked or suspended?		
18. Have you ever had a Personal Protection, Domestic Violence or Apprehended Violence Order or similar order issued against you as a result of allegations of violence, abuse, likely harm, harassment, stalking, etc?		
19. Have you ever had a licence to own firearms refused or revoked?		
20. Since your conversion, have you ever participated in any occult practice?		
21. Does your consumption of alcohol impact your relationships or ability to work?		
22. Have you ever used any prohibited drug or prohibited substance or misused prescription or over the counter drugs?		
23. Have you ever had a problem with gambling?		
25. Is there any information from your past or present that may result in allegations being made against you of sexual conduct which would be regarded by members of this organisation as inconsistent with the standards to be observed by Christian workers? This includes but is not limited to inappropriate participation, viewing of pornography, social media or any other electronic/cyber medium.		
26. Have you ever been unfaithful in marriage?		
27. Have you ever had an order made against you or entered into a composition with creditors or an assignment for the benefit of creditors under the "Bankruptcy Act" or have you ever had an order made against you under the "Corporations Act"?		
28. Have you ever been the subject of a complaint about a breach of confidentiality?		
29. Have you done anything in the past or present that may result in allegations being made against you of bullying or any form of harassment of adults?		
30. Is there anything in your background that you have not disclosed, which if it becomes public knowledge could adversely affect the assessment of your good name and character?		

BACKGROUND CHECKS

Include in this list every church you have attended regularly since turning 18 years of age

CHURCH	POSITION HELD	LOCATION	START DATE	END DATE

REFEREES

Please supply the NAME, ADDRESS (postal and email) and PHONE NUMBERS of three referees over the age of 18 years who are able to give a report of your good character and suitability for ministry.

If you have lived in another state or country, please include a referee from your last church or placement in that state and/or country.

Referee 1 Senior Church Leader e.g., Pastor, Minister	Name: Postal Address: Email address: Phone Number:
Referee 2 Employer (or teacher if no work history)	Name: Postal Address: Email address: Phone Number:
Referee 3 Person who has known you longer than three years and knows you well	Name: Postal Address: Email address: Phone Number:

DECLARATION

I sincerely declare that:

- The information I have provided in this application and the information contained in any documents accompanying this application and signed by me are true and correct to the best of my knowledge and belief.
- I have received a copy of the current edition of the Code of Conduct as relevant to the role I am applying for, and I agree to adhere to and implement these documents.
- I understand that any material misstatement in or omission from this questionnaire may render me unfit to hold a particular position or any position in the organisation.
- There is nothing in my background that I have not disclosed to the organisation, which if it becomes public knowledge could adversely affect the assessment of my good fame and character.
- If anything declared in this questionnaire changes, I will notify the relevant person immediately.
- I consent to the collecting, using and disclosing personal information as described in the Privacy Statement.

Signature		Date	
------------------	--	-------------	--



Application Interview for Staff and Board (Paid or Volunteer)

C3 Church Ballina

This form is a suggested starting point for interviewing a potential ministry program team member. Before the interview starts, inform the applicant that their answers may be disclosed to appropriate leaders in the church. Be sure to pray together during this interview.

PERSONAL INFORMATION

First Name		Surname	
Address			
Email			
Mobile Number		Other Contact Number	
Date of Birth			

BACKGROUND

Describe your relationship with Jesus	
How long have you been attending C3 Church?	
What church/es have you previously attended?	

RELEVANT EXPERIENCE

List previous experience volunteering / working in church	
---	--

PERSONAL REFERENCES

Provide two references (e.g., current or previous Pastor, church leader or employer (not a relative))

Referee 1	Name		Contact Number	
	Address			
Referee 2	Name		Contact Number	
	Address			

APPLICANTS STATEMENT

Work through the below statements and make a declaration for each statement

Have you read, understood and completed the C3 Volunteer Declaration and committed to the C3 Volunteer Code of Conduct?	<input type="checkbox"/> YES <input type="checkbox"/> NO
I agree to uphold the vision of C3 Church and submit to the Senior Leadership.	Please sign:
Whilst in my ministry role, I agree to faithful attendance at church.	Please sign:
Whilst in my ministry role, I agree to attend any leadership meetings and undertake any required training for my role.	Please sign:
Have you completed Safe Church training in the last 3 years? (please attach your certificate/proof of attendance)	<input type="checkbox"/> YES <input type="checkbox"/> NO
I have read, understood and completed the C3 Volunteer Declaration and committed to the C3 Volunteer Code of Conduct?	Please sign:
I understand and embrace that volunteering at church is primarily about communicating the love of God for all people and I will minister out of the love God has for me.	Please sign:
I will take care for my safety and the safety of other people.	Please sign:
I will follow the policy and procedures of the church.	Please sign:
I will follow all reasonable instructions I am given by my leader/s as far as I am able so long as the instruction does not put mine or other's safety at risk.	Please sign:
I will report all concerns I have for mine or other's safety (including risk of harm / abuse concerns) to my leader/s, or to the National Safe Church helpline 1800 070 511.	Please sign:

ELECTRONIC MEDIA USE PROTOCOLS

As part of the C3 Volunteer Code of Conduct you have agreed to uphold integrity with your phone and internet use. Electronic media in its various forms is both an incredible tool to stay connected but also has the potential for inappropriate use that could result in accusations of abuse. For this reason, C3 Church specifically requires you to adhere to the C3 Guidelines for the Use of Electronic Communication whilst in your ministry role:

I have read, understood and agree to uphold the C3 Guidelines for the Use of Electronic Communication	Please sign:
---	--------------

Appendix Q

CHILD PROTECTION PROTOCOLS (for applicants volunteering with children and / or young people only)

As part of the C3 Volunteer Code of Conduct you have agreed to uphold integrity with your interactions with others. C3 Church specifically requires you to adhere to the following protocols whilst in your ministry role:

I will maintain a valid Working With Children Check and notify the Safe Church Representative immediately if anything changes regarding its validity	Please sign:
I have read, understood, and agree to abide by the C3 Kids / C3 Youth Code of Conduct	Please sign:
I will attend Training Sessions to ensure I am aware of the most current Child Protection protocols of C3 Church	Please sign:
I am aware that the current C3 Safe Church Policy & Procedures document is available in full upon request	Please sign:

DECLARATION

Applicants Signature		Date	
Leader or Staff Member's Name		Signature	



CHURCH BOARD MEMBER STATEMENT

Codes of Conduct are a part of our Church's commitment to safe emotional and physical environments, providing appropriate duty of care, including health and safety considerations.

This *Church Board Member Statement* contains the expected standards of behaviour for all *Church Board Members* at church and is in addition to the expected standards of behaviour that form the Volunteer Code of Conduct.

GUIDELINE 1: SAFE CHURCH TRAINING

C3 shall provide adequate and appropriate and ongoing Safe Church Policy & Guidelines training. As a Church Board Member you commit to supporting and attending this training. This training shall include, but is not limited to, concepts of child protection including identifying and responding to concerns about children at risk of harm.

