Police Chaplaincy Policy and Guidelines

NSW Police Force

January 2014

MODIFICATION HISTORY

Version approval date	Summary of changes
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12 August 2013 (v0.2)	Draft for Senior Chaplain Review
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27 August 2013 (v0.4)	Draft for Honorary Chaplain Review
9 September 2013 (v0.4a)	Feedback from Honorary Chaplains
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27 December 2013 (v0.5a)	Feedback from Regions
8 January 2014 (v1.0)	For Release

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Policy Statement

The NSW Police Force maintains and provides a range of support services to its work force. Police Chaplaincy is an important part of that support network both on the job and off duty. Police Chaplaincy is widely accepted, heavily utilised and greatly valued throughout the NSW Police Force.

Police Chaplains provide ministry on behalf of their respective churches or faiths groups. It is this independence which allows Police Chaplains to maximise the value of their individual ministry. They can get close to the business of policing and the needs of individuals without compromising the standards set by their church or faith group or the NSW Police Force.

Police Chaplains have no authority associated with the office of constable. The Police Chaplain will for the purpose of protocol only be treated as the equivalent of a commissioned police officer.

Police Chaplaincy Policy and Guidelines recognise the unique nature of chaplaincy. These intend to provide clarity, especially in the special relationship Police Chaplains have with the NSW Police Force and its work force.

Our commitment is to ensure that NSW Police Force:

- has ready access to relevant chaplaincy services in support of the spiritual welfare of its current and retired members and their immediate families, including:
  - pastoral counselling regarding personal and moral problems relating to work, marriage, relationships and family
  - involvement when required in the preparation and celebration of marriages, baptisms and other religious services
  - hospital calls and house calls in cases of illness
  - performance of or attendance at police funerals and provision of assistance to families in time of bereavement, if appropriate
  - assignment to various police functions to offer prayers, invocations, benedictions and dedications, and
  - supporting police at emergency situations and at the scenes of disasters

The following principles underpin this policy statement:

- the affiliation of denominations or faiths is actively encouraged
- the role of local parish clergy and a need to work collaboratively is recognised
- support is provided where it is willingly accepted but never imposed and all forms of proselytising are prohibited
- effective support is based on independence, confidence and trust
- the highest standards of ethical and professional behaviour are always maintained
- support is maximised through collegiate teamwork building on individual strengths

Message

Police Chaplaincy in NSW has a long and proud history. The Guild of St Christopher was founded in 1933 and provided support and fellowship for Catholic police officers decades before a formal arrangement was put in place. The Chaplain to the Guild was part of the ministry belonging to St Mary's Cathedral.

In 1972, Father Jim Boland, in Cabramatta began assisting police referred to him by the Police Medical Branch. In 1980, the first honorary chaplains were formally appointed within the NSW Police. The first Chaplain outside the Sydney area was Father Peter Unwin who was appointed to Broken Hill on 13 August 1981. We now have up to 100 Chaplains assigned to Local Area Commands across the state.

In 1986, Father Jim Boland was appointed as the first full-time Police Chaplain (RC). 1988 saw the appointment of two further full-time Chaplains: Reverend Peter Mumford (Anglican) and Major Errol Woodbery (Protestant Denominations - Salvation Army). This established the group now known as Senior State Chaplains. In 1993, Father Barry Dwyer was appointed as the first full-time Chaplain assigned to the Police Academy. Father Dwyer continues to serve as a Senior Police Chaplain in the Specialist Operations portfolio.

Today, the Police Chaplaincy comprises five Senior Chaplains. State Chaplains are Father Paul O'Donoghue (Catholic Church), Reverend David Hilliard (Anglican Church) and Reverend Alan Lowe (Protestant Denominations - Uniting Church). Specialist Chaplains are Father Barry Dwyer (Specialist Operations) and Reverend Stephen Neuhaus (Education & Training Command).

The NSW Police Force values the many committed men and women who tirelessly support its current and retired officers, its staff and their families. The support they provide is unique and often in tragic circumstances. Their influence helps to facilitate individual resilience, ethical service delivery and improved outcomes for the community.

