



POLICY & PROCEDURE MANUAL

**MACKAY STREET
CHAPLAINCY INC.**

Updated, 19 March 2018

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MACKAY STREET CHAPLAINCY INC.

1. CONTEXT

Mackay Street Chaplaincy [MSC] emerged out of a desire by various people for a Christian outreach project to the Central Business District [CBD] of Mackay.

MSC is administered by the MSC Management Committee. Volunteers support the MSC in one of two ways:

- i. as street chaplaincy volunteers, dedicated to supporting the wider aims of the MSC Inc.;
- ii. as a support group, providing management, backup and fund-raising.

2. ORGANISATION

Mackay Street Chaplaincy Inc. [MSC Inc.] is an incorporated body, governed by a volunteer Board of Management, which normally meets monthly with a minimum of ten meetings a year. Full details of the structure and operation of the Management Board are in the constitution of MSC Inc. There are two tiers of street chaplains in MSC Inc.: street chaplains and Team Leaders. Team Leaders are authorised to undertake a supervisory role within projects and programs (see section X)

3. VISION

MSC Inc. is an ecumenical Christian ministry outreach service run by volunteers from both the churches of Mackay and the wider general community. Street Chaplains aim to reach beyond the church walls to offer God's love and presence to the wider city, to provide a listening ear to all and to engage with the community in acts of practical care, especially to those who are most vulnerable.

4. MISSION

The mission of MSC Inc. is to offer practical and pastoral care to people where they are, and to oversee and staff the Rest and Recovery Tent in the nightclub area of Mackay.

5. GUIDING PRINCIPLES AND POLICY DIRECTIVES

- i. Street chaplains minister within a Christian ethos; this requires acting in accordance with the Gospel values of:
 - respect for the dignity of each person
 - a service offered in love
 - an attitude that is non-discriminatory and non-judgmental
 - personal integrity, honesty and trustworthiness
 - compassionate care for those who are most vulnerable.

- ii. Street chaplains must hold a current Basic First Aid qualification and deliver first aid within the boundaries of their level of training.
- iii. Street chaplains act in accordance with the required Code of Conduct and follow designated operational procedures unless specific circumstances dictate otherwise.
- iv. Street chaplains are always to be attentive to their own safety and to that of their colleagues.
- v. Street chaplains are required to attend pre-service and on-going formation and training.
- vi. Street chaplains have access to conflict resolution procedures when required.
- vii. Street chaplains are supplied with all necessary equipment and resources.
- viii. Street chaplains do not engage in proselytising i.e. initiating a faith discussion with the intention of converting another person to one's faith position.

RECRUITMENT

1. PROMOTION AND ADVERTISING

Any promotion and advertising must be approved by the MSC Inc Management Committee.

2. APPLICATION PROCEDURES

Applicants must complete a Trainee Application Form.

3. CRITERIA FOR SELECTION: We seek to select those who are

- i. At least 18 years of age
- ii. Mature, committed Christians, or prepared to work within the Christian ethos.
- iii. Has good listening skills
- iv. Compassionate concern for others
- v. Is a team player but able to take initiative
- vi. Open to diversity and non-judgemental, non-authoritarian in manner
- vii. Possesses or is willing to apply for a Blue Card,
- viii. Holds a current First Aid certificate or willingness to undergo first aid training

4. SELECTION PROCESS

The Trainee Rules set out the selection process.

5. TEAM LEADER

A Team Leader is a person who is acknowledged as an experienced street chaplain capable of supervision of others and overseeing programs. Potential team leaders need to demonstrate ability in pastoral care, management and leadership. Existing Team Leaders must also discern that the street chaplain under consideration has demonstrated Team Leader ability on the street. Team Leader appointments are made by the Management Committee. Prospective Team Leaders may also be required to complete trainee shifts as determined by the Management Committee.

THE CODE OF CONDUCT

PURPOSE

The aim of this Code of Conduct is to establish a common understanding of the standards of behaviour expected of all volunteers engaged in Mackay Street Chaplaincy Inc. [MSC Inc.].

This Code does not attempt to provide a detailed and exhaustive list of what to do in every aspect of your ministry. Instead, it represents a broad framework that will help you decide on an appropriate course of action in any given situation.

The Code places an obligation on all of us to take responsibility for our own conduct and work with colleagues cooperatively and in accord with our Guiding Principles, Policy Directives and Operational Procedures.

RESPONSIBILITIES

By accepting the chaplain's role in Mackay Street Chaplains Inc., you must be aware of and comply with this Code.

Therefore, you must:

- i. engage in personal or professional conduct that upholds the reputation of MSC Inc.;
- ii. be familiar with and adhere to the Guiding Principles, Policy Directives and Operational Procedures of MSC Inc.;
- iii. act ethically and responsibly;
- iv. be accountable for your actions and decisions.