GUIDELINE 2: PROMOTING EMPOWERMENT AND PARTICIPATION

C3 shall promote the empowerment and participation of all people at church. As a Church Board Member you have responsibility for overseeing the participation and inclusion of all children and their parents/guardians. You commit to ensuring C3 policies and guidelines are inclusive to all members, provide opportunities for concerns to be raised and two way communication between families and the church.

GUIDELINE 3: BEING AWARE OF CHILD ABUSE INDICATORS

C3 shall train its workers in child related ministry to be aware of indicators of child/young/vulnerable person abuse. As a Church Board Member you commit to helping to facilitate the training of C3 workers.

GUIDELINE 4: RESPONDING TO CONCERNS OF RISK OF SIGNIFICANT HARM

C3 shall train its workers in the reporting process when risk of harm concerns are disclosed. As a Church Board Member you commit to ensure a Safe Church Team is appointed and operational across the C3 Campuses to oversee the reporting process. As a Church Board Member, you commit to provide ongoing support, pastoral care and risk management processes when a report is made. The role of the Church Board is to implement pastoral care and support for all parties involved,

including the child / young /vulnerable person as much as is practical. The Church Board may also implement risk management action plans, e.g. stepping aside a worker who has been accused of harming a child / young person whilst the investigation occurs.

GUIDELINE 4: RESPONDING TO CONCERNS ABOUT ADULTS

C3 recommends completing the *Concerns About Adults Report* and following a response plan when a disclosure of concern regarding an adult is made. These disclosures may include bullying behaviours, elder abuse, sexual harassment, physical violence, historical child abuse, emotional harm, sexual misconduct, domestic violence stalking, harmful behaviours of a person involved in the church, harassment, criminal behaviours, sexual assault and self-harming / suicide risk. As a Church Board Member you commit to support the Safe Church Team in arranging a response plan to take the appropriate pastoral, legal organisational and risk management actions, dependent upon the nature of the concern.

GUIDELINE 5: RESPONDING TO INCIDENTS

C3 commits to the welfare of all people through the implementation and ongoing improvement of our Safe Church Guidelines including appropriate and expedient responses to all incidents, accidents, child protection and/or Safe Church (misconduct and abuse) concerns. As a Church Board Member you commit to overseeing and supporting the Safe Church Team in appropriately and promptly responding to incidents ensure adequate follow up action is taken. As a Church Board Member you commit to ensuring incidents of a serious nature are reported to the insurer.

Appendix R

GUIDELINE 6: RECRUITMENT AND SCREENING OF WORKERS

C3 workers shall be screen, appointed and inducted using a formal accountable / transparent process. C3 will securely store all completed recruitment and screening documentation and successful applicant documentation will be held on file permanently.

It is recommended that the recruitment and screening documentation only be accessed by a member of the church with the authority of the Church Board.

GUIDELINE 7: SUPERVISION OF WORKERS

C3 shall provide appropriate oversight for its workers including clear behavioural expectations outlined in the Volunteer Code of Conduct. As a Church Board Member you commit to overseeing the establishment and maintenance of Safe Church environments for its members.

GUIDELINE 8: RESPONDING TO MISUNDERSTANDING OR CONFLICTS AGAINST C3 WORKERS OR MEMBERS

C3 shall make appropriate reports to relevant government agency/departments and work through an appropriate process which affords natural justice to all parties.

As a Church Board Member you commit to consider the pastoral, legal and insurance implications of the conflict or allegation and ensure the response is accountable and transparent.

As a Church Board Member you commit to using the C3 Australia Ministry Standards Investigation Procedures in all allegations of serious misconduct against credential holders.

GUIDELINE 9: SAFE ENVIRONMENTS

C3 shall provide a safe environment including a commitment to servant leadership in our Church to all people, not engage in spiritually and

emotionally abusive practices, upholding National Privacy Act principles, respect for diversity ethnically, e.g. the cultural safety of Aboriginal and Torres Strait Islander people and those from culturally and/or linguistically diverse backgrounds and the safety of people with a disability.

C3 shall appropriately risk manage physical environments, including but not limited to; first aid, transportation, food safety, supervision numbers, management of high risk activities, fire and emergency.

As a Church Board Member you commit to not transmitting, downloading or storing any communication that is: discriminatory or harassing, derogatory, obscene, sexually explicit or pornographic, defamatory, threatening, for any purpose that is illegal or contrary to the Code of Conduct relevant to your position.

As a Church Board Member you commit to reporting such communication from any C3 worker or other C3 Church attendee to the Safe Church Representative.

GUIDELINE 10: COMPLIANCE WITH WHS

C3 endeavours to implement health & safety policies, privacy policies and evacuation procedures. It will ensure all workers know church guidelines for responding to risk of harm concerns.

As a Church Board Member you commit to keeping Health and Safety on the agenda at Board meetings.

As a Church Board Member you commit to overseeing the implementation of WHS compliance which includes electing a Health and Safety Team to ensure health and safety concerns are addressed within a timely manner of being reported in addition to undertaking a safe environment audit regularly.

DECLARATION

1. I understand that the church operates in an environment of numerous legal and ethical restrictions, and I will fully cooperate with the church in abiding by these.
2. I understand that if I am unclear as to any of the statements in this document, I will seek clarification before signing.
3. I have received a copy of the *Church Board Member Statement* and I agree to uphold it.

Church Board Member's Signature:		Date:	
Church Board Member's Full Name:			

OFFICE USE ONLY

Date received:		Date filed:	
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KEY TEAM LEADER STATEMENT

Codes of Conduct are a part of our Church's commitment to safe emotional and physical environments, providing appropriate duty of care, including health and safety considerations.

This **Key Team Leader Statement** contains the expected standards of behaviour for all *ministry leaders & key team members* at church and is in addition to the expected standards of behaviour that form the Volunteer Code of Conduct.

GUIDELINE 1: SAFE CHURCH TRAINING

C3 shall provide adequate and appropriate and ongoing Safe Church Policy & Guidelines training. As a Key Team Leader you commit to supporting this training through attendance, communicating the information about training events to your team and monitoring the training status of your team volunteers. This training shall include, but is not limited to, concepts of child protection including identifying and responding to concerns about children at risk of harm. As a Key Team Leader you commit to reporting shortage of supplies prior to the operation of events and activities to ensure these supplies can be replaced for the effective operation of the event or activity.

GUIDELINE 2: PROMOTING EMPOWERMENT AND PARTICIPATION

C3 shall promote the empowerment and participation of all people at church. As a Key Team Leader you commit to encouraging two way open communication with your team volunteers and including the participation of church members as far as is practical within your ministry.

GUIDELINE 3: BEING AWARE OF CHILD ABUSE INDICATORS

C3 shall train its workers in child related ministry to be aware of indicators of child/young/vulnerable person abuse.

As a Key Team Leader you commit to helping to facilitate the training of your team volunteers.

GUIDELINE 4: RESPONDING TO CONCERNS OF RISK OF SIGNIFICANT HARM

C3 shall train its workers in the reporting process when risk of harm concerns are disclosed.

As a Key Team Leader you commit to following the *Principles of Disclosure* when receiving concerns and facilitating the reporting process if concerns are raised about a person involved in the church.

