This document has been developed with significant reference to the Risk Management Plan developed by ACCESS Ministries for schools with chaplains under the National School Chaplaincy Programme (NSCP). It is a response to the requirements of item C24 of the NSCP Funding Agreement.

This document should be read in conjunction with Section 5.6 of the NSCP guidelines.

Mansfield Primary School Policy documents:
* Police Records Check Policy
* Religious Education Policy
* Media Management Policy
* Staff Induction Policy
* Health and Well Being Policy
* Sexual Harassment Policy
* Mandatory Reporting Policy
* Equal Opportunity Policy
* Privacy Policy

RISKS
The following risks are considered possible during the term of the funding period and while chaplaincy services are being provided. The list is not exhaustive.

1. **It is discovered during subsequent police checks that a conviction is recorded against the chaplain.**
   - How likely: Possible but not highly likely.
   - How serious: Extremely serious depending on the nature of the offence.
   - Action:
     - Remind the chaplain that they must advise MPS and ACCESS Ministries, and subsequently the Department of Education, Employment and Workplace Relations (DEEWR) of any criminal conviction immediately it occurs.
     - In the event a conviction comes to light as the result of a subsequent check, ACCESS Ministries will respond in terms of clause C16 of the Funding Agreement, i.e:
       - Provide copy of police check to DEEWR
       - Remove the chaplain from MPS until the matter is resolved
       - Seek explanation from chaplain and advise DEEWR;
       - Wait for written consent from DEEWR to proceed with service
       - Depending on the nature of the finding, dismissal under the Chaplain’s Employment Agreement may be warranted

2. **The Chaplain wants to finish at MPS part way through the funding period.**
   - How likely: Possible.
   - How serious: Of some concern depending on why the chaplain is leaving. A replacement may need to be found and whether there are potential chaplains in the Mansfield area is unknown.
   - Action:
     - Encourage the chaplain to discuss with MPS Principal and with ACCESS Ministries management any plans to move from the school as soon as they believe this will be likely.
     - If it is to occur, ACCESS ministries will advise DEEWR by email and estimate likely time frame to find a replacement.
● The outgoing chaplain is to provide appropriate notice to ACCESS Ministries and MPS as detailed in Section 29 of their Employment Agreement
● The outgoing chaplain will participate in an exit interview with ACCESS ministries and MPS Principal.
● Wait contact from DEEWR
● MPS and ACCESS Ministries jointly advertise position, conduct interviews and make a new appointment.
● Advise DEEWR of successful applicant so new funding agreements can be produced.
● Arrange commencement once all documentation issues have been attended to.

3. Mansfield Primary School no longer wishes to engage the existing Chaplain.
How likely: Possibly could happen for range of reasons, e.g. unsatisfactory probation review. How serious: Depending on the situation could be of some concern.
Action:
● Ensure there is excellent communication between MPS and ACCESS Ministries management.
● MPS to advise ACCESS Ministries of school's decision, and whether chaplain is to be replaced.
● ACCESS Ministries to advise DEEWR of cessation of chaplain's employment and whether the chaplain is to be replaced by email.
● The outgoing chaplain is to be released in terms of their Employment Agreement or earlier by negotiation.
● The outgoing chaplain will participate in an exit interview with ACCESS ministries and MPS Principal.
● Wait contact from DEEWR
● MPS and ACCESS Ministries jointly advertise position, conduct interviews and make a new appointment.
● Advise DEEWR of successful applicant so new funding agreements can be produced.
● Arrange commencement of new chaplain once all documentation issues have been attended to.

4. Dispute arises between the school and chaplain that is not linked to Code of Conduct or 1 or 3 above.
How likely: Possible but not likely. How serious: Not serious but may depend on nature of dispute.
Action:
● MPS and ACCESS Ministries to ensure chaplain is familiar with school processes and systems.
● ACCESS Ministries ensures a position description exists and is acknowledged by chaplain and MPS.
● Where dispute exists try and resolve dispute as per chaplain’s Employment Agreement with ACCESS ministries management, the chaplain and school.
● If not resolved, ACCESS ministries to contact DEEWR for advice and direction.