Purpose and Context

This document forms part of a collection of documents which describe among other things, governance, service delivery and standards. It is supported by Standard Operating Procedures (Chaplaincy Handbook) which deal with individual functions and practices associated with delivery of Police Chaplaincy. Importantly, Police Chaplains adhere to a Code of Conduct & Ethics published by the NSW Police Force as well as related standards developed by their own church or faith group. This document and related Standard Operating Procedures also serve to reduce any conflict or doubt that might result.

Scope

This Policy and Guideline relates to the NSW Police Chaplaincy and the Police Chaplains engaged to deliver that service. Nothing in this document should be taken to provide exemption from requirements set out in other corporate policies and guidelines unless specifically addressed.

Policy Guidelines

1. Structure

The Police Chaplaincy will reflect both an ecumenical and a multi-faith dimension. Denominations represented will generally reflect the religious demographic of the community.

The Police Chaplaincy comprises up to five full-time Senior Chaplains and up to 100 part-time Honorary Chaplains. Senior Chaplains are deployed on a state-wide basis and Honorary Chaplains are generally localised. The number of Chaplains required from time to time will be reviewed and determined by the Commander, Human Resources.

Three Senior Chaplains are allocated as Senior State Chaplains to coordinate the activities of Honorary Chaplains across the state supporting Field Operations. Senior State Chaplains currently represent Catholic, Anglican and Protestant Churches. Senior State Chaplains form the Police Chaplains' Executive Team.

Two additional Senior Chaplains are allocated to support individual business units – Specialist Operations and the Education & Training Command. The Specialist Operations portfolio also incorporates some commands within Field Operations including much of the State Crime Command for example.

All Senior Chaplains participate in the Chaplaincy Advisory Board which makes recommendations to the Senior Chaplains' Executive Team. The Senior Chaplains' Executive Team is the decision making body and is responsible for the delivery of Police Chaplaincy.

A Principal Chaplain may be established by the Commander Human Resources from among the members of the Senior State Chaplains. It is not an independent position but a more defined responsibility shared by Senior State Chaplains from time to time.

The structure of the Police Chaplaincy is shown in **Figure 1** below:
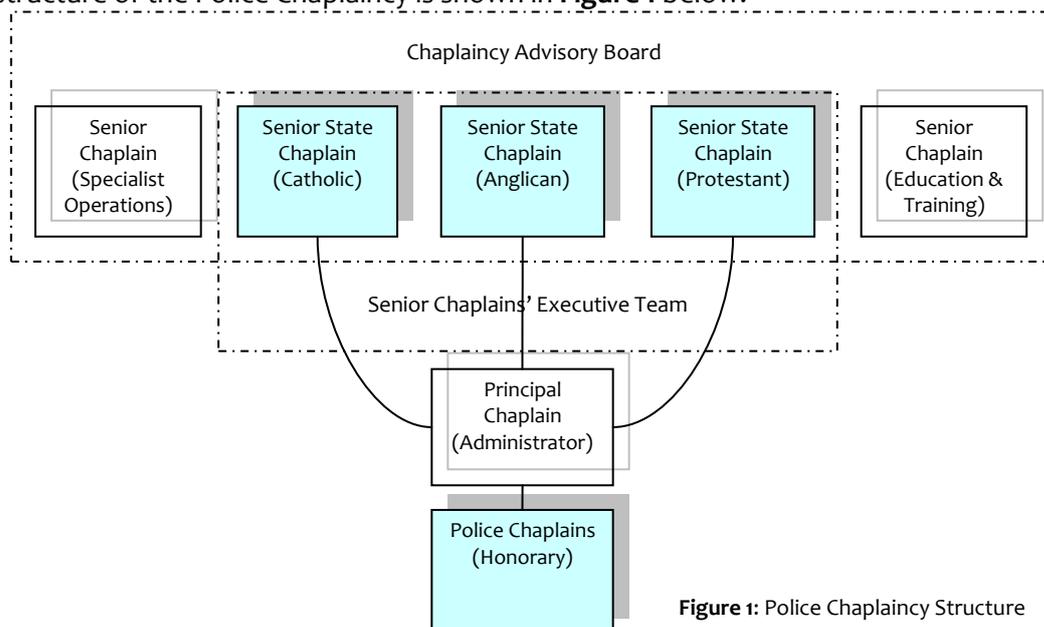
Figure 1: Police Chaplaincy Structure

