

Appendix One

Policy & Procedure Documents

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Staff Recruitment and Selection

Rationale:

The 180 Degrees Trust follows normal employment procedures for charitable organisations and incorporated societies.

Objectives:

- To comply with all relevant employment related legislation including: Employment Relations Act 2003, Minimum Wages Act 1991, Holidays Act 2003, and the Human Rights Act 1993.
- The employment of staff and volunteers is on the basis of a job description that includes accountabilities and competencies. That where possible the gender and ethnic background of staff reflects the gender and ethnic background of the clients.
- Staff are selected who demonstrate a good fit with the philosophy and objectives of the organisation and have the necessary skills required for their role.
- No person under the age of 16 will be included in the staff/young person ratio as a staff member.

Note: An adult must carry out the management and overall course supervision. For the purpose of this standard the Department of Child Youth and Family deems a person 20 plus to be an adult. Staff / volunteers under 16 years may be involved in the programme but must not be solely responsible for any activity or supervision of clients.

Procedures:

Recruitment and Selection

The 180 Degrees Trust maintains clear, transparent and open processes of recruiting and vetting staff and volunteers through the following procedures:

- Methods of recruitment may include: advertisements, promotions, word of mouth, and advertisement of vacancies through appropriate networks.
- Vetting of staff and volunteers shall include a police check.
- 180 supports **Equal Employment principles** and is committed to the goal of freedom from discrimination so staff will be selected according to their skills, qualifications and abilities without regard to irrelevant factors.
- All staff will also be required to provide two references – whether verbal or written.

- The Manager will be responsible for selecting staff according to the 180 Degrees Trust procedures. The panel will include
 - a member of the Board of Trustee or nominated representative as Head
 - a member trained in staff selection
 - gender balance
 - ethnic and cultural awareness
 - an understanding of the client group we will work with and the Trusts philosophy

Police Vetting

It is standard 180 Degree Trust policy that **all** staff including volunteers undergo police vetting before appointment. Offers of employment are contingent on police confirmation of a candidate's suitability. The Manager of the 180 Degrees Trust will receive, store and control access to police vetting information. The Manager, in consultation with the Board will make the final decision regarding employment matters.

Employment Contracts

Rationale:

To ensure that all staff have employment contracts which appropriately reflect their job description, responsibilities, and terms of employment and which comply with all relevant legislation.

Objectives:

All staff will have a written employment agreement, signed by the staff member and Manager – each retaining a copy. The agreement will include:

- Job Description - names of employee and employer including when and where the employee is to work and hours of work.
- First Schedule - Wages and reimbursement of expenses, when and how payments will be made.
- Employment Contract - A disputes procedure and a description of the services available for help with employment relationship issues.

Procedures:

- All staff working with the 180 Degrees Trust Programme will have a job description before they start as part of their employment agreement.
- All volunteers will be supplied with a Job Description.
- The Manager will ensure that the Job Description clearly states the staff member's responsibilities, limits to their authority and expectations of their work.
- Staff and Volunteers are issued with a code of conduct concerning acceptable behaviour which is to be signed as part of their induction process.
- The 180 Degree Programme expects all Staff and Volunteers to be encouraging and supportive in all interactions with clients, families/whanau and other staff members
- Staff and Volunteers have a responsibility to ensure personal interaction with clients is done in a way that they are clearly visible at all times.

Volunteers

180 Degrees Trust acknowledges that some of our workers are volunteers. Volunteers need to maintain an acceptable standard of behaviour, and are given equal opportunities to achieve personal development associated with the Programme.

- Volunteers shall undergo the same security checks and induction as paid staff.
- Volunteers shall not have the same responsibilities as paid staff, but are considered to be vital to the running of the programme.
- Volunteers shall be under the direct supervision of the Manager, the Director, Head Teacher or Senior Youth Coordinator.
- Before commencing work, all volunteers shall have an employment agreement and job description clearly outlining duties and responsibilities and are issued with a written code of

conduct concerning acceptable behaviour and training sessions on current policies and procedures

- An annual review will take place of volunteers based on their job descriptions, performance, and self evaluation.
- Volunteers will be included in weekly staff meetings, where necessary and practical.
- Volunteers shall be instructed in first aid practices and where applicable, hold current first aid certificate.

ALL STAFF AND VOLUNTEERS ARE REQUIRED TO COMPLY WITH THE CODE OF ETHICS AND CODE OF CONDUCT WHICH THEY MUST SIGN ON COMMENCING EMPLOYMENT WITH THE 180 DEGREES TRUST.

Induction, Training and Supervision

Rationale:

The 180 Degrees Trust recognises that staff members (including volunteers) working with clients and/or their family/whanau require appropriate induction, training and professional supervision in order to develop and enhance the knowledge and skills required to undertake their roles competently.

Objectives:

- To provide staff with sufficient training to enable them to do their job with competence and safety
- To ensure that training is regular and responsive to identified needs
- To ensure that staff are aware of their entitlement to regular supervision
- To ensure staff use their supervision sessions effectively
- To support staff to continue to develop their skills and enhance their knowledge
- To ensure that staff work within expected professional boundaries
- To ensure that staff are clear about roles and responsibilities
- To enhance the quality of service to clients

Procedures:

Induction

All staff and volunteers will participate in an induction process at the beginning of their employment or volunteer duties before taking up any responsibilities. The induction process will include the following:

- Reading and agreeing to abide by the 180 Degrees Trust's philosophy, **ALL** policies and procedures including particularly the health and safety policy
- An agreed contract signed by both parties including formal appraisal procedures, professional development plan and supervision.
- Setting a date and time approximately one week after commencement for the manager/trustee to debrief with the new staff

It is the responsibility of the Manager to ensure the induction process takes place.

On-going Training and Professional Development

Professional development for all staff and volunteers is based on identified needs - as identified by the staff member in their professional development plan. Staff maintain a training record – kept in their personnel file. Professional development information will be shared in team meetings.

Staff training will include (but is not limited to):

- Training sessions on current policies and procedures
- Weekly staff meetings.
- Evaluating, planning and discussing programme plans including any health or safety concerns
- Training opportunities made available to further professional development.
- Staff shall be instructed in first aid practices and wherever possible assisted to gain and hold a current first aid certificate.
- Training may be both formal and informal, “on the job” training.
- All training undertaken will be documented on the staff member’s/volunteer’s file.

Staff Supervision

Professional Supervision is a process by which staff work through issues that impact on their professional role and performance. A trained supervisor will enhance their professional practice. It encompasses accountable practice, professional development and reflecting on one’s practice - all of these three components are considered to be integral of Professional Supervision.