5. Chaplaincy service is not being delivered in accordance with the original application
How likely: Moderately possible. How serious: Depending on situation this could be of some concern.
Action:
● MPS Principal is kept informed of chaplain's activities through regular meetings.
ACCESS ministries to remind schools that funding is subject to their chaplaincy service being consistent with what was detailed in their application.
● MPS and ACCESS ministries to review application and ensure every attempt is made to execute chaplaincy services in line with the structure and activities of the application as mentioned in item C2 of the Funding Agreement.
● If not able to do so, then DEEWR is to be advised in terms of item C6 of the Funding Agreement.
● Annual appraisal by MPS and ACCESS Ministries to address application parameters.
6. School community support for the ongoing use of chaplaincy services cannot be maintained.
   How likely: Possible but not highly likely.
   How serious: Serious as will compromise the integrity of the program.
   Action:
   ● ACCESS ministries to remind schools of the need to provide annual evidence of ongoing school community support for the chaplaincy service.
   ● In the event support cannot be established, ACCESS ministries will consult school principal as to the reasons for the loss of support, and determine whether the reasons identified can be resolved to a point where the support of the school community can be regained.
   ● Resolution achieved with appropriate changes.
   ● If resolution not achieved, advise DEEWR and seek guidance.

7. Chaplain is suspected of performing professional or religious services for which they are not qualified, e.g. clinical counseling.
   How likely: Possible but not likely due to training received.
   How serious: Potentially serious depending on the nature of the activity.
   Action:
   ● MPS Principal to advise ACCESS Ministries management.
   ● ACCESS ministries to ensure the Chaplain is aware of their responsibilities under the Code of Conduct prior to entering the school.
   ● In the event of an actual or perceived breach of item 10 of the NSCP ‘Code of Conduct’, the chaplaincy service is to be suspended immediately and DEEWR advised in writing as per item C12 of the Funding Agreement.
   ● In the event of an allegation the background to the event is to be established by ACCESS ministries management after discussions with the chaplain, school Principal and other relevant parties.
   ● In consultation with DEEWR, ACCESS ministries management will seek to resolve the allegation in consultation with MPS Principal, the Chaplain and other relevant parties. ACCESS ministries review processes will be followed at the same time.
   ● Continuation of chaplaincy services can only resume with the written permission of DEEWR.

8. Chaplain takes advantage of their position and promotes their denomination or belief system above other denominations or belief systems.
   How likely: Possible but not likely due to training received.
   How serious: Extremely serious depending on the nature of what took place.
   Action:
   ● MPS Principal to advise ACCESS Ministries management.
   ● ACCESS ministries to ensure the Chaplain is aware of their responsibilities under the Code of Conduct prior to entering the school.
   ● In the event of an actual or perceived breach of item 9 of the NSCP ‘Code of Conduct’, the chaplaincy service is to be suspended immediately and DEEWR advised in writing as per item C12 of the Funding Agreement.
   ● In the event of an allegation the background to the event is to be established by ACCESS ministries management after discussions with the chaplain, MPS Principal and other relevant parties.
   ● In consultation with DEEWR, ACCESS ministries management will seek to resolve the allegation in consultation with the MPS Principal, the Chaplain and other relevant parties. ACCESS ministries review processes will be followed at the same time.
   ● Continuation of chaplaincy services can only resume with the written permission of DEEWR.
9. Chaplain is accused of inappropriate behaviour (e.g. touch) or of being in a compromising situation.
How likely: Possible but not highly likely due to training received.
How serious: Extremely serious depending on the nature of the offence
Action:
● ACCESS Ministries and MPS Principal to ensure the Chaplain is aware of their responsibilities under the Code of Conduct prior to entering MPS.
● In the event of an actual or perceived breach of items 5 & 6 of the NSCP ‘Code of Conduct’, the chaplaincy service is to be suspended immediately on the authority of the MPS Principal. ACCESS Ministries to be notified immediately and DEEWR advised in writing as per item C12 of the Funding Agreement.
● In the event of an allegation the background to the event is to be established by ACCESS ministries management after discussions with the chaplain, MPS Principal and other relevant parties.
● In consultation with DEEWR, ACCESS ministries management will seek to resolve the allegation in consultation with the MPS Principal, the Chaplain and other relevant parties.
● ACCESS ministries review processes and policies will be activated and followed at the same time.
● Continuation of chaplaincy services can only resume with the written permission of DEEWR.