As a Key Team Leader your role is not to establish or investigate the concerns. As a Key Team Leader your role is to notify & work with the Safe Church Representative to complete the reporting process.

GUIDELINE 4: RESPONDING TO CONCERNS ABOUT ADULTS

C3 recommends completing the *Concerns About Adults Report* and following a response plan when a disclosure of concern regarding an adult is made.

These disclosures may include bullying behaviours, elder abuse, sexual harassment, physical violence, historical child abuse, emotional harm, sexual misconduct, domestic violence stalking, harmful behaviours of a person involved in the church, harassment, criminal behaviours, sexual assault and self-harming / suicide risk.

As a Key Team Leader you commit to contacting the Safe Church Representative to arrange a response plan and actively assist to take the appropriate pastoral, legal organisational and risk management actions, dependent upon the nature of the concern.

GUIDELINE 5: RESPONDING TO INCIDENTS

C3 commits to the welfare of all people through the implementation and ongoing improvement of our Safe Church Guidelines including appropriate and expedient responses to all incidents, accidents, child protection and/or Safe Church (misconduct and abuse) concerns. As a Key Team Leader you commit to using reporting procedures and forms to help respond to incidents appropriately and promptly and take adequate follow up action.

GUIDELINE 6: RECRUITMENT AND SCREENING OF WORKERS

C3 workers shall be screen, appointed and inducted using a formal accountable / transparent process. C3 will securely store all completed recruitment and screening documentation and successful applicant documentation will be held on file permanently.

As a Key Team Leader you commit to following the recruitment and screening process of your team workers.

As a Key Team Leader you commit to ensuring only workers who have been endorsed by the Senior Minister will serve on your team.

As a Key Team Leader you commit to ensuring your team meets Working With Children Check requirements if your ministry is primarily with children and/or young persons.

Appendix S

GUIDELINE 7: SUPERVISION OF WORKERS

C3 shall provide appropriate oversight for its workers including clear behavioural expectations outlined in the Volunteer Code of Conduct.

As a Key Team Leader you commit to providing formal and informal support for your team volunteers and to minister in transparent and accountable teams.

As a Key Team Leader you commit to establishing and maintaining Safe Church environments for those to whom we minister and we work as and minister in a team context.

As a Key Team Leader you commit to developing the skills of your team volunteers. This may include regular team meetings and attendance at Church Team Training events.

GUIDELINE 8: RESPONDING TO MISUNDERSTANDING OR CONFLICTS AGAINST C3 WORKERS OR MEMBERS

C3 shall make appropriate reports to relevant government agency/departments and work through an appropriate process which affords natural justice to all parties.

As a Key Team Leader you commit to notifying & working with the Safe Church Representative to complete the reporting process and response plan when conflicts and/or allegations are raised.

GUIDELINE 9: SAFE ENVIRONMENTS

C3 shall provide a safe environment including a commitment to servant leadership in our Church to all people, not engage in spiritually and emotionally abusive practices, upholding National Privacy Act principles, respect for diversity ethnically, e.g., the cultural safety of Aboriginal and Torres Strait Islander people and those from culturally and/or linguistically diverse backgrounds and the safety of people with a disability.

C3 shall appropriately risk manage physical environments, including but not limited to; first aid,

transportation, food safety, supervision numbers, management of high-risk activities, fire and emergency.

As a Key Team Leader you commit to being mindful of the position of trust you hold by actively being safe in all online and digital interactions, including maintaining transparency and accountability in the use of electronic communications especially with Children or Young People as far as is practical, that is as a team, not as individuals, e.g. group emails/text

messages/Facebook, not sending electronic communication that attempts to hide their identity or represent the sender as someone else.

As a Key Team Leader you commit to not transmitting, downloading or storing any communication that is: discriminatory or harassing, derogatory, obscene, sexually explicit or pornographic, defamatory, threatening, for any purpose that is illegal or contrary to the Code of Conduct relevant to your position.

As a Key Team Leader you commit to reporting such communication from any C3 worker or other C3 Church attendee to the Safe Church Representative.

As a Key Team Leader you commit to communicating with children under 16 with the knowledge of parent/s or carer/s of the child or young person.

GUIDELINE 10: COMPLIANCE WITH WHS

C3 endeavours to implement health & safety policies, privacy policies and evacuation procedures. It will ensure all workers know church guidelines for responding to risk of harm concerns.

As a Key Team Leader you commit to notify of incidents such as serious events and critical incidents within a prescribed period to the Health & Safety Team and follow the church guidelines for responding to risk of harm concerns.

DECLARATION

1. I understand that the church operates in an environment of numerous legal and ethical restrictions, and I will fully cooperate with the church in abiding by these.
2. I understand that if I am unclear as to any of the statements in this document, I will seek clarification from a church leader before signing.
3. I have received a copy of the *Key Team Leader Statement* and I agree to uphold it.
4. I understand that a Safe Church Representative will be available to me to support my service as a leader.

Proposed Leader's Signature:		Date:	
------------------------------	--	-------	--

OFFICE USE ONLY

ENDORSEMENT OF CHURCH LEADERSHIP FOR THIS PERSON TO BE A KEY TEAM LEADER:

Endorsed by:		Date:	
Signature:		Position:	



Interview for Key Team & Department Leaders (Volunteer)

C3 Church Ballina

This template is for a position interview for volunteer workers and can be modified to suit the role the volunteer to fulfill.

All information recorded in this application is held securely, respecting your privacy

QUESTIONS

Can you describe more fully the reasons you desire to be involved with this ministry?

Can you describe a positive experience in your past ministry?

Can you describe a negative experience in your past ministry?

Do you consider yourself a positive role model? Why/not?

Is there any other information relating to your suitability for this ministry?

Ministry specific questions

Have you read through the Volunteer Code of Conduct together?

☐ YES
☐ NO

Have you read through and discussed any YES responses to the screening check questionnaire?

☐ YES
☐ NO

Date of interview

Name of Applicant:

Signature of applicant:

Name of Interviewer:

Signature of interviewer:



The following guidelines have been set in place to safeguard children attending C3 Kids programs, and also to safeguard the supervisory and management teams of our programs. Please read through this agreement and sign at the bottom to acknowledge that you understand and commit to upholding these guidelines.