2. Roles and Responsibilities

2.1 Principal Chaplain

Where a Principal Chaplain is established, that role represents the Senior Chaplains' Executive Team and oversees the day-to-day administration of the Police Chaplaincy. The role of Principal Chaplain is not hierarchical and carries no additional authority. It is a functional role shared by Senior State Chaplains on a rotational basis. The role will be offered to each Senior State Chaplain in turn for a period of up to 12 months. The appointment will be confirmed by the Commander Human Resources on a recommendation from the Chaplaincy Advisory Board.

2.2 Senior State Chaplain

Senior State Chaplains are selected on denominational grounds representing the most common mainstream faiths. Catholic, Anglican and Protestant Denominations are currently represented by a Senior State Chaplain. Protestant Denominations are represented by a Senior State Chaplain from among Protestant Churches. The need to recruit a Senior State Chaplain representing a particular church or faith and the approach to be used upon any Senior State Chaplain position becoming vacant will be determined by the Commander Human Resources with a recommendation from the Chaplaincy Advisory Board.

2.3 Senior Chaplain (Specialists)

Senior Chaplains will be assigned to specific Commands determined by the Commander Human Resources. Senior Chaplains are selected on merit taking into account the requirements of the Commands they serve. There is no requirement to recruit Senior Chaplains for these roles from specific churches or faith groups although the balance of denominational representation across the Chaplaincy Advisory Board may be taken into account. Senior Chaplains (Specialists) are assigned to 'Specialist Operations' and the 'Education & Training Command'.

2.4 Police Chaplain (Honorary)

Honorary Police Chaplains volunteer their services to the NSW Police Force. As their *first commitment is to their church or faith group they are required to ensure that their time is well balanced and does not detract from their primary commitments.* Police Chaplains are generally assigned to a Local Area Command (LAC) to deliver Chaplaincy services within a geographic area serviced by the Local Area Command. In some cases, Police Chaplains representing minority churches or faith groups may be asked to provide support beyond their immediate geographic area. In these cases every attempt will be made to avoid excessive investment of time and to ensure responsibilities to their church or faith group and to the Local Area Command to which they are assigned are not adversely affected.

2.5 On-Call Duty Chaplain

All Senior Chaplains share responsibility as the on-call Duty Chaplain. This is a different role than that undertaken by the Principal Chaplain (where established) but the same person can undertake both roles concurrently. The on-call Duty Chaplain is contactable 24 hours a day and can refer a request for Chaplaincy support to the most appropriate Police Chaplain.

3. Recruitment

3.1 Targeted Recruitment

Police Chaplains are generally sought for appointment on the basis of need. This includes a need for general Chaplaincy in a geographic area as well as a need for representation from a church or faith group not otherwise represented or under-represented.

The need to represent a particular church or faith group, so that the Police Chaplaincy remains representative is an inherent requirement of the role to which a Senior State Chaplain would be recruited. This is a legitimate and justifiable exception to the principles of merit based selection and in particular discrimination on the basis of religion.

Notwithstanding that the Police Chaplaincy should strive to remain representative of the most common churches and faith groups, all attempts will be made to maintain Police Chaplains representing non-Christian faiths including Buddhist, Islamic (Shi'ite), Islamic (Sunni) and Jewish faiths.

3.2 Eligibility Requirements

The role of Police Chaplain can be demanding. Sacramental rites and other matters can require the ministrations of clergy of the specific denomination or faith. Police Chaplains must be able to cope with the spiritual, psychological and social needs of this specialised ministry.