Role and Responsibility of the Supervisee

Supervisees have an important role within supervision and form the focus of practice in the supervisory relationship. Within their role as the recipient of supervision, the Supervisee has a number of responsibilities that are essential for supervision to be successful.

- To share work in an open and honest manner
- To take responsibility for their on-going learning and to seek opportunities for development
- To be open to constructive feedback
- To seek personal therapy as required outside of the Professional Supervision relationship.
- To make supervision a priority.
- To be willing to reflect on feedback and explore options for change.
- To participate and contribute to evaluations of supervision.

In addition to the responsibilities of the Supervisee, they also have a number of rights which should be supported by the supervisory relationship.

- To feel culturally, emotionally and spiritually safe.
- To be listened to and respected.
- To have the confidential relationship maintained (within the boundaries of confidentiality).
- For supervision to be a priority for them and to have uninterrupted time/space for supervision.

Supervision agreements:

It is good practice to have a negotiated contract or agreement. This is necessary whether the supervision is provided wholly within the agency, or whether it is provided by an external supervisor. The negotiation and formalising of an agreement helps to focus all parties on the purpose of the sessions, what is appropriate for exploration and what rights and responsibilities each person has. The agreement assists with the subsequent evaluation (against agreed objectives) and ensures openness and accountability, upon which the necessary trust can be developed.

A contract/agreement may cover some/all of the following:

- venue
- frequency e.g. monthly; statement about notice for cancellation
- length of session
- purpose
- content
- objectives - mutually negotiated and agreed
- cost, who pays, how & when (in the case of external supervision)
- expectations - of Supervisee; of Supervisor
- confidentiality and limits of this
- conflict resolution e.g. a neutral person identified to assist if necessary
- accountability
- role of agency - contact person, what role (in the case of external supervision)
- timing & method of evaluation/review

NOTE:

Agreements between employee, external supervisor and agency:

It is considered good practice to have three way supervision agreements.

Agency expectation of the Supervisor:

- To abide by the principles of confidentiality (to be discussed and agreed)
- To consult with the agency about areas of concern with the Supervisees work that cannot be resolved in the sessions. Such consultation will only occur once the Supervisee has been fully informed that such consultation will happen and with the Supervisee present
- To attend her/his supervision, maintain membership of an appropriate professional body and maintain professional indemnity insurance.
- Supervisor's expectation of the agency:
- To provide access to the agency's representative (refer number 2 above)
- To provide regular administrative supervision and adequate cover for crises or ethical concerns which may arise between sessions
- To consult her/him in a 3 way meeting if there are agency concerns about the Supervisee's work that are not being resolved adequately within the agency

- To pay the agreed supervision costs within one month of the invoice being sent.
- To hold the accountability for the Supervisee's work

Potential Conflict of Interest:

- Employees shall not select as their external supervisor anyone with whom they may have a personal relationship with or a previous work relationship with. Any exception to this would need to be raised, discussed and agreed with the person granting the approval.
- The 180 Degrees Trust shall not approve as an external supervisor anyone who has a personal relationship with managers or current staff members.

Performance Management

Rationale:

The 180 Degrees Trust shall ensure that all staff maintain the required standards of practice and receive regular feedback and support as required to maintain such standards. The Trust also shall assess areas where performance can be further supported and developed.

Objectives:

- To recognise staff performance against performance indicators.
- To provide the opportunity for staff and management to identify support or training needs.
- To provide a clear and transparent process for managing complaints and grievances.
- To support on-going professional development.

Procedures:

- All staff will have a clear job description with performance indicators.
- Staff will be given adequate notice of performance appraisal meetings which will occur at least on an annual basis.
- The performance appraisal will be linked to the employee's job description and professional development plans.
- The 180 Board Trustees (or agreed delegate) will complete the performance appraisal with the Manager.
- The Manager will complete the performance appraisal with the other staff.
- Volunteers will also have an annual review based on their job descriptions, performance, and self evaluation.

Discipline and dismissal procedures – performance issues

It will be the responsibility of the Manager to address the discipline and dismissal procedure with staff member. In the event of a complaint regarding performance being made about the Manager, the Board of Trustees (or another appointed person) will be responsible for the following steps:

- The subject of any complaint, alleged misconduct or other serious matter is entitled to have support or representation at any meetings and this must be explained clearly to the person and facilitated.
- The complaint will be addressed with the staff member who will then have the opportunity for right of reply and to receive a fair hearing. The staff member's response will be documented by the Manager and both will sign the document.
- If appropriate the Manager will issue a formal verbal warning or written warning, which will clearly state the issue and any action required to be taken by any of the parties.
- Second complaints will follow the same steps.
- Issuing of a third written warning may constitute serious misconduct and may lead to instant dismissal.

- Serious misconduct may result in instant dismissal.

Serious misconduct procedures

Serious misconduct includes but is not limited to:

- Staff attending employment at the programme under influence of alcohol or drugs
- Deliberately vandalising programme equipment/property, theft
- Ill treatment of clients
- Three warnings (as above)
- Harassment of a work colleague
- Dishonesty

It will be the responsibility of the Manager to advise the staff member of the allegation and ask for an explanation that will be documented by the Manager.

The Manager will carry out an investigation into the allegation and may place the staff member on paid leave during this process. A formal meeting will be arranged with the Manager and the staff member. Both sides may choose to have support people present and / or an independent mediator, agreeable to both parties.

The Manager/or independent mediator will evaluate the explanation and discussion and decide on what action will be taken. Such action could be instant dismissal or a formal warning

Alcohol and Substance Abuse

Procedure for staff that are under the influence of alcohol or any substance

- Notify the Manager or Chairperson
- The staff member concerned will be asked to leave the programme immediately and will be sent home
- Emergency relievers will be called in to ensure the adult, client ratio is maintained
- All evidence is to be put in writing - stating times, dates, person/s involved and specific details
- The Manager to notify the trustees for an emergency meeting
- If a staff member is found to be under the influence of alcohol or any substance disciplinary procedures will be implemented

Health and Safety

Rationale:

The 180 Degrees Trust is committed to providing a safe and healthy environment for all employees, volunteers, clients, visitors and contractors and will comply with the requirements of the Health and Safety In Employment Act 1992 and all other relevant legislation, regulations and codes of practice.