CODE OF CONDUCT AGREEMENT:

- All persons interacting with C3 kids must conduct themselves in a manner consistent with their position as a positive role model to children.
- Children will be treated with respect and dignity at all times. Team Leader, Team Members, Teen Leaders and Volunteers will use a positive, encouraging and affirming manner with the children.
- Children will be supervised at all times and under no circumstances will they be left for any length of time unsupervised.
- Any person having contact with children in a C3 Kids program will have fulfilled the current Working With Children obligations to state they are not a person who is prohibited from child-related employment. These obligations will be verified by C3 Ballina to have been completed.
- If a child discloses abuse, or a Team Leader, Team Member, Teen Leader or Volunteer has reason to believe that a child is at risk, they must report up-line immediately. Team Members, Teen Leaders & Volunteers are to report to the Team Leader, and the Team Leader reports to the appropriate Safe Practice Representative.
- Any person who has been convicted of any form of child abuse, or who has self-disclosed any form of child abuse (according to the legal definitions of abuse), is prohibited from being involved in any capacity in our C3 Kids programs. This does not prevent active involvement in other areas of the Church, subject to approval by the Safe Practice (At Risk Behaviour) Committee.
- At least two adults will be with each group of children at all times for adequate supervision in the case of an emergency, and to provide safety and accountability. Only C3 Kids Coordinators/Pastors/Team Leaders who have submitted to a full background check will be permitted to be alone with children, and then only in extenuating circumstances.
- At C3 Kids all team must ensure that they dress in a comfortable, practical and modest style of clothing while serving on our teams.
- Unauthorised persons are not permitted in C3 Kids programs, play areas or campsites. Any breach of this policy should be reported up-line immediately. Any adults entering the room must have completed and submitted a Volunteer Declaration of Service in advance.
- C3 Kids adheres to a strict hands-off policy. Physical punishment in any form is forbidden. The current discipline policy will be made known and available to all Team Leaders, Team Members, Teen Leaders and Volunteers.
- Physical interaction with children must be appropriate and consistent with the values of purity, dignity and respect. Personal contact should be done with the child's permission, and resistance-whether implied or expressed-must be respected. Please ensure that the developmental age and stage of child should govern the type of personal contact. For example, sitting on an adult's lap may be appropriate for a three-year-old but not a ten-year-old.

C3 YOUTH BALLINA

- Nappies and soiled pants are to be changed by the parent or guardian only. In extenuating circumstances, a Team Leader/Coordinator who has submitted to a full background check will be permitted to change a child's nappy or pants. In this situation another adult should be present, and an incident report filled out.
- C3 Kids Team Members & Teen Leaders may enter the toilets with the children to supervise only if the external door is left open. A strict hands-off policy applies: if a child needs assistance with their personal hygiene their parent/guardian must be called. A Team Leader/Coordinator who has submitted to a full background check will be permitted to change a child's pants. In this situation another adult should be present, and an incident report filled out. Team Members & Junior Leaders may assist with hand washing.
- If a Team Member or Teen Leader accompanies children to the bathroom, they must stand outside the external door while the children use the facilities. In the event of an emergency, a Team Leader may enter the toilets while children are using them, in which case an incident report must be filled out.
- If a group of children is to be accommodated overnight as part of an authorised C3 Event (e.g., a camp), the children's sleeping accommodation is to be separate from that of the supervising adults.
- Team Leader, Team Members, Teen Leaders and Volunteers will only engage in transportation of children where it has been authorised by senior / executive pastors.
- Any person wishing to take photographs or video footage of C3 Kids programs or children must seek pre-approval from the senior / executive pastors.

TEAM LEADER'S / MEMBER'S / TEEN LEADER'S VOLUNTEER'S STATEMENT:

(please tick)

☐ I have read, understood, and agree to abide by the C3 Kids Ballina Standard of Conduct Agreement.

☐ I have fulfilled the current Working With Children Check obligations as required by NSW legislation (if applicable).

☐ I am aware that the current C3 Kids Policies & Procedures document is available upon request.

☐ I have read the Volunteer Code of Conduct policy and completed the Volunteer Declaration of Service.

☐ I have been provided an opportunity to seek clarification on any of the above four requirements.

Signature: _____ Date: _____

Print Name: _____

The following policies have been set in place to safeguard youth attending C3 Youth programs, and also to safeguard the supervisory and management teams of our programs. Please read through this agreement and sign at the bottom to acknowledge that you understand and commit to upholding these policies.

CODE OF CONDUCT AGREEMENT:

- All persons interacting with C3 Youth must conduct themselves in a manner consistent with their position as a positive role model to youth.
- Youth will be treated with respect and dignity at all times. Team Leaders, Team Members, Teen Leaders and Volunteers will use a positive, encouraging and affirming manner with the youth.
- Youth will be supervised at all times and under no circumstances will they be left for any length of time unsupervised.
- Any person over 18 years of age having contact with youth in a C3 Youth program will have fulfilled the current Working With Children obligations to state they are not a person who is prohibited from child-related employment. These obligations will be verified by C3 Ballina to have been completed.
- If a child discloses abuse, or a Team Leader, Team Member, Teen Leader or Volunteer has reason to believe that a child is at risk, they must report up-line immediately. Team Members, Teen Leaders & Volunteers are to report to the Team Leader, and the Team Leader reports to the appropriate Safe Practice Representative.
- Any person who has been convicted of any form of child abuse, or who has self-disclosed any form of child abuse (according to the legal definitions of abuse), is prohibited from being involved in any capacity in our C3 Youth programs. This does not prevent active involvement in other areas of the Church, subject to approval by the Safe Practice (At Risk Behaviour) Committee.
- At least two adults will be with each group of youth at all times for adequate supervision in the case of an emergency, and to provide safety and accountability. Only C3 Youth Coordinators/Pastors/Team Leaders who have submitted to a full background check will be permitted to be alone with youth, and then only in extenuating circumstances.
- All Team must ensure that they dress in a comfortable, practical and modest style of clothing while serving on our teams.
- Unauthorised persons are not permitted in C3 Youth programs, play areas or campsites. Any breach of this policy should be reported up-line immediately.
- C3 Youth adheres to a strict hands-off policy. Physical punishment in any form is forbidden. The current discipline policy will be made known and available to all Team Leaders, Team Members, Teen Leaders and Volunteers.
- Physical interaction with youth must be appropriate and consistent with the values of purity, dignity and respect. Personal contact should be done with the child's permission, and resistance-whether implied or expressed-must be respected.

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- If a group of youth is to be accommodated overnight as part of an authorised C3 Event (e.g., a camp), the youths' sleeping accommodation is to be separate from that of the supervising adults.
 - Team Leader, Team Members, Teen Leaders and Volunteers will only engage in transportation of youth where it has been authorised by senior / executive pastors.
 - Any person wishing to take photographs or video footage of C3 Youth programs or youth must seek pre-approval from the senior / executive pastors.
-

TEAM LEADER'S / MEMBER'S / TEEN LEADER'S VOLUNTEER'S STATEMENT:

(please tick)

☐ *I have read, understood, and agree to abide by the C3 Youth Ballina Standard of Conduct Agreement.*

☐ *I have fulfilled the current Working With Children Check obligations as required by NSW legislation (if applicable).*

☐ *I am aware that the current C3 Youth Policies & Procedures document is available upon request.*

☐ *I have read the Volunteer Code of Conduct policy and completed the Volunteer Declaration of Service.*

☐ *I have been provided an opportunity to seek clarification on any of the above four requirements.*

Signature: _____ Date: _____

Print Name: _____



Our church is a safe place for everyone.

We expect all contractors and visitors to:

- respect each other.
- care for each other's safety.
- report any concerns about people's safety to their contact person.