As a volunteer street chaplain, you are expected to:

- i. perform your duties to the best of your ability and be accountable for your performance
- ii. follow reasonable instructions given by a Team Leader
- iii. comply with a lawful direction from police, ambulance or security personnel
- iv. carry out duties in a professional, competent and conscientious manner, while seeking opportunities to improve knowledge and skills, including through participation in relevant professional development
- v. act honestly and in good faith in providing service that is honest and impartial irrespective of your personal views on a matter
- vi. be courteous and responsive in dealing with colleagues, and members of the public
- vii. work collaboratively with your colleagues
- viii. be mindful of your duty to the safety of yourself and others
- ix. be aware that your conduct has the potential to both enhance and damage the reputation of MSC Inc. This includes any public criticism of MSC Inc. or its personnel.

MANAGEMENT AND SUPERVISION

If your role requires you to manage or supervise other street chaplains as a Team Leader, in addition to the above responsibilities you are also expected to:

- i. promote a collaborative and collegial workplace by developing a positive working environment in which all volunteer street chaplains can contribute to the ongoing development of MSC Inc.
- ii. provide ongoing support and feedback to other street chaplains
- iii. establish systems within your area of responsibility which support effective communication
- iv. consult with and involve other street chaplains in appropriate decision-making
- v. exercise leadership by working with other street chaplains to implement performance and develop processes that are consistent with the conditions of engagement
- vi. take appropriate action if a breach of the Code of Conduct may have occurred.

WORKPLACE BEHAVIOUR

Mackay Street Chaplaincy Inc is committed to maintaining a workplace that provides dignity and respect. Our daily interaction with others reflects on MSC Inc.'s reputation. Therefore:

- i. You are expected to be approachable, courteous and prompt in dealing with other people including other street chaplains, police and security personnel and members of the public.
- ii. In dealing with colleagues, you should be able to accommodate and tolerate different opinions and perspectives, and sort out any disagreements by rational discussion, presupposing that there is open communication and the freedom to voice another point of view. Such a discussion should not involve verbal abuse or physical intimidation.
- iii. It is important for all colleagues to be treated with respect. Rude or insulting behaviour, including verbal and non-verbal aggression, abusive, threatening or derogatory language and physical abuse or intimidation towards other street chaplains is unacceptable.

You must be aware that you are working in an environment that must be free from discrimination, bullying, harassment, sexism and unethical behaviour of any kind. If anyone is unwilling or able to conform to these ethical standards they will be asked to leave immediately.

PERFORMANCE OF DUTIES

You are responsible for ensuring your capacity to perform your duties is not impaired by the use of alcohol or drugs, and that the use of such substances does not put at risk you or any other person's health and safety. As a volunteer street chaplain, you must:

- i. not attend work under the influence of alcohol, illegal drugs or non-prescribed and/or restricted substances
- ii. not endanger your own safety or the safety of any other person in the workplace by consuming alcohol, illegal drugs or non-prescribed and/or restricted substances
- iii. notify the Coordinator if you are aware that your work performance or conduct makes you unsuitable to perform your duties on any particular occasion.

CONFIDENTIAL INFORMATION

In the course of your duties you may need to collect and store confidential information about those who have received assistance. Unauthorized disclosures may cause people harm, or violate a person's right to privacy. The integrity and credibility of MSC Inc. may be damaged if it cannot keep information secure.

Therefore:

- i. What transpires on the street stays on the street. You should never mention the names or identifying characteristics of anyone you have encountered or assisted.
- ii. Names and addresses of clients must be passed discreetly to taxi drivers so that they cannot be overheard by third parties.
- iii. We have a responsibility to prevent photos being taken of people in vulnerable positions and, where possible, to protect the dignity, modesty and security of clients under care.
- iv. We are expected not to become personally involved with anyone we assist whilst exercising the role of chaplain.

Street Chaplains and any other volunteers and employees must abide by the Privacy Statement at all times.

OPERATIONAL PROTOCOLS & PROCEDURES

1. SAFETY

i. Care for Street Chaplains

Mackay Street Chaplaincy Inc. has a duty of care and responsibility towards all its volunteers. Induction, formation and training are designed to equip street chaplains to be able to operate with safety and confidence.