Objectives:

- To ensure that all hazards are identified and that those which are deemed “significant “ in terms of the Health and Safety in Employment Act 1992 will be documented and eliminated, isolated or minimised.
- To prevent harm to employees, volunteers, clients, visitors and contractors.
- To provide education and training to staff and volunteers in hazard identification and control, accident/incident reporting and with regard to any specific hazards they may be exposed to.
- To promote a culture of excellence in health and safety management within the organisation.
- To ensure there is a system for staff involvement in health and safety management.
- To ensure that all staff and volunteers are aware of their responsibilities in relation to health and safety and that visitors, contractors, clients are notified of any existing or potential hazards.
- To have a system of ensuring contractors have adequate systems in place to manage health and safety.
- To encourage accurate and timely reporting of all accidents, near misses and incidents.
- To take all practicable steps to ensure the safety of staff and clients on the Programme particularly in outdoor activities.
- To ensure that all staff have appropriate training and experience to safely manage outdoor activities.

Procedures:

The Manager will have overall responsibility for ensuring compliance with health and safety requirements. This may be delegated to others with particular expertise e.g. contracted outdoor instructors who have been audited by either Maritime New Zealand, The Sport, Recreation and Fitness ITO, Adventure Specialities etc. These contractors will also be required to comply with the 180 Degrees Trust’s health and safety policies and procedures.

- An accident / incident register will be kept which complies with Department of Labour Requirements and will be completed when any accident or incident occurs.
- All serious harm accidents will be reported to the nearest regional Dept of Labour Office (by email or phone) by the Manager or another appointed person as soon as possible and in writing within 7 days.
- All accidents/incidents will be investigated and the investigation documented.
- In serious harm accidents, the scene must not be disturbed except where the safety of others is at risk.
- A hazard register will be kept with the means of control for hazards noted.
- Risk Assessment Management Systems (RAMS) will be kept and reviewed regularly for all outdoor activities.
- The hazard register will be reviewed regularly (at least quarterly) and whenever a new programme is initiated or change within the organisation occurs.
- All emergency procedures will be regularly reviewed and staff will be aware of evacuation plans.
- For outdoor activities and the high country experience, where specific hazards exist, to fully research, appraise and plan for each activity in conjunction with the contracted outdoor instructors.
- To annually audit emergency plans and procedures.
- Risk Assessment Management Systems (RAMS) forms are completed for all excursions.
- All staff will be trained in safe work practices, particularly in the use of equipment.
- All health and safety related policies will be reviewed annually.
- All staff and clients will be trained in and aware of Emergency
- Building Wardens/Emergency Co-ordinators will be appointed and evacuation plans displayed.
- The 180 Degrees Trust will ensure that all buildings and facilities it utilises are safe for clients and staff to use and comply with building and facility safety requirements.
- All staff will be aware of specific health and safety issues related to clients such as alcohol and substance abuse, smoking, and administration of medication and will abide by the procedures set down in Section 14 of this manual and Appendix 7.

Client and Staff Complaints

Rationale:

The 180 Degrees Trust is committed to providing a quality service, delivered within current best practice guidelines and within ethical and professional standards.

The Trust is committed to being accountable by ensuring that a system is in place enabling any concerns or complaints about its services or staff to be managed in a timely, transparent, effective and cooperative manner.

The Trust is committed to ensuring the safety and well being of all clients, including ensuring that client's interests are protected during the process of investigating and resolving any matter that has been complained about.

Objectives:

The 180 Degrees Trust is committed to providing an excellent service which is responsive to any concerns or complaints by clients, their family/whanau and other stakeholders by ensuring that:

- All complaints are dealt with using the procedure outlined below to ensure a fair, timely and equitable process.
- All staff are aware of the complaints procedure outlined below.
- All clients and their family/whanau are aware of the complaints procedure outlined below.
- Complaint outcomes are incorporated into the Quality Improvement process to ensure that policies, procedures and practices are changed or enhanced, where necessary.

Procedures:

- The implementation of this policy is the specific responsibility of the Manager, who will ensure that all staff members are aware of the requirements of this policy in relation to themselves, clients and family/whanau.
- The Manager will also ensure that the complaints procedure outlined in this policy is made known to all clients and their family/whanau and other stakeholders
- If the Manager is the subject of a complaint an independent person with appropriate skills, external to the organisation, will be engaged to undertake the investigation, in consultation with the Board Chairperson.
- All complaints shall be dealt with using the procedure outlined, whether they appear justified or not by the person receiving the complaint.
- No attempt shall be made to persuade the complainant to withdraw or modify their complaint, nor shall any complainant be treated differently / disadvantaged as a consequence of making a complaint.

- Where the complainant prefers to make their complaint verbally, this is to be accommodated. The Complaint Form is to be completed by a person the complainant nominates e.g. a family/whanau member, a support person or another staff member.
- Complaints will be treated seriously, dealt with in an effective and timely manner, and resolved to the satisfaction of the complainant, if at all possible. Complainants are to be informed that they are required to help substantiate their complaint.
- Any complaint made about the 180 Degrees Trust staff, policies, procedures or practices shall be addressed in the manner outlined below. This process shall not preclude the complainant from pursuing the matter (either concurrently or subsequently) through other channels e.g. the Health and Disability Consumers Advocacy Service.

Review process

- Should the complainant or employee be dissatisfied and request a review of decision, this should be referred to 180 Degrees Board of Trustees for re-investigation within three working days. They may use support persons or Union representatives if appropriate
- Any re-investigation will follow the same acknowledgement and responses deadlines as for initial complaints. A request for review should be made in writing to 180 within 21 days of receipt of the result of the initial investigation.
- The Manager or the Board of Trustees will acknowledge all requests for reviews in writing, within two working days.

Client and Family Rights

Rationale:

The 180 Degrees Trust has a responsibility to ensure the rights of those who receive the service are understood, respected and upheld. The Trust is committed to ensuring that the safety and well being of the clients (children and young people) is paramount. The service will provide a consistent and comprehensive approach to the protection of children and young persons and to breaking the cycle of child abuse.

Objectives:

The 180 Degrees Trust acknowledges:

- That the well being and interests of the clients (children and young people) are paramount.
- Its obligations, including human rights, privacy, disability and mental health legislation and guidelines.
- The need for adherence by staff to 180 Degrees Trust's Code of Ethics and internal policies.
- The importance of staff members being appropriately inducted, trained and supported
- The need for clients to be made aware of their rights and how to complain if these are not respected and/or upheld.