To ensure the safety of all people:

- there is to be no unsupervised visitor alone with a child or group of children.
- all visitors must sign in and declare that they are a safe person, and that they will act in safe ways towards other

CONTRACTOR AND VISITOR DECLARATION

Please read this declaration and sign in to state that you will abide by the site expectations.

In performing tasks on church premises, I agree to:

- treat all people politely, with respect and dignity
- care for my own and others' safety
- not act in ways that will put people in danger
- follow any reasonable instruction given to me by the leadership

I declare that I have not:

- been convicted /committed any crime against a child
- been convicted /committed any sexually related offense

By signing and entering your details you are making this declaration & commitment to safety.

[illegible]

In performing tasks on site at C3 Ballina on ____ / ____ / ____ for ____
insert date insert event name

- treat all people on site politely, with respect and dignity
- care for my own and others safety
- not acting in ways that will put people in danger
- follow any reasonable instruction given to me by the church leader/s who have contracted me to carry out tasks for the church.

Name:	
Company:	
WWCC (if required):	
Trade Licence Number (if required):	
Signature:	
Date	

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Ministry Review

C3 Church Ballina

Name of Ministry Program					
Name of Person Completing Review		Position			
Date of Review					
Purpose of Ministry (aims) and degree of success in achieving aims	Not achieved 1	2	3	4	Well achieved 5
	Aim:				
	1	2	3	4	5
	Aim:				
	1	2	3	4	5
	Aim:				
	1	2	3	4	5
	Aim:				
	1	2	3	4	5
	Aim:				
Target group					
Number of people attending regularly					
Number of Ministry Team Leaders					
Venue used for Ministry					
Source/s of financial support for Ministry					

Current year costs for Ministry	
Equipment and resources required	
How could the Head of Department and Senior Church Leadership assist in better achieving the Ministry aims, if at all	
Proposed budget for next year, if continuing	
Comments and feedback from participants (including parents/guardians where relevant), church members, community, etc (from feedback forms)	
Any other comments	

Team Member Review

C3 Church Ballina



TEAM MEMBER DETAILS			
Name of team member:		Date review completed:	
MINISTRY TEAM FEEDBACK			
In what ways has God been moving through the program?			
What did we do well as a team?			
How did the program participants grow in their relationship with God?			
How can our team better share ministry next year/time?			
SAFE CHURCH MINISTRY REVIEW			

Is there any information relating to your suitability to continue in this ministry role that we should know about? Yes <input type="checkbox"/> No <input type="checkbox"/>	If yes, please provide details
Do you have any concerns regarding any incidents you were involved in, either directly or indirectly, that were of a Safe Church nature involving a child, children, young person or vulnerable people?	
Do you have any Child, Young Person or Vulnerable Person Safety Concerns involving the ministry, workers of the ministry, or children, young persons or vulnerable persons participating in the ministry?	
Are there any other issues you wish to raise?	

GENERAL FEEDBACK

Do you have any other concerns or issues you would like to raise?

TEAM COMMITMENT

I am willing to make a commitment to team leadership. In becoming, or continuing to be a leader, I agree to adhere to the team guidelines and conduct covenant and to attend team meetings and in-service training.

I commit to this team for ____ months at the end of which I will renew my commitment to the team or alternatively give my team leader notice that I wish not to continue in this role.

DECLARATION

Name of team member:		Date review completed:	
Signature of team member			



EVENT PLANNING CHECKLIST

This checklist is designed as a sequential guide in planning an event to be held at our Ballina Campus.

EVENT APPROVAL	
Please submit all email / SMS correspondence regarding Event Approval via bria@c3ballina.com.au	
<input type="checkbox"/>	Email or SMS your request for the event, including all relevant details to Bria Callister, who will then liaise with Jeff or Carolyn to obtain approval for event.
<input type="checkbox"/>	Email request for funding (if required) and the names of people who will be able to make claims for this event.
<input type="checkbox"/>	Add the Event to Elvanto (request "how to" instructions if need be from Bria), including what facilities (auditorium, kitchen, foyer, upstairs, board room, marquee, etc) will be used and whether the whole church needs to be used exclusively.
MEDIA & COMMUNICATION OBLIGATIONS	
<input type="checkbox"/>	Complete a C3 Church Media Request Google form at least one to two months in advance (if possible). The link to the form can be obtained from Bria.
<input type="checkbox"/>	If you would like to email or SMS the church via Elvanto, prior consent <u>must</u> be sought. Email or SMS Bria with your request prior to 8am Tuesday morning.
FINANCIAL OBLIGATIONS	
<i>Please note credit card slips are unable to be accepted so ensure a <u>Tax Invoice</u> is received for all expenses. To make a claim:</i>	
<input type="checkbox"/>	Complete a Cheque Requisition Form and submit with receipts to accounts@c3ballina.com.au as soon as possible after purchase. For events being held over numerous weeks please submit invoices for payment weekly rather than submitting a bulk claim following the event.
<input type="checkbox"/>	If prepayment is required from a supplier ensure invoice is emailed to accounts@c3ballina.com.au well before the event in order to allow payment to be forwarded to the supplier's bank account before the event.
<input type="checkbox"/>	Clearly mark on receipts/tax invoice which items are being claimed.
<input type="checkbox"/>	Itemise claim on form and total the amount
<input type="checkbox"/>	Email accounts@c3ballina.com.au with account details for money to be reimbursed into

If a Cashbox/Float for the event is required notify accounts@c3ballina.com.au at least one week prior to collection of money along with request of change required	
<input type="checkbox"/>	Arrange for pickup of cashbox and storage of cashbox in between collection
<input type="checkbox"/>	At the conclusion of the event, all money must be counted and a Tally Sheet Form completed and signed by two, non-related people <i>before</i> placing in a ziplock bag and placing in the church safe.
If the EFTPOS machine is required:	
<input type="checkbox"/>	Make arrangements prior to the event
<input type="checkbox"/>	At the event you must keep the original receipt & annotate on it what the payment was for and who from. A second copy can be made for the payee
<input type="checkbox"/>	NO cash-out option is available.
SECURITY & SAFETY / SITE ACCESS	
<input type="checkbox"/>	Obtain and complete a Risk Assessment if required and submit to Bria. If unsure whether this is needed speak to Bria or the Health & Safety Team.
<input type="checkbox"/>	If required, a key and access code to the building can be obtained from Alan. When locking up the building, the alarm must be rearmed and every door must be physically checked to be locked.
<input type="checkbox"/>	If not being used, ensure the doors to the Preschool room, Board Room and Multi-Purpose room upstairs are locked prior to the event,
CLEANING UP	
Following the event please ensure the facilities have been cleaned and returned to the set up required for Sunday morning	
<input type="checkbox"/>	Empty all bins, placing rubbish in the Council bins kept to the right side of the church boundary (near the Naval Academy). Re-line bins using garbage bags stored in church kitchen drawers.
<input type="checkbox"/>	Return all moved items & ensure furniture has been put away properly. No furniture is to be stored in the Board Room following the event.
CONTACTS	
Church office: 0493 121 350 (Usual hours – Monday to Thursday, 9am to 3pm)	
Bria Callister - (Business Manager): accounts@c3ballina.com.au - (Administration): bria@c3ballina.com.au	