A person being considered for appointment as a Police Chaplain must demonstrate that they:

- have an employer/employee relationship with their denomination or faith group
- are ordained or licensed for ministry with their denomination or faith group
- are in good standing and are recommended by their denomination or faith group
- agree with the standard creeds and articles of faith for their denomination or faith group
- are willing to function in an ecumenical / multi-faith environment including referral to a Chaplain or Priest / Minister of another denomination or faith group
- have a minimum of five years pastoral experience
- have an undergraduate degree in theology or equivalent qualification or can demonstrate significant and recent experience of equal academic value
- have a valid working with children check clearance

A person able to satisfy the eligibility requirement for appointment as a Police Chaplain must also be considered by the NSW Police Force to be a person of good character. This requirement will be assessed annually or more often if considered necessary.

Eligibility for appointment as a Police Chaplain must be maintained throughout a Police Chaplain's tenure. Those criteria based on the Police Chaplain's association with the church or faith group will be regularly reviewed following appointment.

4. Selection

4.1 Merit-Based Selection

The recruitment of full-time Police Chaplains will be merit-based and will as far as practical follow the general principles applied by the NSW Police Force for the selection of its work force.

The recruitment process will generally utilise the following steps:

- **Develop selection criteria** which describe the specific capabilities required for the job
- **Advertise** vacancies through the relevant church and faith groups to attract a competitive field of applicants from among those eligible to apply
- **Ensure independence and diversity** in the selection panel
- Ensure the selection panel **understands the selection process** and the ethical responsibilities associated with merit-based selection
- **Provide information to applicants** regarding the selection criteria, the selection process and the assessment process
- **Disclose relationships** where they exist between a panel member and an applicant
- **Apply assessment methods fairly** so that all applicants are assessed in the same way with reasonable adjustment where necessary
- **Assess applicants only on how well they meet the selection criteria**
- **Do not discriminate** against an applicant *(as defined by the Anti-Discrimination Act 1977)*
- **Advise all applicants of the selection outcome**
- **Maintain confidentiality** at every stage and only disclose information about an applicant's application with their permission
- **Document the process** and keep a secure record

Honorary Police Chaplains are provided by their church or faith group to provide chaplaincy on a part-time basis. The NSW Police Force relies on the church or faith group to nominate (taking into account the eligibility requirements), support and oversight the nominated candidate. The question of merit is one generally left for the individual church or faith group but a nominated candidate must also be considered a person of good character by the NSW Police Force.

4.2 Appointment

The appointment of a Police Chaplain will follow a consistent approach recognising the formal employer/employee relationship between the selected candidate and the church or faith group they represent. Importantly, the appointment can only take place with agreement of the church or faith group. Upon identifying a suitable candidate for the role of Police Chaplain, agreement will be sought in writing. In the case of an Honorary Police Chaplain, this agreement need only be that the candidate will provide chaplaincy services to the NSW Police Force, generally in a nominated Local Area Command. In the case of Senior Chaplains, the agreement will include details of the stipend payable to the church or faith group and any resources provided or allowances payable directly to the candidate. Details of these arrangements will be provided to the church or faith group on an annual basis as arrangements are reviewed.

The role and quality of services provided by the Police Chaplaincy will be reviewed annually by the Senior Chaplains' Executive Team to ensure the Police Chaplaincy achieves its Mission to deliver high quality pastoral care to serving and retired NSW police and their family members. Feedback should be sought from the relevant Commander in each case.

5. Induction and Training

5.1 Induction

Upon appointment all Police Chaplains will be provided with general induction material.

The induction process should include an overview of the NSW Police Force organisation, its history, values and challenges, as well as the role of Police Chaplaincy.

The induction process should clearly articulate the role of Police Chaplain, their relationship with other Police Chaplains, their relationship with the functional business unit or area they support, and the expectations of the NSW Police Force regarding as a minimum; ethical conduct and professional behaviour, information privacy and security and conflicts of interest.

5.2 Training

It is recognised that various churches and faith groups provide or encourage ongoing professional development. This may be a requirement of a church or faith group to maintain accreditation. It is not anticipated that training and development provided by churches or faith groups will impact on the delivery of services provided by Honorary Police Chaplains. However, Senior Police Chaplains may be absent from time to time on the basis of a retreat or sabbatical as a requirement of their position in their respective church or faith group.