Procedures:

- Informed Consent shall be based upon a full understanding of what is involved in engaging with the service.
- Time must be allowed to ensure options can be considered. Such discussions are to be documented and placed on the client file, where copies of all signed consent forms are to be held. Informed consent should include everyone i.e. family, guardians and clients. You need to be specific about this and include here.
- It shall be made clear whom, and under what circumstances, staff members of the Trust (and auditors) may need to access the client file.
- Liaison may, from time to time, be necessary with: referrers, support persons; relevant health, justice and community professionals. Liaison refers to the process whereby the 180 Degrees Trust staff may contact an external agency on a case by case basis after consultation with the client and his/her family/whanau, where appropriate. Before any liaison takes place, clients are required to give written consent to enable the staff members to seek information about them from other services, or to share information about them with other services. The intended use of such information shall be discussed and agreed.
- An internal audit shall regularly review the informed consent process, including input from clients, family/whanau and staff, to ensure it is effective and clear. Various types of consent form may need to be developed, as appropriate.
- Information about The Trust's complaint's procedure shall be communicated to the client/s using language which takes into account their ability to fully understand it. Where English is not the first language of the client or family/Whanau, or where a client is deaf, the use of an interpreter shall be made as appropriate.

- A brochure outlining The Trust's complaints procedure will be available in the reception area and interview rooms, and be included with each kit of information provided to clients and their family/whanau, and made available to referrers and allied agencies, as appropriate.
- The rights of clients, including the complaints procedure, shall be discussed during the first interview with the client. A record of this discussion will be made and placed on the client's file.
- Complaints can be concerns about either the practice of a staff member or the Trust's philosophy and the way this is implemented. This may include complaints from: clients; families/whanau, and support persons of clients; and/or those with whom The Trust's work is linked.
- Written and verbal information given to client's and family/whanau members about the complaints process must include a statement assuring clients and family/whanau that any complaint made will not result in them being disadvantaged or the service delivered being prejudiced.
- Complainants have a right to be supported when making a complaint. They are to be offered the choice of their own nominated support person or an independent advocate. The support person/advocate may also meet with the complainant at the completion of the process to ascertain whether he/she is satisfied with the investigation outcome.

Right to an Advocate:

- Where a client and/or family/whanau member chooses, he/she may seek the support of an advocate in accessing or receiving the services of The Trust. This may be a friend, family/whanau member, partner, an independent advocate (refer above) or a professional (e.g. a worker from another agency or an actual (internal or external) client/family/Whanau advocate). The Trust's staff members shall respect the right of any client and/or family/whanau member to take this step at any stage.
- Support people/advocates shall be chosen by the client and family/whanau member and shall be welcome to accompany any client and/or family/whanau member to appointments, or be present during home visits or office interviews. Any refusal, by Trust staff members, to accept the nominated advocate/support person's presence shall be clearly explained and alternative suggestions made. Examples may include where a support person/advocate is focused on putting their own views and experiences above those of the person for whom they are intended to advocate.
- Note: It is assumed that advocates/support people will be willing and able to respect the privacy of the client and/or family/whanau member.
- Trust staff members shall ensure they are aware of the range of advocacy and support services in their area and initiate steps to ensure clients and family/whanau members are made aware of these and how they may be accessed.

Client Safety and Wellbeing

Rationale:

The 180 Degrees Trust is committed to the prevention of abuse and to the safety and well being of all children and young people and shall ensure its policies and practices emphasise this paramount consideration. The welfare and interests of the child or young person shall be the first and paramount consideration. All children and young people attending the programme have the right to have their needs met, where they do not adversely impact on the rights of others, in a safe environment in which they are welcomed, accepted and nurtured. This programme is committed to the protection of children and young people.

Objectives:

In all interactions with children and young people and their family/whanau, the 180 Degrees

Trust is committed to policies and practices that are guided by the following principles:

- the prevention and early detection of abuse and/or neglect.
- ensuring that the welfare and interests of the child or young person are the first and paramount consideration.
- ensuring that the family/whanau have the primary role in caring for and protecting children and young people and unless this poses further risk to the child or young person, family/whanau should be involved in all decision making.
- To provide guidelines for everybody working with clients in our programme.
- To have clear procedures which ensure the safety of the client is the prime consideration.
- To assist staff to respond to suspected abuse or neglect of the clients in their care.
- Clients with special medical or psychiatric needs will not be excluded from participating provided that the Manager is confident that their individual needs can be met by staff who have appropriate skills required to maintain the safety of all participants the Programme.

Procedures:

The 180 Degrees Board of Trustees is responsible for ensuring that all 180 Degrees policies are consistent with this policy.

- The Manager is specifically responsible for ensuring that all staff are aware of, and supported to implement, practices that are consistent with this policy.
- Staff responsibilities involve being familiar with this policy, including:
 - attending relevant induction and ongoing training regarding the identification and reporting of child abuse.
 - having the ability to detect early the existence of child abuse and neglect.
 - having an understanding of their obligations to take all necessary steps to ensure the immediate safety of any child or young person about whom they are concerned.

- having an understanding and of, and commitment to, the well being of children and young people being paramount.
- having an understanding and of, and commitment to, the prevention of child abuse and neglect.
- The 180 Degrees Trust will establish a working relationship with the appropriate agencies regarding any type of abuse e.g. sexual, physical, emotional or neglect.
- Keeping in mind client's well being and safety is paramount: parents/caregivers will usually be consulted about changes in behaviour to try to identify a reason.
- Any visible sign of injury that a client comes into the programme with will be noted on the client's file and appropriate action taken as required. This is to be dated and signed by the Manager / Youth Coordinator. All records will be kept for seven years and records no longer relevant are to be destroyed. Note that documentation may be used as evidence so ensure clear and accurate documentation.
- Where further action is necessary the Manager / Youth Coordinator will contact the appropriate agency without identifying the complaint and seek advice on the appropriate action.
- The Manager / Youth Coordinator will inform the Board of Trustees of any suspicions of abuse.
- The Manager will consult with staff at Child, Youth and Family (CYF) on how to proceed and will complete an incident report where appropriate
- Staff have a responsibility to keep themselves informed with new resources, workshops etc, about child abuse and child protection. The Child, Youth and Family Call Centre (0508 FAMILY) can be called for advice without identifying clients, the caller, or making an official notification.
- To enhance the general safety of all clients present on the programme all visitors will be supervised and visible to at least one staff member.

Relationships with parents:

- Staff will be clear as to their role in the programme.
- Staff will endeavour to form an ongoing professional relationship with parents or caregivers and to advise them where necessary about their (parent's) relationship with their child.
- The complaint procedure is open to communication and is encouraged.

Responding to suspicions of abuse

Principles Governing the Response to Suspected Child Abuse:

- DON'T panic
- Believe what complaints tell you and what you see – DO NOT ASK QUESTIONS to find out details. This will be done by someone else.
- Always take action in the short term when you have informed concerns about the immediate safety of the child/ young person.