C3 BALLINA

Risk Assessment Report

C3 Church Ballina

1. ACTIVITY DETAILS

Name of activity	
Ministry/s involved	
Date/s of planned activity	
Activity coordinator	
Campuses involved	
Location of activity	
Name of person completing form	

2. ACTIVITY DESCRIPTION

Please provide details of planned activity

3. RISK ASSESSMENT

Risks What could go wrong?	Ranking Scale of High/Medium/Low to describe risk level	How to minimise risk Plans to reduce, modify or avoid risk	Priority Number in order of importance to work through	Risk addressed Tick once action has been taken

Please turn sheet over if further room is required

3. RISK ASSESSMENT (continued)

[illegible]

ADMIN USE ONLY (to be completed once Risk Assessment completed & activity approved)

Safe Practice Representative's name		Signature	
Date			



C3 BALLINA

Hazard Identification Form

C3 Church Ballina

Date of report	
Location	
Name of person who notified of the hazard	
Name of person completing form	

HIERARCHY OF CONTROL MEASURES

Elimination or control measures	General description
Eliminate the hazard	Remove the hazard. Change the activity or stop using it
Substitute the hazard	Replace the activity, material, or equipment with a less hazardous one
Isolate the hazard	Isolate the hazard from the person at risk; isolate through distance.
Use engineering controls	Change the physical characteristics of the environment (with additions or subtractions) to remove or reduce the risk
Use administrative controls	Establish procedures and safe practices
Use personal protective equipment	Use appropriately designed and properly fitted equipment and clothing

HAZARD DETAILS

DETAILS	CONTROL MEASURE IMPLEMENTED
<i>Example:</i> Legs of projector stand protruding into floor space	<i>Engineering control</i> - Place chairs over protruding legs <i>Administrative control</i> – draw hazard to the attention of children or young people and leaders and request they are cautious when moving near the area

ADMIN USE ONLY

Follow up action (if required)			
Person responsible for follow up		Due Date	
Follow up checked and confirmed complete	Name:	Date	
	Signature:		



C3 BALLINA

Site Safety Review

C3 Church Ballina

DETAILS				
Name of person completing review:				
Date of review				
	YES	NO	DETAILS OF ACTION REQUIRED	DATE ACTIONED
SITE				
Are all halls clean and free of rubbish?				
Are car parks and outdoor areas clean and free of rubbish?				
Do car parks and outdoor areas have even surfaces; i.e., no large holes/cracks?				
Are car parks and outdoor areas free of grease and oil patches?				
In car parks, are vehicle traffic ways clearly marked and lit?				
Are car parks free of dense shrubbery obstructing vision?				
Does the program use a sign in/sign out sheet (or roll)?				
Outside play fence (minimum height 1.5metres) with a child-proof self-closing gate?				
Is the playing space (outside and inside) appropriate for the number of children?				
Are there any dangers, gully traps, unprotected steps?				
Are there appropriate surfaces for the program activities, e.g., impact absorbing under play-equipment, paved areas?				
Do you have appropriate shade provided in outside play areas?				
Do you have access to a telephone in case of an emergency?				
Are there appropriate toilet facilities available for children?				
Are all floors, aisles, stairs and landings free of slip, trip and fall hazards?				
Are stairs free of worn or broken treads?				
Are all handrails in good repair?				
Are non-skid strips on stairs in good repair?				

Appendix AA

	YES	NO	DETAILS OF ACTION REQUIRED	DATE ACTIONED
ELECTRICAL POWER				
Are all electrical plugs, sockets and switches in good working order?				
Are all appliances free of frayed or otherwise defective leads (checked and tagged)?				
Do appliances have access to a power socket free of double adapters?				
Are all lights adequate and operational?				
Are residual current devices installed and maintained?				
EMERGENCY RESPONSE				
Is the evacuation procedure clearly displayed?				
Are fire extinguishers appropriate to materials used in their vicinity?				
Are fire extinguishers readily available and properly mounted?				
Are fire extinguishers properly maintained and inspected?				
Are exits and exit signs adequately illuminated?				
Are all exits and fire doors in good repair?				
Are all exits unobstructed both internally and externally?				
Are all incidents recorded on the Incident report form?				
STORAGE				
Are all items being stored clear of traffic areas?				
Where items are stacked for storage, are the stacks stable, with a good solid base?				
Are storage areas kept clear of rubbish and unwanted material?				
Where it is necessary to store flammable items, are they stored correctly?				
FIRST AID				
Are all first aid kits clearly identified?				
Are the first aid kits properly stocked and maintained and operational?				
Are the names of qualified first aiders clearly displayed?				



Guidelines for the Use of Electronic Communication & Behaviour

C3 Church Ballina

C3 Church acknowledges that the use of electronic media for communication is part of everyday life. The use of social media and other means of electronic communication is a powerful way we can connect with our church members and the broader community,

C3 Church is committed to supporting the responsible use of social media and electronic communication and expects all C3 workers to be mindful of the position of trust they hold by actively being safe in all online and digital interactions.

All people have a right to feel and be safe, and to experience life-giving, harm-free interactions when engaging in C3 activities, events and programs

C3 workers are expected to observe these guidelines whether they are using social media or other means of electronic communication for personal or church-related use.

C3 workers when using social media or electronic communication should always:

- respect the dignity of themselves and others
- act with consideration and good judgement
- respect every individual's right to privacy
- demonstrate a high degree of individual responsibility and
- not use C3 Church platforms to promote their own beliefs, behaviours or practices.

For the purposes of these guidelines, social media is defined as web-based or mobile-based platforms that allow users to interact and communicate and to instantly publish and share content that is visible to large audiences. They include:

- social and professional networking platforms like Facebook, Instagram and LinkedIn
- video and photo sharing websites like YouTube and Vimeo
- blogging sites like Twitter
- online encyclopaedias like Wikipedia
- communication platforms like Messenger, WhatsApp and Skype
- messaging tools like SMS (text messages) and MMS (multimedia messages).

C3 workers are expected to observe the guidelines and follow the Terms of Service of each individual platform they use.

C3 workers are expected to uphold the C3 Code of Conduct and act responsibly with common sense and good judgement when using social media or electronic communication and not do anything that reflects poorly upon them, other members of C3 Church, or the Church itself.

C3 workers should also be aware there are personal and legal consequences for individuals who breach Australian federal and state laws that govern the use of social media, including the issues of defamation, privacy, child protection, discrimination, bullying and harassment, copyright and intellectual property.

Appendix BB

Inappropriate use of social media and electronic communication includes transmitting, downloading or storing any communication that:

- is offensive, abusive, obscene, bullying, discriminatory, harassing, sexually explicit or pornographic, threatening, defamatory or derogatory
- contains personal contact information of C3 members online
- discloses confidential C3 Church information.