- Pastoral care of volunteers is the responsibility of the designated Team Leader, or their nominee, who checks periodically and takes any further measures required to ensure the well-being of all street chaplains on their shift. If other street chaplains have concerns about a colleague they are encouraged to take their concerns to the designated Team Leader.
- Debriefing is the responsibility of the Team Leader on duty and takes place at the end of each shift. The Team Leader arranges a debriefing session with another Team Leader or a member of the Management Committee.

ii. Responsibilities of Individual Street Chaplains

Street chaplains are responsible both for themselves and for the safe and efficient working of the entire group. Street chaplains are to ensure that they are in a fit physical condition for their rostered shift, and that their capacity is not diminished by injury, inadequate sleep, alcohol, etc. Should such a condition exist, the chaplain does not come on duty.

iii. Personal Safety

Personal safety of the street chaplains takes precedence. Under normal circumstances, street chaplains always work in pairs. Street chaplains assess every situation for hazard according to standard hazard assessment procedures (appendix x). If any member of a team is uncomfortable with a situation, then both withdraw immediately.

Under no circumstances does a street chaplain provide personal phone number or contact details to people whom they are assisting.

Street chaplains are not to drive or transport patrons home at the end of their shifts. If someone is without money and a means of transport, then the Team Leader assesses and arranges appropriate means of egress for the condition of the person (contacting family or friends to drive them home, ambulance or police).

iv. Personal Protective Equipment

Street chaplains wear a fluorescent street chaplaincy vest for easy identification. Gloves, and protective eyewear are provided and must be worn, as appropriate, in all incidents of first aid or when dealing with bodily fluids (blood, vomitus, etc.) or hazardous materials. Closed in shoes, clothing to cover the body, a minimum of jewellery and long hair tied back are strongly recommended.

2. ENGAGING WITH PEOPLE

The primary focus of attention of the chaplains is on those who are vulnerable on the street. However in the course of their ministry, street chaplains need to engage with patrons, service providers, security, police and emergency services. In all instances the chaplains provide a listening presence and treat everyone with courtesy and respect.

i. Boundaries of Engagement

Street chaplains do **not** engage in any situation which potentially may cause harm to themselves or others. Street chaplains are to be constantly alert to the safety of their position on the street, and alert to where their partner is and whether their partner needs backup. As a basic rule of thumb, whenever a street chaplain feels uneasy, he/she indicates this to the partner and both withdraw immediately and, if necessary, call the police.

Street chaplains **always** work in pairs, unless an exceptional situation arises. This may occur when a crisis needs immediate attention, and there is no possibility of remaining in a pair. In such an instance, a street chaplain requests the assistance of police or security personnel to ensure safety.

Should a violent incident arise, street chaplains withdraw immediately and call security or police. Street chaplains do **not** physically intervene in the middle of an altercation. Should street chaplains observe someone being assaulted, they immediately call security or the police. Street chaplains may form a second line to support police but always give police sufficient space to do their work.

Street chaplains do **not** go into the licensed venues unless specifically requested by security or police. Such a request is referred to the Team Leader.

ii. Boundaries for First Aid

In all First Aid situations, street chaplains follow standard first aid procedures. Each street chaplain has a first aid book and one copy is kept in the Rest and Recovery tent at all times.

Street chaplains exercise first aid within the level to which they have been trained. To assess whether an ambulance is required, street chaplains follow the standard first aid procedure. If in any doubt, chaplains call an ambulance and let the paramedics assess the person.

Blood and Bodily Fluids

Street chaplains wear gloves whenever in contact with people. Sanitising gel is used after contact with people, bottles or any contaminated item. Enclosed shoes are essential to protect street chaplains and appropriate eyewear is worn when dealing with blood or other bodily fluids. At the tent, all contaminated material is immediately disposed of in designated containers. Contaminated surfaces are disinfected as soon as possible. Towels, sheets and bed linen must be stripped from bunks after use and placed in laundry basket.

iii. Dealing with Vulnerable People

Street chaplains exercise care to ensure that a person's alleged friends are genuine and have not merely "picked up" the vulnerable person. Street chaplains ensure that the personal belongings of the vulnerable person are kept safe. If the person is taken to the Rest and

Recovery tent the street chaplain checks that the person's personal belongings (e.g. phone, wallet) are with them and are kept secure.

If street chaplains have engaged with a vulnerable person who is waiting for a friend, the street chaplains have a duty of care to remain with the person until the friend/car arrives

iv. Dealing with Someone who is Ill

If the person is only slightly intoxicated, street chaplains offer water and a friendly chat and try to determine if the person has a lift home or friends to help. If necessary, street chaplains escort the person to the taxi rank.

If the person is quite intoxicated and vomiting, street chaplains introduce themselves and ask if the person would like some help, or would like to go to the rest and recovery tent. If they insist they are fine and want no help, street chaplains can only inform them of the existence of the tent and move on but return in ten minutes to check on them. They may be encouraged to call a friend or family member to collect them.

If the person does not want to go to the tent, but is still ill and alone, street chaplains remain with them and try to determine how they can get home safely or what practical support can be provided. However, if the street chaplains are very concerned for the person's welfare, they call the police to assess the person.