Where any absence including a training program or retreat results in an Honorary Police Chaplain being unable to provide chaplaincy support when required, the Principal Police Chaplain (or Senior State Chaplains) will make alternate arrangements during that absence.

Where any absence, including a training program or retreat results in a Senior Police Chaplain being unable to provide chaplaincy support when required, the Senior Chaplains' Executive Team will make alternate arrangements during that absence. Where that absence is extended and funded by the church or faith group (a sabbatical for example) consideration will be given to seeking an alternate representative for the period of absence.

Regular training conferences will be hosted. These provide an opportunity for Police Chaplains to network, to keep abreast of recent changes in policy and procedures, to share experiences and to further develop the strength and resilience of the Police Chaplaincy.

Police Chaplains are expected to comply with requirements for mandatory training to the level expected of NSW Police Force contractors. This is a lower benchmark than set for sworn and unsworn employees but will cover topics considered essential for all individuals from time to time.

Police Chaplains are not to participate in any form of operational police training unless it is an essential requirement of their position. It is not a requirement for Police Chaplains to participate in any form of weapons, officer survival or advanced driving training courses for example.

6. Service Delivery

6.1 Range Of Services

The Police Chaplaincy delivers high-quality pastoral care to serving and retired NSW police and their family members as well as to policing students at the NSW Police Academy. Its broad direction in doing this is set by its Strategic Plan 2013-2015, overseen by the Chaplaincy Advisory Board, directed by the Senior Chaplains' Executive Team and delivered by the network of Police Chaplains across the state.

The circumstances which give rise to a need for Police Chaplaincy support are varied and ranging from routine to extreme. It is therefore very difficult to define the Police Chaplaincy as a service and as difficult to measure its services.

The Police Chaplaincy Strategic Plan establishes a number of stated outcomes upon which the Police Chaplaincy builds its priorities. These are:

- Deliver holistic care to the NSWPF
- Provide a ministry of presence
- Maintain a multi-faith and ecumenical Chaplaincy
- Involvement in all levels of training within the NSWPF
- Offer prayers and blessings, as appropriate
- Provide advocacy and support for Police personnel

The key messages designed to help Police Chaplains build and maintain relations are:

- We are available and wanting to support and care for you across the state
- Faith is no barrier and we provide multi-faith support services
- Your welfare and growth is our priority
- We aim to always be available to participate in police functions and events
- Our ministry is to provide you with advocacy and support services
- Help and support is only a phone call away

Police Chaplains are often called to attend incident scenes to support police in managing traumatic events. Police Chaplains are there to provide support to police at the scene and are not normally there for the members of the public. While this support can take various forms it may, on occasions, include helping to deal directly with members of the community, including grieving relatives, to allow a police officer to concentrate on the investigation process. This scenario and the way it might be approached cannot be easily documented. Each case and the needs of individual officers are different.

The degree to which a Police Chaplain becomes involved in incidents must take into account the value such involvement will provide in supporting the responding police, as well as the Police Chaplain's level of comfort with the circumstances.

The support role played by the Police Chaplain will generally add more value after the event as Police start to come to terms with the circumstances under investigation and the personal impact such events may have on them and their families.

7. Facilities

7.1 Dedicated Places of Worship

The NSW Police Force maintains a number of facilities used for delivery of ministry by Police Chaplains.

NSW Police Academy - Goulburn

The St Michael's NSW Police Memorial Chapel was constructed at the NSW Police Academy Goulburn as a memorial chapel for all serving and retired NSW police and their families. The chapel was dedicated on 12 July 1990 by the Senior State Chaplains.

Two walls of remembrance are integral to the chapel design, one wall remembering those police officers killed in the line of duty and the other those police officers who have served the nation as soldiers, sailors, airmen or peacekeepers.

The chapel is open each day between 6am and 6pm and available for private contemplation or meditation, services, weddings, baptisms and funerals. Commemorative services are held there each year signifying ANZAC Day, UN Peacekeepers Day, Police Remembrance Day, and Remembrance Day.