Remember:

- Online posts are usually public and can be seen by the wider community. Once they are “out there” they often cannot be removed completely.
- Any information posted on a social networking platform may be taken out of context.
- Some good questions to ask may be: How would I feel if my family, colleagues, pastor or my employer saw this post? Would I be happy for this material to be published on the home page of a media site? Do I really know and trust all of my social media “friends”?
- Privacy cannot be guaranteed on social networking forums. Members should be responsible for understanding privacy settings and changes to other technologies related to social media.
- The content posted on social media platforms can live forever on the Internet.

MINISTRY SPECIFIC SOCIAL MEDIA PAGES OR WEBSITES

Approval must be given by the Senior Ministers and/or Church Board when setting up a social media page that represents C3 Church.

At least two approved administrators of the page must have full access to the control of the content of the page. Administration rights and duties must be surrendered to C3 Church when direct involvement with the ministry has ended.

The purpose of the ministry specific page or website is to promote and advertise the work of the ministry, upcoming events and to share other important and encouraging news. Content must be age-appropriate and demonstrate care and sound judgement.

Administrators must monitor the content of the page regularly and remove inappropriate posts as they may be legally responsible for inappropriate or harmful content that is allowed to remain on the page.

Personal information about C3 Workers or Members should be protected and never be shared or published on social media.

Care must be taken to ensure posts do not infringe upon copyright laws or plagiarism.

COMMUNICATING WITH CHILDREN AND / OR YOUNG PERSONS

C3 Church is committed to maintaining transparency and accountability in the use of electronic communications especially with Children or Young People.

Parents should be informed if children / young persons are being encouraged to connect via social media platforms and C3 workers or C3 Church social media platforms.

C3 Workers should avoid potentially compromising situations by ensuring, as far as is practical,

electronic communication either online or via a telephone with young persons and children occurs as a team or group and not as individuals. If communication needs to be one-on-one, at least one other adult C3 Member and where possible the parent or carer, for example, should be included, for example, by CC'ing another adult Member in an email, or including the other adult in a message thread.

TELEPHONES

- Inform parents/guardians of the phone call, whenever possible.
- When contacting a child/young person by phone, call on their home phone if possible.
- Mobile phone use kept to a minimum, do not use for long calls, not used for pastoral care.
- If a child/young person initiates a mobile phone call which will require a long conversation arrange to have the conversation at the program that coming week.

EMAIL

- All emails to children/young people should have the church email address cc'd into them.
- Consider setting up a purpose-built email address for communication to your participants.
- Use purpose-only emails e.g., "Meet at this place, at this time" or general conversations e.g. "How was the excursion today?" Deeper conversations regarding more personal issues should be held face-to-face.
- As far as possible, save all emails to and from children/young people in a folder.

SMS

- SMS communication should generally be restricted to purpose-only communication.
- If a longer SMS conversation begins suggest a conversation at the program.
- Avoid language that conveys emotional content, such as "I love the way", "You are loved..."

SOCIAL NETWORKS (e.g. Facebook/ Snapchat/ Messenger etc)

C3 Church recommends adult C3 Workers and Members not be personal "friends" with children and young persons on social media such as Facebook outside of the Ministry platform. This helps keep our children and young persons safe and also protects adult workers and members against claims or perceptions of inappropriate behaviour.

- Certain social media sites, such as Facebook, require all users to be at least 13 years of age.
- Internal mail should be restricted to purpose-only messages (as above).
- Writing on 'walls' /public places should be kept to a minimum and should only be general in nature e.g. "Hey, hope you're having a good week, cya Sunday" or other light conversations.
- Do not give out any details of children/young people on 'walls' e.g., name of school, email address, home address, phone numbers, etc.
- Leaders should not enter into a closed one-on-one conversation with a child/young person. If a child/young person invites you into a conversation, you should bring in a third party.
- Leaders should use discernment and wisdom when having a multi-person conversation.
- Your conversations should be above reproach.

SKYPE AND VIDEO PHONE

- Leaders should not enter into conversations of this nature with children/young people. Photography (including on phones)
- Photos should be taken by an appointed Leader, with parental consent.
- Do not photograph any child/young person who has asked not to be photographed

Appendix BB

- Photography should focus on the activity and not on a particular child/young person.
- Do not identify in writing the person/s in the photograph.
- All children/young people must be appropriately dressed when photographed.
- Never post photos of children/young people on the internet without parental permission.
- If you do find a photo of a youth/children's activity posted on the internet by a young person, gently ask them if they have parental permission from everyone in the photo to post it. If they don't then advise them to either seek permission or remove it from the internet.
- Do not allow children/young people to take a photo of Leaders with their mobile phones
- Avoid using mobile phones for photography.

CYBER BULLYING

C3 Church is committed to a respectful and inclusive digital and online environment and does not condone any kind of bullying or harassment carried out using technology.

Cyber bullying may include:

- sharing embarrassing photos of a person online
- sending a person harassing calls, texts or emails
- posting derogatory or humiliating comments about a person online
- setting up fake profiles pretending to be another person.

BREACH OF GUIDELINES

Any breach of these guidelines must be reported to the Team Leader and/or Safe Church Representative, as well as any suspicions or allegations that a C3 Worker or Member is not abiding by these guidelines. C3 Church commits to investigating any report and taking disciplinary action if a breach has occurred.

If a C3 worker receives communication that is discriminatory or harassing, derogatory, obscene, sexually explicit or pornographic, defamatory, threatening, for any purpose that is illegal or contrary to the Code of Conduct from any C3 worker or other C3 Church attendee, they will report this to their Team Leader and/or Safe Church Representative.

FURTHER INFORMATION

www.oaic.gov.au/privacy/your-privacy-rights/social-media-and-online-privacy/social-media

www.nsw.gov.au/nsw-government-communications/social-media



Health & Safety Information & Legislation

C3 Church Ballina

Every activity has its hazards and its risks. Some are avoidable while others are not. It is important to identify, assess and then eliminate or reduce these individual event or program risks. Consider the use of an activity risk assessment form to help assess and manage the individual risks in your program. Again, consider not only the physical but also the emotional and spiritual environment. We also recommend that you consult your insurance broker or insurance department for more information on assessing and managing program risks.

All employers have a general duty at common law to implement and maintain a *safe system of work* for both their employees and others.

In relation to the employer's employees, this duty is often expressed as being a duty to take reasonable care to avoid exposing the employees to *reasonably foreseeable* risks of injury.

In assessing whether or not an employer has breached its duty of care to an employee, a court will generally consider a number of factors, including whether; the employer was aware of the risk of injury and, if not, would a reasonably prudent employer have been aware of such a risk the employer took all reasonable steps to avoid or reduce the risk the injury would have been prevented or minimised had the reasonable steps been taken.

The question of what is *reasonable* is ultimately determined by reference to community standards and expectations. Given the demanding statutory WHS obligations in each State and Territory, the standard is typically high.

The duty is simply to take reasonable care for their safety. Accordingly, at common law, the risk of injury must be real and not simply fanciful. Further, for an employer to be found liable, the employer must have failed to take reasonable steps.

In the church context in NSW the WHS legislation applies.

Health & Safety Responsible Positions

For each workplace there are a number of positions of responsibility in relation to WHS operations. These are not full time positions and should be sourced by trusted, responsible employees. Each local church must have a Safety Team, who, depending on the number of employees, may have the following roles: WHS Officer, Chief Warden, First Aid Officer.