Before people go into the tent:

street chaplains check for valuables

- in escorting – two people support the person using gloves if necessary.

v. Boundaries for Religious Discussion

Street chaplains do not engage in proselytising. Proselytising is defined as initiating a faith discussion with the intention of converting the other. Normally chaplains do not initiate religious discussion.

It may be appropriate to pray with someone by the street chaplain if asked to do so. Some people will ask questions about religion. It is perfectly acceptable to respond to these questions. Street chaplains bear in mind that any religious discussion is a discussion and preaching is not appropriate

They may ask which church the street chaplain attends and the response is that MSC Inc. is an ecumenical organisation. If someone is particularly eager to explore Christianity further, it is appropriate to encourage them to contact a priest, minister or pastor. Cards are available with Mackay Churches Together website details. It is appropriate for street chaplains to talk about their own church if requested but it is inadvisable to continue that contact beyond that immediate discussion on the street.

No Street chaplain's personal details are to be provided.

vi. Ways to disengage

Some people may wish to engage in lengthy religious discussions. It is appropriate politely but firmly to encourage them to move on as the street chaplains have other people to attend to. The priority of the street chaplains is always the safety of those on the street,

and their time is not to be spent in conversation with those who have no particular need of street chaplaincy services.

If someone is aggressively anti-Christian, the street chaplain does not debate with them but remains calm and utilizes effective listening techniques. When there is a break in the monologue, the street chaplain politely indicates that he/she is needed elsewhere and moves on.

If the street chaplain feels threatened, the street chaplain's partner will move across to be ready to help intervene if necessary. It may be appropriate for the partner to indicate that the chaplain is needed on the phone or in the tent. If necessary, the partner steps away and discreetly radios police or security for assistance.

vii. Defusing Tensions- Physical and Verbal Aggression

In the event of a physical altercation, street chaplains withdraw to a safe place and immediately contact security or police. Street chaplains are prepared to offer first aid and assistance if needed.

If there is no visible sign of physical threat but street chaplains sense rising tension (e.g. murmurings and impatience in a queue), it may be appropriate, subject to a risk assessment and agreement of both partners, to engage the people in light conversation or offer lollipops and water to reduce tension.

If two groups are facing off and looking aggressive, both partners assess the risk and if safe to do so, may attempt to reduce tension by instructing them to calm down and walk away to avoid arrest. At the slightest sign of danger, street chaplains contact security or police immediately. Street Chaplains are encouraged to own their own whistle and it may be used effectively at such a time.

It can be difficult at times to discern if a female is in a willing embrace or being threatened by a male. If in doubt, street chaplains observe discreetly for a while. If deemed helpful, street chaplains offer the female a bottle of water and check if she is all right, giving her a chance to walk away.

If someone is being verbally aggressive, chaplains do not engage in argument with them. When there is a break in the monologue, chaplains politely indicate that they are needed elsewhere and move on.

viii. Duty of Care

When a street chaplain offers assistance, **a duty of care exists once the person accepts that assistance.** The street chaplain is then committed to seeing the person through to a safe outcome. Standard first aid procedures apply.

As long as the person is at risk, the street chaplains must remain with the person until:

- the person [when of sound mind] demands to be left alone;
- the person has other appropriate persons known to him/her and who are willing to and capable of taking responsibility;
- the person has spouse/family member or friends arrive to take him or her away;
- a paramedic takes over the situation;
- the police give a lawful instruction to the chaplains;

- the Street Chaplain or any other person becomes at risk themselves as a result of continuing to assist. (If in this case the person is still at risk the street chaplains exercise administrative control – i.e. call police or ambulance and advise of the situation).

Street chaplains never leave a vulnerable person unattended on the street. If at 5am the taxis still will not take a person, street chaplains try to find a family member or friends to collect the person. If the person is still at risk and no transport is available, chaplains contact the police or ambulance.

3. REST AND RECOVERY TENT PROTOCOLS (“The Chill-Out Tent”)

i. Arrival and Departure of Street Chaplains

After meeting at Holy Trinity Hall in Wood Street for the first shift, street chaplains arrive at the tent site and MSC Van by 10:00pm, ready to sign in, be briefed as necessary, and assist with unpacking and setting up.

Those departing first shift are to

- Debrief with the Team Leader as necessary
- Sign out
- Pass on first aid supplies bags after refilling with any supplies used.

For second shift, street chaplains arrive at the tent by 1.00am after parking in close proximity. If required, the Team Leader may be contacted to arrange an escort. Second shift street chaplains follow signing and equipping procedure of first shift street chaplains, with the addition of helping to pack up the tent and trailer at the end of the shift.

ii. Setting up the Tent

At 10:00pm, team members together unpack the Van and set up the tent with a clean bunk covered with protective cloth. Covered pillows, towels, blankets and buckets are made readily accessible in the van. First aid kits and equipment, along with cleaning and other supplies are placed within easy reach in the tent.