10. School and/or chaplain are subject to adverse media reports which are related to chaplaincy services provided at MPS and may or may not be accurate.
How likely: Possible but not likely due to training received.
How serious: Very serious as this will erode public and school support of chaplaincy services.
Action:
● MPS Principal and Chaplain keep in communication re potential and actual media stories and opinion pieces.
● MPS and ACCESS Ministries ensure chaplain receives appropriate training prior to entering the school and is aware of all professional responsibilities, school protocols and has understood requirements of the NSCP Code of Conduct.
● In the event of this risk occurring, ACCESS Ministries and DEEWR are to be contacted and advised of the background.
● MPS Principal, Chaplain and ACCESS ministries to consult together and formulate a co-ordinated response based on advice from DEEWR.
● Invoke the ACCESS ministries performance review if appropriate.

11. School no longer wishes to engage ACCESS ministries as its Service Provider and/or Funding Recipient.
How likely: Possibly could happen for range of reasons, e.g. unsatisfactory probation review, unsatisfactory relationship between MPS and ACCESS Ministries, preferred arrangement emerges.
How serious: Depending on the situation could be of some concern.
Action:
● Ensure there are excellent communication channels between MPS and ACCESS ministries management.
● MPS Principal and ACCESS ministries to advise DEEWR of proposed change by email.
● DEEWR will provide the appropriate documentation and advice on how to transfer Funding Recipient status.
● ACCESS ministries will conduct exit review with the incumbent Chaplain if appropriate.
● MPS takes appropriate action for appointing a chaplain under a new arrangement.
12. Chaplain unable to continue due to health / accident issues.
How likely: Not likely, but is unpredictable.
How serious: Of some concern depending on availability of replacement chaplain.
Action:
● If it is to occur, ACCESS ministries will advise DEEWR by email and estimate likely time frame to find a replacement.
● The outgoing chaplain is to provide appropriate notice to ACCESS Ministries and MPS as detailed in Section 29 of their Employment Agreement
● The outgoing chaplain will participate in an exit interview with ACCESS ministries and MPS Principal.
● Wait contact from DEEWR
● MPS and ACCESS Ministries jointly advertise position, conduct interviews and make a new appointment.
● Advise DEEWR of successful applicant so new funding agreements can be produced.
● Arrange commencement once all documentation issues have been attended to.

13. NSCP funding is withdrawn at short notice.
How likely: Possible
How serious: Extremely, as the chaplain’s role could be terminated at short notice.
Action:
● Chaplain, MPS, Access Ministries remain aware of legal challenges and political activities regarding the NSCP.
● Conclusion date for chaplain will be communicated to MPS from Access Ministries and DEEWR
● Chaplain and MPS Principal will discuss possible future avenues of care for significantly affected students and families.
● Chaplain will take responsibility for conclusion of pastoral relationships with students, families and staff of MPS.
● Public communications of conclusion of NSCP will be jointly undertaken by MPS principal and chaplain to the school community through the newsletter, the Chaplaincy Support Group and other appropriate means.

This document will be reviewed periodically in accordance with the NSCP guidelines and MPS Policies.

This plan was ratified by the Mansfield Primary School Council on - 6th June 2011
Review Date: 2014