- Record in detail, promptly your concerns and observations – what you’ve heard may become evidence. Write down as much detail as you remember, where possible using the child/young person’s words rather than your own e.g., what question initially prompted the child’s disclosure. If there was no question and the disclosure was spontaneous then document what were you all doing, who else was there, what words they used, any names they mentioned, how they appeared to be emotionally. Sign, date and discuss with Manager / Youth Coordinator.
- Reassure the child/young person that they did the right thing
- Tell the Manager as soon as possible. NEVER MAKE DECISIONS ALONE ???
- The Manager will decide the appropriate agency to use eg., CYF and/or Police
- After making the referral to the appropriate agencies, look after yourself (e.g. debrief as necessary, take the issue to supervision).

Record Keeping, Privacy and Confidentiality

Rationale:

The 180 Degrees Trust shall comply with the Privacy Act (1993) promotes individual privacy by establishing principles for the collection, use, disclosure of and access to information, which relates to individuals attending and employed at 180 Degrees Trust.

Objectives:

- To ensure that 180 Degrees Trust and its employees are aware of what constitutes confidentiality, privacy and proprietary information, and what their obligations and rights are in respect to these.
- To ensure that 180 Degrees Trust and its employees are aware of what employee personal and client health information is to be recorded, when, how and for what purposes.
- To ensure that 180 Degrees Trust clients and their family/whanau are aware of what personal information is to be recorded, when, how and for what purpose.
- To ensure that information collected from clients, families, referral agencies and staff members is only used for the purpose for which it was collected.
- That the information collected is securely stored to prevent accidental disclosure.
- To ensure that consent is given before disclosure of any information regarding clients, and their families or staff members. The exception to this is when the paramountcy of the child /young person must be maintained.
- To ensure a robust, transparent, and reliable method of keeping appropriate records related to both the internal operational requirements of the 180 Degrees Trust and Programme delivery
- To ensure the Programme complies with requirements of the Privacy Act 1993 and any amendments
- To demonstrate transparency and accountability by keeping clear and accurate records reflecting clients' progress relating to their starting point, aspirations and goals.
- To provide regular reports to Trustees and approved interested parties (which may include other stakeholders and referring agencies), while preserving individual confidentiality as appropriate.

Procedures:

Guidelines for Privacy of Information Regarding Staff

- Collection of information regarding a staff member will be directly gathered from the staff member concerned, except where an applicant has named a verbal referee and has given permission for the referee to be contacted.
- Information will only be collected that is relevant to the staff member's position at the program and will only be used for lawful purposes.
- Information will be stored in the computer filing system with password-only access, and in manual filing cabinets secured with a lock.
- Staff member files will be marked confidential.
- Only people whose jobs directly relate to the information will have access to information concerning each staff member ie the manager and/or youth coordinator
- Staff will be fully informed and their consent obtained in relation to any information collected about them and who has access to the information and for what reason.

- The Manager is responsible for ensuring robust systems are in place to collect, securely store, retrieve and limit access to all personal and organisationally sensitive information. All staff must be made aware of their obligations and sign a confidentiality agreement (*To be developed?*)
- The Manager is responsible for ensuring all procedures and forms comply with current legislation and best practice; the encouragement of compliance with information privacy principles; dealing with requests made pursuant to the Privacy Act and otherwise ensuring compliance by 180 Degrees Trust with the Provisions of the Act.
- A monthly report will be produced for all complaints outlining their progress, achievements and/or disappointments. Each report will summarise their starting point, their aspirations and progress in attaining goals. Refer to the Programme Delivery Manual for details.
- A version of the above report will be made available to trustees and approved interested parties. This version will be devoid of names and family details.

Guidelines for Privacy of Information Regarding Clients and their Families

The program will have an appointed Privacy Officer who will ensure that any privacy issues that arise are addressed. The Privacy Officer of the 180 Degrees Trust is the Manager.

It is that person's responsibility to:

- Ensure that information collected is only used for the purpose for which it was collected.
- Ensure personal information is securely stored.
- Ensure information collected is accurate.
- Make available to a person, any information held about them.
- Information is be stored with proper safeguards against loss or wrongful disclosure.
- Computer filing systems will only be able to be accessed by staff members with the correct password for access.
- Ensure that all manual-filing systems will have locks installed.
- Ensure that information on enrolled clients will only be shared with others who need it to effectively carry out their duties related to the complaints. Parents must consent to sharing information as outlined on the enrolment form, before the information is disclosed. If parents/caregivers withhold consent to disclose any or all information, this will be clearly marked on the client's folder and enrolment form: "Consent to Sharing Information Withheld" in large capital letters and highlighted, in order to guard against accidental disclosure.
- These consents will be part of the enrolment form but will be signed separately by parents/caregiver to make sure they understand what permissions they are giving regarding their child/young person.
- Where consent to share information is given, information will only be shared as necessary – i.e. unnecessary personal information will not be shared. For example: if not necessary a client's name will be blocked out and only shared with third parties as consented to by the parents.

When unsure as to the scope of the consent, staff will clarify this with the parent or ask the parent to contact the third party directly themselves.

- A client's personal information will only be given to other institutions if the young person or in the case of a young person under the age of 17 years, their parent/caregiver or guardian has consented in writing for that information to be released, or if required by legislation. or if the 'Client Safety and Wellbeing' policy requires it - the paramountcy principle.

When information is collected from clients/family/whanau, they will be told at the time:

- the purpose for which the information is being collected (which shall directly relate to the activity of 180 Degrees Trust and may include non-identifying information being collected for statistical purposes)
- who will have access to it and under what circumstances
- how and where the information is to be securely stored
- the right of the identifiable person to have access to any information about him/her and to seek the correction of any such information
- the consequences, if any, of not providing any requested information

Consent

Informed consent shall be managed as follows:

1. As part of the assessment process, consent is required from the client and his/her parents/guardians to disclose information for the purposes of ascertaining suitability for the 180 Degrees Programme
2. Following the assessment and assuming the client is recommended for the Pre-High Country Experience phase, consent is required from the client and his/her parents/guardians for participation in this, and a Code of Conduct (including behavioral expectations) shall be incorporated into this. The consent should be accompanied by information pertaining to what, specifically, the client and his/her family / whanau have to do to meet the Prerequisites for participation in the High Country Experience.
3. Assuming the client has met these necessary prerequisites, formal consent is then required from the client and his/her parents/guardians to participate in the High Country Experience (*which should set out the risks, health information, etc – as per the current form.*)

The consent form will be filed in the client's individual file.