Every street chaplain familiarises him or herself with the location and contents of the large first aid box at the beginning of the shift. When most things are in place, the street patrols move off after having checked with the Team Leader and the tent chaplains.

iii. Water

This is never to be left unattended.

iv. Assisting People at the Tent

When someone arrives or is referred to the tent, a street chaplain makes an initial assessment of whether they require a chair or a bed. Assessment for injury and any immediate first aid needs are attended to. If the person requires the bed, the chaplain encourages them into the recovery position, covers them and takes initial observations.

Information is recorded in the monitoring log with the time of arrival at the tent. The person's first name, age, address, next of kin or any other relevant information about them and their particular condition is recorded where possible.

A person on the bed is checked for normal breathing every five minutes and pulse and level of consciousness recorded every 15 minutes.

If condition deteriorates, the senior street chaplain makes a decision on whether to call the ambulance.

Handover information to the ambulance should include observations, any changes in condition, history of the condition (if known), allergies and medications, name, age, next of kin and address if possible. Chaplains use the MIST procedure: **M**echanism of injury, **I**njuries found or suspected **S**igns (respiratory rate, pulse, consciousness) and **T**reatment given.

When several people needing assistance at the tent arrive simultaneously, the street chaplains undertake a triage. Following first aid principles, street chaplains identify the most urgent case and address immediately (basic hierarchy of: Bleeding, Breathing, Burns, Bones, and Bites)

When first aid needs to be administered, street chaplains work in pairs: one to apply first aid, and the second to pass the first chaplain with necessary equipment. The second street chaplain anticipates the needs of the first street chaplain. If there is a third chaplain available, then that one records the details and keeps an eye on the whole situation.

v. Discharge Procedure

At around 3:15am, street chaplains start to wake up those in the bunks and attempt to verify their address, whether someone is at home to look after them, if there is money for a taxi and if they can get home safely, and assist the person to the taxi rank. If the taxis will not take the person, street chaplains try to arrange for a friend or family member to come and collect the person. If necessary, street chaplains contact the police or ambulance for help. **Under no circumstances is a person to be left vulnerable on the street after the shift has finished.**

All bed linen must be changed after use. The vomit buckets will be lined with sealable plastic bags. When someone has left our care, the time and any relevant notes are recorded in the patient monitoring log.

vi. Packing up the Tent

When all persons have left, all street chaplains assist in the packing up of equipment at the end of the final shift. All volunteers should follow packing procedure to prevent equipment from being damaged (see appendix xx). Manual handling safety procedures are followed (see appendix). Water supplies are left out until last. Rubbish is disposed of and soiled linen is returned to base for washing.

Toilet Protocols:

Need for Use of Toilet

No facilities available at the tent apart from sealed buckets.

Gloves are always pulled off inside out and disposed with in bio waste bucket when in the tent, or rubbish bag when on the street.

INCIDENT REPORT

The purpose of the plan is to identify, document and introduce procedures for all possible incidents which could affect the normal operations of the Mackay Street Chaplaincy Program.

What is an incident?

An incident is an event that involves a member of the Mackay Street Chaplaincy group if the event during the course of duty involves:

- Injury to a Chaplain
- Illness of a Chaplain
- Unsafe conditions outside the normal expected parameters
- An assault or threat to a Chaplain including threat or use of a weapon
- A medical emergency in which a Chaplain is involved

A Chaplaincy's Incident Management Plan should cover all the above-mentioned types of incident. It is recommended that the Incident Management Plan use the above descriptions to help ensure that members understand what constitutes an incident and respond accordingly. Employee training should also cover all of the above situations.

- Assistance from Police and /or Qld Ambulance Service will be available
- Chaplains will report injury/illness and other incidents as above, as soon as possible after the event.
- In the event of personal threat Chaplains will obey the offender's instructions, do only what is asked, do not volunteer any information.
- Stay out of danger, if not directly involved in the situation, leave the area if safe to do so.
- Raise the alarm, call 000, where appropriate, and keep the telephone line open.
- Do not attempt any action that will place the chaplain and/or any other person in danger.
- Carefully observe any vehicle used by the offender, particularly registration, colour and make if possible.

- Make a written record describing any incident in which a chaplain is involved, that is not covered by normal procedure as soon as is practically possible afterwards.