The NSW Police Academy is the delegated trustee of St Michael's NSW Police Memorial Chapel. Police Chaplains have the right and privilege to use the chapel after consultation with the trustee and with the approval of the Commander, NSW Police Academy. Enquiries can be referred to the Senior Chaplain (Education & Training Command) who is based at the NSW Police Academy.

7.2 Other Facilities

Police Headquarters - Parramatta

Senior Chaplains maintain offices at Police Headquarters, 1 Charles Street Parramatta. Offices are located on the Boulevard level. A range of rooms are available for the purpose of presentations, meetings, prayer and for providing services. Access to the building is restricted.

Sydney Police Centre - Surry Hills

Senior Chaplains maintain offices at the Sydney Police Centre (SPC), 151-241 Goulburn Street Surry Hills. Senior State Chaplains are located on the entry level (Level 3) at the rear of the Auditorium and Kiosk. The Senior Chaplain (Specialist Operations) is located on level 4 within the Communications Branch. Several rooms are available at the SPC for the purpose of presentations, meetings, prayer and for providing services. Access to the building is restricted.

Local Area Commands and other police premises

Access to facilities in police premises across the state is available to Chaplains by agreement of the Commander. In most cases rooms would be available for use by Chaplains which provides an opportunity for private discussion with police members. Local Areas Commands and Specialist Commands will facilitate access to police resources in support of their Chaplain as required. Some locations may have restricted access.

8. Governance

8.1 Organisational Alignment

For administrative purposes, the Police Chaplaincy is a business unit within the Workforce Management Branch, Human Resources Command. The Commander Workforce Management Branch has delegation for the approval of financial recurrent expenditure including uniform, travel, equipment and stores, training and allowances. The Commander Workforce Management Branch represents the Commander Human Resources in all formal correspondence and facilitates access to NSW Police Force assets and people in support of the Police Chaplaincy.

Senior Chaplains (Specialists) generally operate within the organisational structure associated with their attachment. With the exception of the payment of annual stipend, their activities and associated costs are managed within the business units of 'Specialist Operations' and 'Education & Training Command' inclusive of motor vehicle and telecommunications.

The specific duties associated with each position are described in role/position descriptions and should reflect the needs and requirements of the respective organisational unit or command to which a Chaplain is assigned.

8.2 Chaplaincy Advisory Board

The Chaplaincy Advisor Board oversights the strategic direction of the Police Chaplaincy and makes recommendations to the Senior Chaplains' Executive Team. The Chaplaincy Advisory Board comprises all Senior Chaplains but may elect to invite other representation. The rules of business associated with meetings of the Chaplaincy Advisory Board are described in its Charter.

8.3 Senior Chaplains' Executive Team

Day-to-day operations of the Police Chaplaincy are managed collectively by the Senior State Chaplains as the Senior Chaplains' Executive Team. Senior State Chaplains maintain an office at Police Headquarters Parramatta and at the Sydney Police Centre Surry Hills. Senior State Chaplains are responsible for delivery of Police Chaplaincy services in specific geographic areas as well as for state-wide coverage on behalf of the church or faith group they represent.   The rules of business associated with meetings of the Senior Chaplains' Executive Team are described in its Charter.

8.4 On-Call Duty Chaplain

All Senior Chaplains share responsibility as the on-call Duty Chaplain. This is a different role than that undertaken by the Principal Chaplain (where established) but the same person can undertake both roles concurrently. The on-call Duty Chaplain is contactable 24 hours a day and can refer a request for Chaplaincy support to the most appropriate Police Chaplain.

8.5 Standard Operating Procedures (Handbook)

A Police Chaplaincy Handbook is maintained to set out each of the common processes underlying delivery of the Police Chaplaincy. The Handbook represents the Standard Operating Procedures for the Police Chaplaincy.