If the parent/guardian does not consent to the disclosure of any or all of the information, this should be clearly marked (e.g. written in capitals / red pen or highlighted)

If consent has been obtained the information should be delivered in a way that unnecessary personal information belonging to that child or any one else is not accidentally disclosed as well (e.g. black out unnecessary information or other people's names).

At times the organisations may receive a request for some information concerning a child / young person in their service. Children's / young person's personal information can only be given to the child / young person, the child / young person's legal guardians and to the people granted consent on the record form.

If you are not sure, it is best to contact a legal guardian of the child / young person and to ask if the information requested can be given or if they would like to contact the person or agency directly.

Purpose of Records:

The 180 Degrees Trust is responsible to ensure legislative, funder and internal policy requirement are met through:

- The collection of client (and family/whanau) non-identifying statistical data collection to enable reporting requirements to be met (e.g. for the Annual Report and to funders)
- The establishment of client files that record: assessment / identification of need; plans developed and progress made; and timely review of plans
- Ensuring sufficient information is held to make an appropriate referral to another service provider, with the clients consent, should that appropriate
- Ensuring information is recorded in a manner that can be easily retrieved to enable reporting requirements (see above) as well as to enable regular review of each programme and aspect of service delivered by the 180 Degrees Trust
- Regular audits of client files and statistical data collection records to ensure information is current, accurate and full

The organisation values the importance of up-to-date and concise client files. This enables the organisation to effectively evaluate service delivery and quality assurance procedures.

Quality Improvement and Best Practice

Rationale:

The 180 Degrees Trust is committed to providing an excellent service to clients and their family/whanau and stakeholders in all aspects of service provision through continuous quality improvement.

Objectives:

- To ensure the organisation is accessible to a wide range of clients and their families/whanau.
- That the environment within the organisation promotes inclusiveness and respect for clients.
- To ensure that all staff are adequately trained and skilled, in order to provide quality services.
- That staff feel confident in the service delivery that is provided is best meeting the needs of their client base.
- That the appropriate policies and procedures are in place to ensure an efficient and accountable organisational system.
- That adequate evaluations are in place to ensure staff and client feedback is provided directly to the Manager who has the ability and resources to make changes towards best practice.

To be responsive to the requirements of clients, their family/whanau and other stakeholders by:

- Ensuring that quality improvement principles are integral to all our operations.
- Maintaining high standards in all aspects of organisational management.
- Training staff in quality improvement principles and their application within the Trust.
- Ensuring that all stakeholders, including but not limited to, funding providers, clients and their family/whanau, Maori and Pacific peoples are involved in the development of objectives and the evaluation of outcomes.
- Setting business quality performance objectives at least annually and measuring performance against those objectives.
- Ensuring internal and external audits of 180 Degrees Trust are undertaken on a regular basis.
- Regularly updating quality objectives and plans in response to both formal and informal feedback.

Procedures:

- Employees will be, where relevant, registered with the appropriate professional body, and will hold a current practising certificate.
- Employees take advantage of continuing education opportunities to support maintenance of professional registration and enhancement of service delivery/clinical practice, and to ensure practice is safe and reflects knowledge of recent developments in service delivery.
- Employees will seek to maintain up to date performance appraisals
- Employees will invite all clients/Whanau to complete relevant feedback forms.

- When required employees will share information to the best of their ability with external auditors/reviewers.

In order to ensure continuous quality improvement is integrated into every aspect of the organisation, it is essential that regular evaluations, reviews and audits of existing policies, procedures and clinical practice occur. The results will then inform strategic direction and service delivery, as well as day-to-day practice in the organisation.

In order to facilitate the integration of quality, the Manager shall:

- Initiate quarterly outcome measures/audits.
- Initiate annual policy reviews.
- Collate and analyse the results in a consistent manner.
- Ensure these are communicated in a timely way directly to relevant stakeholders, as well as to staff to be actioned (as appropriate).
- Provide quarterly (indicating whether services are on track to meet the identified outcomes) and annual (a full status report of services and programmes, financial statements and relevant operational data) reports to the Board.

Quality Improvement and Risk Management Systems

The organisation is committed to continuously improving its services and to developing new services that will best meet the needs of their client base. In order for the organisation to achieve this goal is recognises the importance of the following:

- That all policies shall be reviewed at least annually, with audits carried out to ensure compliance. Policies shall be amended as necessary, with these changes made transparent using the template at the beginning of each policy (refer top of page 1)
- That, where an operational problem is identified, the Manager shall address this immediately. Where a problem poses a serious risk to the service, the Board Chairperson shall be informed and a decision made as to whether an emergency Board meeting is required. Where the problem does not pose a serious problem, the Manager should immediately take steps to resolve the matter and report to the Board in the normal manner.
- That collection of output data required for each contract is undertaken regularly, to ensure the service is accountable to its funder/s
- That all clients and their family/whanau are given opportunities to provide feedback to the organisation, both formally and informally.
- That other agencies and referrers that the organisation interacts with are given opportunities to provide feedback to the organisation.
- That staff feedback is collected through performance appraisals and other staff meetings and actioned, as appropriate.
- That change management is part of the overall philosophy of the organisation, and when change is necessary, it will be managed sensitivity and respectfully in relation to staff, and clients and their family/whanau, as necessary.

When issues arise where internal systems will not adequately address the needs of clients, family/whanau or staff, external advice and guidance will be sought. This will work to support the organisation and its stakeholders by independently assessing the issue(s) raised, looking at possible solutions and making clear recommendations. The organisation will ensure that under these circumstances where external advice is sought, that all relevant information will be made available to the external resource from which assistance is required.

Monitoring Systems and Quality Audit Compliance

The 180 Degrees Trust Board and Manager shall ensure there are appropriate monitoring and audit systems in place and that they demonstrate compliance by:

- Establishing what information is to be gathered and recorded
- Identifying and completing all necessary reporting required through contractual obligations in a timely fashion.
- Establishing where external reviews/audits are required and preparing for, and facilitating these
- That audit procedures will be in place to ensure financial and systemic processes meet defined standards.
- Ensuring service delivery to clients and family/whanau reflects current best practice and is subject to supervision, monitoring and review
- That when required by funders, reporting is undertaken
- Providing an annual financial and services report to all stakeholders through an Annual General Meeting
- Delegating decision making and sign off authority, if appropriate.