WHS Legislation places particular responsibilities on officers and directors

Failure to comply with the Act and/or Regulations renders persons in management positions, i.e., those Persons Conducting the Business or Undertaking (PCBU), including Pastors, are open to prosecution with penalties, which can include fines, imprisonment or both.

Pastors should familiarise themselves with the Legislation in their particular State or Territory (including staying abreast of any amendments to the applicable legislation) and ensure that pastors and employees, Committees of Management and other church leaders are aware of their responsibilities to maintain healthy and safe environments for pastors, employees and visitors.

Work Health and Safety Act 2011 (extracts)

Object: The main object of this Act is to provide for a balanced and nationally consistent framework to secure the health and safety of workers and workplaces by:

- protecting workers and other persons against harm to their health, safety and welfare through the elimination or minimisation of risks arising from work; and
- providing for fair and effective workplace representation, consultation, co-operation and issue resolution in relation to Work Health and Safety; and
- encouraging unions and employer organisations to take a constructive role in promoting improvements in work health and safety practices, and assisting persons conducting businesses or undertakings and workers to achieve a healthier and safer working environment; and
- promoting the provision of advice, information, education and training in relation to Work Health and Safety; and
- securing compliance with this Act through effective and appropriate compliance and enforcement measures; and
- ensuring appropriate scrutiny and review of actions taken by persons exercising powers and performing functions under this Act; and
- providing a framework for continuous improvement and progressively higher standards of work health and safety; and
- maintaining and strengthening the national harmonisation of laws relating to Work Health and Safety and to facilitate a consistent national approach to Work Health and Safety in this jurisdiction.

In furthering subsection (1)(a), regard must be had to the principle that workers and other persons should be given the highest level of protection against harm to their health, safety and welfare from hazards and risks arising from work as is reasonably practicable.

Section 5 Meaning of person conducting a business or undertaking

For the purposes of this Act, a person conducts a business or undertaking: whether the person conducts the business or undertaking alone or with others; and whether or not the business or undertaking is conducted for profit or gain.

Section 7 Meaning of worker

A person is a worker if the person carries out work in any capacity for a person conducting a business or undertaking, including work as: an employee; or a contractor or subcontractor; or an employee of a contractor or subcontractor; or an employee of a labour hire company who has been assigned to work in the person's business or undertaking; or an outworker; or an apprentice or trainee; or a student gaining work experience; or a volunteer; or a person of a prescribed class.

Section 17 Management of risks

A duty imposed on a person to ensure health and safety requires the person: to eliminate risks to health and safety, so far as is reasonably practicable; and if it is not reasonably practicable to eliminate risks to health and safety, to minimise those risks so far as is reasonably practicable.

Section 18 What is reasonably practicable in ensuring health and safety

In this Act, reasonably practicable, in relation to a duty to ensure health and safety, means that which is, or was at a particular time, reasonably able to be done in relation to ensuring health and safety, taking into account and weighing up all relevant matters including:

- the likelihood of the hazard or the risk concerned occurring; and
- the degree of harm that might result from the hazard or the risk; and
- what the person concerned knows, or ought reasonably to know, about:

- the hazard or the risk; and
- ways of eliminating or minimising the risk; and the availability and suitability of ways to eliminate or minimise the risk; and after assessing the extent of the risk and the available ways of eliminating or minimising the risk, the cost associated with available ways of eliminating or minimising the risk, including whether the cost is grossly disproportionate to the risk.

Section 19 Primary duty of care

A person conducting a business or undertaking must ensure, so far as is reasonably practicable, the health and safety of:

- workers engaged, or caused to be engaged by the person; and
- workers whose activities in carrying out work are influenced or directed by the person;
- while the workers are at work in the business or undertaking.

A person conducting a business or undertaking must ensure, so far as is reasonably practicable, that the health and safety of other persons is not put at risk from work carried out as part of the conduct of the business or undertaking.

Without limiting subsections (1) and (2), a person conducting a business or undertaking must ensure, so far as is reasonably practicable:

- the provision and maintenance of a work environment without risks to health and safety;
- the provision and maintenance of safe plant and structures; and
- the provision and maintenance of safe systems of work; and
- the safe use, handling and storage of plant, structures and substances; and
- the provision of adequate facilities for the welfare at work of workers in carrying out work for the business or undertaking, including ensuring access to those facilities; and
- the provision of any information, training, instruction or supervision that is necessary to protect all persons from risks to their health and safety arising from work carried out as part of the conduct of the business or undertaking; and
- that the health of workers and the conditions at the workplace are monitored for the purpose of preventing illness or injury of workers arising from the conduct of the business or undertaking.

Other responsibilities for workers Section 28 Duties of workers

While at work, a worker must:

- (a) take reasonable care for his or her own health and safety; and
- (b) take reasonable care that his or her acts or omissions do not adversely affect the health and safety of other persons; and
- (c) comply, so far as the worker is reasonably able, with any reasonable instruction that is given by the person conducting the business or undertaking to allow the person to comply with this Act; and
- (d) co-operate with any reasonable policy or procedure of the person conducting the business or undertaking relating to health or safety at the workplace that has been notified to workers.

In addition to the general duty of care, an employer is vicariously liable for injuries, loss or damage caused by the negligence of a, provided the act was performed “in the course of the employment” or was “reasonably incidental to the course of the employment”. An act will generally be in the course of employment if it is authorised by the employer irrespective of whether the employee performs the act in a negligent or unlawful way.

At common law, where an employer is vicariously liable to pay damages as a result of the negligence of a worker, the employer may be able to recover these damages from the negligent worker.

An employer who fails to perform its legal duty or is vicariously liable for the conduct of a negligent employee, is liable to pay damages for a resultant loss or damage, including any injury or disease suffered by the injured employee. These damages are primarily assessed with a view to compensating the injured employee for his or her loss. In each state and territory, an employer’s common law liability must be read in conjunction with the relevant workers compensation legislation.

Responsibility to all people on site: Section 2 Duties of other persons at the workplace

A person at a workplace (whether or not the person has another duty under this Part) must:

- (a) take reasonable care for his or her own health and safety; and
- (b) take reasonable care that his or her acts or omissions do not adversely affect the health and safety of other persons; and
- (c) comply, so far as the person is reasonably able, with any reasonable instruction that is given by the person conducting the business or undertaking to allow the person conducting the business or undertaking to comply with this Act.

Employers also owe a common law duty of care to persons other than their employees in relation to anything arising out of their business or “undertaking”. As noted below, employers will be vicariously liable for the actions of their employees.

An example of an employer’s common law duty arises where the employer is an occupier of premises. As such, employers will be liable to the world at large under the common law concept of “occupier’s liability”. Since 1987, occupier’s liability is no longer dependent upon the relationship between the occupier and the injured person. For example, under old principles, the duty of care owed to a trespasser was less than the duty owed to an invitee. Under modern principles, occupier’s liability is not dependent on this relationship and liability will be determined by ordinary negligence principles of foreseeability.