9. Professional Standards

9.1 Compliance

With the exception of *Work Health Safety* requirements, Police Chaplains are not generally required to comply with any NSW Police Force policy or guideline that is not specific about their obligations. In the majority of cases Police Chaplains would have no difficulty in accepting and complying with any professional standards requirements established for any other person engaged by the NSW Police Force.

The Police Chaplaincy operates in a heavily regulated environment which requires compliance with a range of legislation, regulation, policy, guidelines and procedures. Some of these include:

- Code of Conduct and Ethics
- Complaint Handling Guidelines
- Conflicts of Interest Policy
- Information Technology Policies and Procedures (Information Security)
- Media Policy
- Work Health & Safety Act / Regulation 2011
- Purchasing Policy
- Crimes Act 1901
- Police Act 1990
- Australian Road Rules 1999

Police Chaplains should seek the advice of a Senior Police Chaplain to resolve any confusion, misunderstanding or personal/professional conflict.

Individual Police Chaplains are expected to adhere to the requirements of legislation, regulation, policy, guidelines and procedures associated with the activity in which they engage and commensurate with the privileges they receive. For example, the issue of police uniform, the use of equipment including telephones and motor vehicles and access to buildings and information are all privileges extended to Police Chaplains which enable activities subject to rules.

The Code of Conduct and Ethics establishes the boundaries within which individuals should work in terms of professional behaviour. With one important exception (reporting misconduct - dealt with in section 9.3) Police Chaplains are expected to adhere to the Code of Conduct and Ethics at all times.

Police Chaplains must work within and comply with the requirements of the *Work place Health & Safety Act 2012. Requirements are further described in the Work Health & Safety Policy.*

9.2 Complaints

Police Chaplains are not subject to the same process otherwise used to manage alleged misconduct and complaints involving NSW Police Force employees and contractors. It is however important that complaints are treated seriously and resolved as soon as is practical.

A complaint made against a Police Chaplain should in the first instance be referred to the Commander in charge of the area to which a Police Chaplain is assigned. Unless the matter is serious it may be resolved locally with the assistance of a Senior State Chaplain.

A complaint made against a Senior State Chaplain should in the first instance be referred to the Commander Workforce Management Branch.

A Police Chaplain who wishes to make a complaint against a NSW Police Force employee should seek advice from the Commander in charge of the area to which a Police Chaplain is assigned.

9.3 Misconduct

Police Chaplains are generally perceived by those seeking their support to be a trusted confidant. There is an understanding that Police Chaplains will support a person seeking their help in a professional and confidential manner. This reputation is a key factor in the success of Police Chaplaincy. It does present a dilemma in terms of a requirement to report misconduct under the Code of Conduct and Ethics.

However, keeping in mind the very sensitive and delicate predicament Chaplains may and do find themselves in, not only from an ethical but legal perspective when dealing with NSW Police Force employees; this has to be balanced against their obligations to their respective denomination and beliefs.

Individual Police Chaplains may struggle with this dilemma from time to time regardless of whether or not compliance is expected.

Police Chaplains do not have an express responsibility to report misconduct of NSW Police Force employees. There is however, no NSW Police Force imposed barrier to them doing so should they choose to. Given their traditional role to the military and police over the centuries to offer spiritual support, encouraging self reporting of misconduct is more in line with their perceived role. This position recognises the practice in some churches or faith groups to protect as the highest priority the privacy of individuals who choose to seek confidential spiritual guidance.

Although Police Chaplains need not report misconduct under the Code of Conduct and Ethics, this does not extend to more serious matters including for example, criminal matters subject to legislated mandatory reporting.

In the event a Police Chaplain becomes aware of serious misconduct or other reportable matter and in all good conscience cannot report such matter, the Police Chaplain should disclose their personal conflict in general terms to a Senior State Chaplain.

Nothing in this Policy varies any personal obligation or protection set out in the Commonwealth or State Crimes Act or other legislation or regulation dealing with criminal offences or evidence.

Attachment A: Chaplaincy Program Strategic Plan 2013-2015

NSWPF Chaplaincy Program
Strategic Plan 2013 - 2015

OUR VISION – Spiritually and pastorally supported NSW Police Force.