Practice Audit

The organisation will work to ensure its services are being delivered competently and are able to show audit compliance by ensuring:

- All external supervision undertaken is well documented.
- Curriculum Vitae are held on those who are delivering (external) supervision.
- Any training or professional development undertaken by staff is documented.
- That staff can produce current first aid certificates and driver's licences.
- That all staff hold current registrations/membership to a relevant professional body.
- That any external boards or organisations that staff affiliate with will be declared and information about this will be held on their personnel files.
- That any concerns/complaints about service delivery are dealt with using the complaints process (refer to the Complaints policy), are documented appropriately and held on personnel files, as appropriate.
- That client files are kept up-to-date and inline with the Client Record Keeping Policy.

Organisational responsibilities

- To provide opportunities for employees to access continuing education.
- To financially assist staff members to achieve and hold membership or professional registration to a relevant body.
- That employment policies and practices ensure clear professional career pathway development for staff members
- That recruitment and retention of employees at all levels of the organisation reflect the client population.
- That appropriate client and family/whanau feedback mechanisms are in place and monitored to encourage and ensure an appropriate response rate.
- To ensure that clients and/or family/whanau are made aware of their rights when they engage with the service (refer to Cultural Responsiveness policy)
- To ensure that any informal feedback received from clients and/or family/whanau is treated seriously and dealt with appropriately
- That consideration be given to seeking (ex-) client and / or family/whanau representation is sought at Board level within the organisational structure.
- That reporting schedules are completed within the appropriate time frame.
- That ethnicity data is requested and collected from all clients.
- That the health and safety policies and audits are up-to-date

Client, Family/Whanau and Community input into Quality Improvement

The organisation seeks client, family/Whanau and inter-agency feedback to ensure that the community it serves has the opportunity to provide information that will assist in the development of services to be offered and best practice.

Further feedback will also be proactively sought, formally and informally, from other avenues and potential stakeholders to ensure the organisation is providing a service, which meets identified needs and is of high quality.

Access to Services

The organisation understands that the service must be accessible to all relevant young people. Therefore the organisation will continue to ensure that:

- That where possible all services will be provided at no or minimum costs to family/whanau.
- That community networking is undertaken to ensure appropriate referral processes are in place to and by the organisation.
- That when the phone is unattended or busy an answer phone system will be in place, to allow the organisation to follow up with phone concerns and provide adequate information and support to the best of its ability.

Service Information

The organisation will ensure that potential and current clients and referrers will have access to appropriately presented information in order to facilitate eligible people accessing the service. This information will be made available before the client and/or family/whanau receive any services within the organisation.

Service information in the form of a brochure will include the following:

- The services offered, including the phases of the Programme.
- When the service may be available to the person
- How to access the service (e.g. a referral - by whom, eligibility criteria).
- Consumer rights and responsibilities including a copy of the complaint procedure.
- Availability of cultural support
- After hours or emergency contact if necessary or appropriate.
- Any other information that will inform clients and/or family/whanau about access to 180 Degrees Trust services.

The information will be presented in an appropriate manner to communicate key information to referrers, potential referrers, potential clients and/or family/whanau. It may also be appropriate to explore alternative ways of conveying this information to potential clients and/or family/whanau where literacy issues may make a written brochure inaccessible.

Specialist Contractors

Rationale:

The 180 Degrees Trust recognizes that to provide a quality service to clients and stakeholders it may need to contract the services of specialist organisations and personnel for areas of operation which require specialist skills, training and experience.

Objectives:

- To ensure that appropriately trained and experienced personnel are available to undertake specific tasks.
- To ensure that contractors are aware of on site workplace hazards and health information.

Procedures:

The Manager is responsible to:

- ensure that before contracting an outside organisation evidence is obtained that the contractor/subcontractor uses safe systems of work to protect their staff and clients
- ensure that contract documentation includes health and safety management procedures as appropriate.
 - The contract proposal should include health and safety procedures
 - The contractor's plan should include staff training and competencies where relevant and evidence of accreditation to appropriate professional bodies
 - The contractor must provide evidence of robust health and safety management systems

180 Degrees Trust

Staff and Volunteer Code of Ethics

PRINCIPLES AND GUIDELINES

The Code of Ethics expresses the principles and guidelines for workers. It will not resolve all ethical issues but it does provide a framework for addressing ethical and practice-related issues. Regular external supervision will be provided to support staff members to practice ethically.

General Principles

1. The Principle of Autonomy

Workers shall respect the dignity and worth of every client the integrity of family/ whanau, and the diversity of cultures. This implies respect for a persons right to make decisions that affect their own lives, to choose whether or not to consent to anything that is done to them, and to maintain their own privacy. Exceptions to the principle of autonomy occur when there is a clear danger to the client, worker or public at large.

2. The Principle of Not Doing Harm

Workers shall avoid any counselling methods or other practices that could cause any harm to their clients. The organisation expects workers to act in ways that promote the welfare and positive growth of complaints. This will mean that there is not to be any one-on-one counselling with the opposite gender or alone in a vehicle when picking up or dropping off at their home or another location, unless in the presence of or with another person for safety reasons.

3. The Principle of Law

Workers accept the need to be held accountable to the New Zealand Judicial System.

4. The Principle of Fidelity

Workers shall be honest and trustworthy in all work-related matters.

Signed _____ Dated _____

Draft PSHK Enrolment Policy

Rationale:

180 PSHK is committed to providing quality education for all students in the school.

Objectives:

Through the positive relationships created with the 180 Degrees Trust, we will ensure the target group is able to access education that is

- timely and easy to access
- meets the needs of the young people and their families
- free from systemic barriers.

Procedures:

- Once acceptance is confirmed, our Working Group will convene to manage the process (we realise that the relevant Act is yet to be passed through Parliament).
- In order to be fully operational in time for Term 1 2014, our Working Group has identified the tasks that are required and will create a timeline that achieves this.
- Once the timeline is confirmed, registrations will be advertised and managed on our existing database.
- Procedures for notification of acceptance will be determined at the same time.