TRAINEE RULES

Authorised by Management Committee 16 January 2017

- To be a trainee street chaplain, a person must be a provisional member of Mackay Street Chaplaincy Inc in accordance with its rules of association.
- If training is not completed within six months, the trainee will need to reapply to continue their training as provisional membership automatically lapses after six months.
- Trainee street chaplains must be at least 18 years of age and provide proof of identity.
- Trainee street chaplains must have a working with children blue card (or exemption) or must immediately apply for one.
- Whilst it is not a requirement that a person do an observation shift before applying to be a trainee street chaplain, it is highly encouraged.
- Before a person is accepted as a trainee chaplain:
 - They must have an interview with two representatives of Mackay Street Chaplaincy Inc.
 - A satisfactory reference check must be performed.
- Trainee street chaplains will be issued with a training workbook which must be completed as evidence of their training.
- Training will consist of:
 - Completion of questions and exercises in the training workbook.
 - Participation at training activities.
 - On the job training while participating in street programs.
 - Some training content may be provided by videos.
- To graduate to become a street chaplain, a trainee must:
 - Satisfactorily complete their training workbook.
 - Attend any required training activities. Usually, this will include a full week end training program.
 - Have a working with children blue card or exemption.
 - Have a current basic first aid qualification.
 - Have completed at least 4 street shifts (of 3 hours or more each) as a trainee. (Double shifts on one night only count as a single shift for this purpose.)
 - Complete a further interview.
 - Become an ordinary member of Mackay Street Chaplaincy Inc in accordance with its rules of association.
- Participation in street shifts whilst a trainee
 - Mackay Street Chaplaincy Inc rules require street chaplains to never operate alone and to always be in a pair or larger group. On their first shift as a trainee, the trainee does not count for these purposes and the minimum requirement is that at all times there are two street chaplains in addition to the trainee.
 - For second and subsequent shifts, the trainee may count towards the minimum requirement at the discretion of the team leader provided that the trainee is always with another street chaplain and not just with another trainee, and that where observers are present, there must always be at least two street chaplains and never one street chaplain and a trainee.
 - Trainees must wear a regular purple high visibility vest but must also wear a "Trainee" badge.
 - Trainees may participate in the street program within the limits of their training. For example, if they have not completed first aid training then they should not provide first aid.

OBSERVER RULES

Authorised by Management Committee 6 March 2016

- An Observer Participation Form must be completed for each and every time that a person participates as an observer.
- Observers must be at least 18 years of age and provide proof of identity.
- Observers must be identified by wearing a pink high visibility observer vest.
- Observers must not actively participate in any aspect of the program and must take a strictly observer role.
- Observers must follow the reasonable directions of street volunteers that they are in the company of.
- Participation of the observer is always at the absolute discretion of the team leader who may terminate the participation of an observer at any time.
- Mackay Street Chaplaincy Inc rules require street volunteers to never operate alone and to always be in a pair or larger group. Observers do not count for these purposes and the minimum requirement is that at all times there are two street volunteers in addition to any observer.

POLICY FOR REMUNERATION OF CHAPLAINS

Authorised by Management 21 August 2016

1. Mackay Street Chaplaincy Inc (“MSC”) will offer chaplains the option of being remunerated for street shifts in accordance with this policy.
2. Remuneration will only be offered for shifts which are within the scope of the Department of Communities, Child Safety and Disability Service contract for rest and recovery and active outreach services.
 - a. Unless otherwise agreed with the Department, that means MSC provides 8 hours of service per week end for each of rest and recovery and active outreach.
 - b. If more than 4 persons are rostered on a shift, any persons in addition to 4 are volunteer positions. Where there are shifts with a mix of volunteer and paid workers, the paid positions will be offered on a first in basis.
 - c. Remuneration will not cover any set up time before a shift or pack down time after a shift
 - d. Meal break requirements of the Social, Community, Home Care and Disability Services Industry Award must be complied with. This means that a paid person who works more than 5 hours in a single shift must take an unpaid meal break. For example if a paid person works a double shift, they must take a half hour unpaid meal break during the shift. If at any time during the double shift there are more than 4 persons available, the meal break should be taken at that time. This policy does not prevent a person choosing to work as an unpaid volunteer during their meal break.
 - e. Any additional time outside these parameters will be done as volunteer time.
 - f. To avoid any doubt, shifts such as for NDOT or the Mackay Council Twilight Festival are volunteer shifts and are not remunerated.
3. For chaplains, remuneration is offered at Level 2, Point 4 of the Social, Community, Home Care and Disability Services Industry Award at casual rates with appropriate loadings for shift and week end work. For team leaders, the rate is Level 3, point 1. Superannuation will be paid in all cases even when the monthly earnings are below the threshold for compulsory superannuation payments.
4. In relation to trainees and observers, shifts conducted are volunteer shifts except that where a trainee has completed at least four trainee shifts, their trainee workbook and their second interview but has not otherwise completed their traineeship due to availability of presenters for formal training the trainee may be offered remuneration for shifts.
5. Chaplains may elect to not be remunerated but to do shifts as volunteers.
6. Before a chaplain can be remunerated, they must sign a Volunteer Engagement Agreement which sets out amongst other things that they are firstly a volunteer and that any remuneration is limited in scope to that set out in letters of offer and any work done for the MSC beyond that scope is volunteer work.
7. Payroll cycle is monthly with pays being processed on the second Tuesday of each month for the previous calendar month.
8. Where a split shift falls on the last day of the month, all parts of the shift will count in the previous month for pay purposes. For example, if Sunday is the first day of a month, the “second shift” will count in the previous month for pay purposes.
9. The Management Committee and any delegated roster coordinator will in their absolute discretion allocate shifts to chaplains in circumstances where there are more chaplains who want to do paid shifts than available paid shifts or where volunteer chaplains are available to do shifts that are available as paid shifts.
10. Where remuneration results in a paid Blue Card being required, MSC will pay for any associated costs.