OUR MISSION – Deliver high quality pastoral care to serving and retired NSW police and their family members.

NSWPF CHAPLAINCY STRIVE TO:	KEY CHALLENGES:
➤ Deliver holistic care to the NSWPF ➤ Provide a ministry of presence ➤ Maintain a multi-faith and ecumenical Chaplaincy ➤ Involvement in all levels of training within the NSWPF ➤ Offer prayers and blessings, as appropriate ➤ Provide advocacy and support for Police personel	➤ Maintaining the relationship and level of support within the middle and upper NSWPF management. ➤ Ensuring the clear articulation of roles and functions within the unquie scope and accountabilities of Police Chaplains. ➤ Maintaining the training and development of Police Chaplains both organisationally and regionally. ➤ Development and implementation of an appropriate governance framework for Police Chaplaincy. ➤ Development of integrated support and welfare services ➤ Development of a stronger team cohesion with support for regional chaplains

WHAT AND HOW WILL WE DO THIS?

GOALS	STRATEGIES	KPI's
LEADERSHIP: • Provide holistic and multi faith Chaplaincy services to NSWPF	(1) Develop and implement a marketing plan and branding strategy for the NSWPF Chaplaincy Program including some key messages. (2) Develop a program of regular management meetings with the Senior Chaplaincy Management Team. (3) Develop and implement a new direction and strategic plan for the chaplaincy program. (4) Develop and implement a model of engagement and support for regional chaplains. (5) Develop and implement clear and documented roles and functions within the unique scope and accountabilities of Police Chaplains. (6) Develop and implement a clear mechansim to assess and measure value and satisfaction with the Chaplaincy Program. (7) Review and evaluate the current and available models of Chaplaincy applicable to NSWPF.	• Developed and implemented by December 2013 • # of management meetings held • StrategicPlan in place by June 2013 • Model of engagement developed and approved by December 2013 • Completion of position overviews byJuly 2013 • Value and satisfaction strategy in place by July 2013 • ChaplaincyModel review completed by December 2013
PEOPLE: • Provide holistic and multi faith care and support to officers of the NSWPF both past and present	(8) Develop and implement a Training Program for Police Chaplaincy (9) Develop and maintain open communication and regular contact within the police family (10) Provide ongoing pastoral support and care for NSWPF officers, retired officers and their families (11) Promote availability to participate within police events	• Training Program implemented by December 2013 • Communication strategy developed and implemented by December 2013 • # of Pastoral Care engagements • Exit Survey results • # of Police events attended and involved
SYSTEMS: • Build and implement appropriate reporting structures • Implement a Goverance and Accountability Framework	(12) Build appropriate policy and accountability mechanism for Police Chaplians within the context of the NSWPF Governance Framework (13) Develop and implement a Chaplaincy Code of Conduct (14) Develop and document a clear process for th complaints management of NSWPF Chaplains	• Accountability frameowrk developed and implemented by December 2013 • Chaplaincy Code of conduct in place by June 2014 • Complaints management processes in place by June 2014
COMMUNITY AND PARTNERS: • Improve the presence of the Chaplaincy Program • Develop and consult in relation to an integrated welfare and support model for NSW Police Officers.	(19) Develop and consult in relation to an integrated welfare and support model for NSW Police Officers (20) Continue to provide a ministry of presence within Police Commands, Offices and facilities	• Integrated welfare and support model in place by June 2014 • # of vists to police commands. offices and facilties

KEY MESSAGES TO OUR CUSTOMERS

➤ We are available and wanting to support and care for you across the entire state of NSW
➤ Faith is no barrier and we provide multi-faith support services
➤ Your welfare and growth is our priority
➤ We aim to always be available to participate in police functions and events
➤ Our ministry is to provide you with advocacy and support services
Help and support is only a phone call away

KEY CUSTOMERS

➤ NSW Police Force
➤ NSW Police Management
➤ NSW Police members and family
➤ Retired NSW Police members and family
➤ Other Police Chaplains
➤ Church/Denominational/Faith heads
➤ The Community

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