ATTACHMENT 1 - Leadership and Governance

180 Degrees Trust Board Of Trustees

The Board Chair

H S Nutt

Secretary/Treasurer/Managing Trustee

J M Nurse

Trustees

H A Douglas

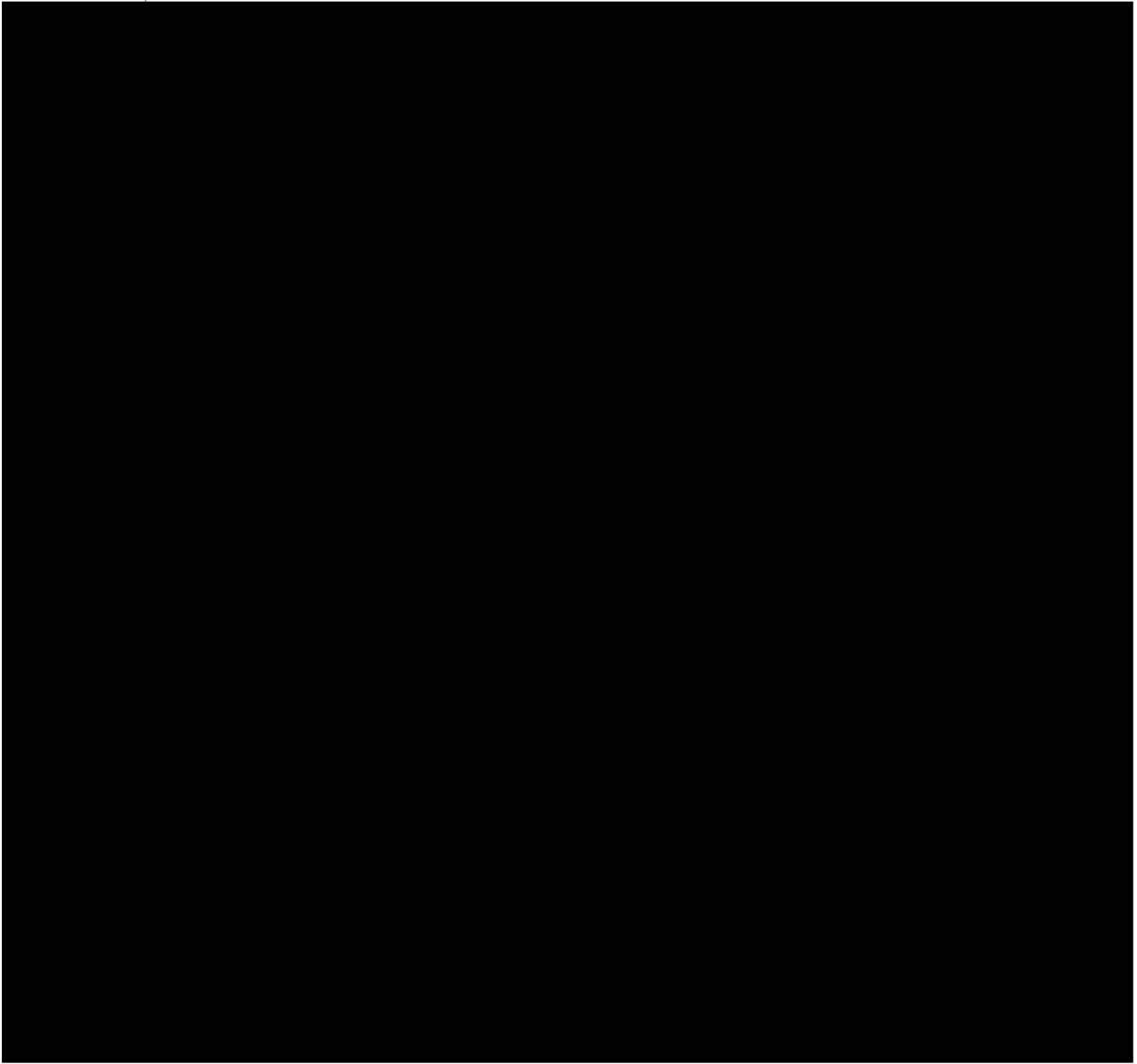
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DEGREES TRUST 180

Partnerships School | Kura Hourua

Position Description

This document is subject to reasonable amendments from time to time by the employer to reflect the changing requirements of the position.

Position Title: Director

Responsible to: The Managing Trustee, (MT) 180 Degrees Trust

Primary Function: To be responsible for the day to day management of the 180 Degrees Trust Partnerships School | Kura Hourua in order to deliver high quality education to students between the ages of 10 and 18. The Director will develop a programme for 180 Degrees Trust (180 PSKH) clients who show a willingness to re-engage in the education process.

Key Performance Areas and Expected Results

Curriculum

Firstly, to arrange Individual Education Plans for each student using current resources of the 180 Degrees Trust, Te Kura the Correspondence School and other professionals. To research and identify any potential NCEA Course credits which are appropriate to our students. To consult with the MT and the 180 team to implement innovative and inspirational teaching and learning, courses and projects which will inspire our young people to want to learn and be an integral part of society.

Administration and Operations

- Be responsible for enrolments.
- Seek further enrolment of students.
- Organise timetables and planning from term to term.
- Prepare a proposed budget each term and report on any significant variances between budget and actual expenditure.
- Oversee Education Facilitators in the classroom situation.
- Co-ordinate the training and professional development of staff.
- Co-ordinate and oversee those who will be responsible for planning outdoor and adventure activities for non classroom based learning.

- Co-ordinate the satisfactory maintenance of all school domestic requirements including school cleaning responsibilities and the ordering of supplies.

Communicating and Profiling of 180

- Collaborate with the MT to ensure students, staff and stakeholders are well informed about the 180 operations.
- Produce a monthly report to the MT summarising progress with each student, attendance information and future learning pathways.

Responsibilities and Expected Results

1. To work closely with the MT assisting in the smooth and convivial operation of the work environment, supporting fellow staff in promoting the ethos of the School and 180 Degrees Trust Programme, whilst maintaining a professional standard of service.
2. Establish and maintain effective relationships with students, their families and caregivers to promote goodwill and encouragement. Where necessary, collaborate with others in their community, advocating for the best outcomes for the student.
3. Deliver reports and completed assignments to the correspondence school in a timely manner.
4. Provide learning opportunities to all students according to their learning needs. This responsibility includes –
 - Appropriate delivery of the curriculum with effective teaching methods to suit the individual needs of students, ensuring that all students receive the necessary components of the curriculum.
 - Effective classroom motivation and control
 - Inspirational and effective outdoor pursuits which will empower and inspire the students.
5. To become familiar with other successful youth education programmes and to liaise and network with other appropriate providers and agencies for information and resource sharing, whilst raising the profile of 180 AE.
6. To work with the MT to develop, submit and run outdoor experience based programmes teaching life skills through activities that promote self- esteem and expose young people to a collaborative team environment that is positive, rewarding and motivating.
7. The Outdoor Leaders will be responsible for any outdoor excursion, to prepare relevant safety assessments (RAMS), complete the required camp booklet information and plan and assemble the necessary materials for the activities and meals.
8. Keeping accurate records of data and expenses.
9. To bring relevant and pertinent educational material to the attention of the MT.
10. To assist the 180 High Country Camps and Mentoring programme and 180 AE school as a united team.

Signed: _____

Date: _____

Jeremy Nurse
Managing Trustee

Signed: _____

Date: _____

Director