GRIEVANCE PROCEDURES

Authorised by Management 13 September 2017

1. The following procedure relates to dealing with a grievance, conflict or concern (including a concern about a breach of Mackay Street Chaplaincy standards) between any volunteers or employees and Mackay Street Chaplaincy. This procedure ensures that an aggrieved person can initiate action to address their grievance in a safe and appropriate manner. All grievances raised will be treated in confidence, and will be dealt with professionally and promptly.
 - a. **Informal Grievance Resolution** – If the matter relates to a grievance that takes place while on the streets, the aggrieved person should in the first instance, report the matter to the Team Leader on duty, who will attempt to resolve it at the time. If this is not possible or appropriate or if the matter does not relate to a grievance that takes place while on the streets, then the aggrieved person should, as soon as reasonably practicable, raise the matter with the President, who will informally discuss the matter with all parties involved and seek to quickly and appropriately resolve the matter. If the issue cannot be resolved by informal measures, and the aggrieved person wishes to take formal action, they may lodge a formal grievance, in the following manner.
 - b. **Formal Grievance Resolution:**
 - i. The aggrieved person shall put the grievance in writing to the President setting out i) the name of the parties to the grievance ii) the nature of the matter causing the grievance iii) dates and times relevant to the grievance iv) names of relevant witnesses to any incidents associated with the grievance and v) any action they have taken to try to address the matter.
 - ii. Immediately on receipt of a formal grievance, the President (or nominee) will notify the Mackay Street Chaplaincy Management Committee, and will promptly arrange a meeting with the aggrieved person, a support person of their choice, and another management committee member. Unless the grievance relates to the President, s/he shall also take part in this meeting. The President (or nominee) or the other management committee member may contact any witnesses and interview them. If the grievance is against an individual, that person will be given an opportunity to respond to the complaint. This person shall also be entitled to have a support person of their choice present at any meeting.
 - iii. On completion of investigation and discussion, the President (or nominee) should complete a report and include any recommendations for disciplinary or other action.
2. A grievance may be resolved in a number of ways including the aggrieved person gaining a better understanding of the situation by hearing the other party's view of the incident, the aggrieved person receiving an apology from the other party, the other party being given an opportunity to rectify any behaviours that caused the grievance, disciplinary action being instigated, changes made to Mackay Street Chaplaincy Policies and Procedures and/or implementation of them, there being found to be no substance to the grievance or there being mutual acceptance of a resolution.
3. In addition to, or instead of, the grievance procedures listed above, any aggrieved person has the right to make a complaint to the Queensland Department of Communities, Child Safety and Disability Services or any external complaints agency.

PRIVACY STATEMENT (CLIENTS)

Authorised by Management Committee 28 August 2017

1. Mackay Street Chaplaincy respect and seek to protect our client's privacy at all times. We only collect information from or about our clients that is needed to assist them.
2. We will only pass that information on to those who need it to assist our clients, such as other service providers (paramedics, police, taxi rank controllers and security) or as required by law.
3. We may also pass on information to the Police if we are concerned that a crime has been committed or is about to be committed.
4. We may release de-identified information about the ways we assist on the streets for statistical purposes, training, case studies, and to relevant authorities.
5. Any information that we collect from or about our clients will be kept securely.

FEEDBACK AND COMPLAINTS POLICY

Authorised by Management Committee 28 August 2017

1. Mackay Street Chaplaincy is committed to listening to people using our service. We take on feedback, both positive and negative, as a source of ideas for improving our services and other activities.
2. We are also committed to facilitating our clients' right to make a complaint about our service, and to ensuring that their complaint is fairly assessed and responded to promptly. Specifically, we will:
 - a. Make readily available opportunities to provide feedback (other than formal complaints) about our services.
 - b. Make readily available information about complaints procedures.
 - c. Promptly acknowledge any formal complaint.
 - d. Ensure that the Mackay Street Chaplaincy President and Management Committee are immediately notified of any formal complaint.
 - e. Promptly respond to the client advising them of any action that is taken, or planned to be taken as a result of any formal complaint. Any non written response will be confirmed in writing.
3. Clients may submit feedback (other than formal complaints) by the Feedback, Comments and Thank You book at the rest and recovery facility.
4. Clients may submit formal complaints to Mackay Street Chaplaincy by email to mackaystreetchaplaincy@gmail.com with such email to include a clear statement that it is a formal complaint, details of the complaint, and name and contact details of the person making the complaint.
5. Whilst Mackay Street Chaplaincy value all feedback, we make no commitment to acknowledge or respond to feedback other than formal complaints.
6. Mackay Street Chaplaincy assesses and responds to formal complaints as follows:
 - a. The Mackay Street Chaplaincy President may at their election deal with any formal complaint in the first instance, or refer the formal complaint to the Mackay Street Chaplaincy Management Committee. In any event, the Mackay Street Chaplaincy President shall fully report to the Mackay Street Chaplaincy Management Committee regarding any formal complaint.
7. As Mackay Street Chaplaincy is funded by the Department of Communities, clients may make a complaint in the first instance to the Department of Communities, or may appeal to the Department of Communities regarding any response given by Mackay Street Chaplaincy to a complaint.
8. Clients may submit complaints to the Department of Communities, Child Safety & Disability Service Mackay Centre by phone 07 4898 6650 or email to the Department's Complaints Unit at feedback@communities.qld.gov.au.

DISCIPLINARY PROCEDURES

Authorised by Management Committee 13 September 2017

1. Mackay Street Chaplaincy may take disciplinary action in response to unsatisfactory performance or inappropriate behaviour.
2. Mackay Street Chaplaincy reserves the right to immediately terminate the volunteer or employed service of any street chaplain or other volunteer or employee who has seriously breached Mackay Street Chaplaincy policies and procedures and/or the Code of Conduct.
3. The following procedure relates to dealing with a performance and/or behaviour dispute not involving misconduct that could result in instant dismissal.
 - a. **Verbal Warning** - The volunteer or employee will be told by the President (or nominee) as soon as possible of any issue concerning inappropriate behaviour and/or the performance of their work and will be provided with an opportunity to discuss the situation. If appropriate, the President (or nominee) will, in consultation with the volunteer or employee outline how they must improve. Any assistance needed by the volunteer or employee to improve their performance and/or their behaviour will be identified and provided where possible. A date to review the volunteer or employee's performance and/or behaviour will be set if required.
 - b. **First Written Warning** - If at the date of review set in step a. the volunteer or employee's performance and/or behaviour is still unsatisfactory there will be further discussion with them. This discussion will include the volunteer or employee, a support person of their choice, the President (or nominee) and an additional Management Committee member. The issue concerning the volunteer or employee and plans for improvement will be recorded in writing and a copy given to the volunteer or employee clearly stating that a lack of improvement by a given date will result in a final warning.
 - c. **Final Written Warning** - If at a date set in step b. the volunteer or employee's performance and/or behaviour has not improved, there will be further discussion with the volunteer or employee. This discussion will include the volunteer or employee, a support person of their choice, the President (or nominee) and an additional Management Committee member. Plans for improvement will be recorded in writing and a copy given to the volunteer or employee clearly stating that in the event of the problem recurring after this final warning, then the volunteer or employed service of the volunteer or employee may be terminated.
 - d. **Termination** - If the problem still persists the President (or nominee) may terminate the volunteer service of the volunteer or employee.
4. Nothing in this procedure relates to membership of Mackay Street Chaplaincy Inc or of the Management Committee. Any issues regarding membership of Mackay Street Chaplaincy Inc or of the Management Committee are governed by the rules of association of Mackay Street Chaplaincy Inc.

CORPORATE GOVERNANCE POLICY

Authorised by Management Committee 19 March 2018

1. Continuous Improvement Register
 - a. The Management Committee shall maintain a Continuous Improvement Register.
 - b. Items for inclusion in the Continuous Improvement Register may be identified from a number of sources including but not limited to:
 - i. HSQF audit
 - ii. Complains, Feedback and Compliments Register
 - iii. Team Leader meetings
 - iv. Management Committee members.
 - c. The Management Committee shall include a review of the Continuous Improvement Register as an agenda item at least once per quarter.
2. Management committee calendar
 - a. The Management Committee shall maintain a calendar of all critical dates whether they be recurring dates or one off dates. For example, statutory lodgement requirements, lease renewals, insurance renewals, annual general meeting.
 - b. The calendar shall be tabled at all regular management committee meetings.