



**Uniting Church in Australia**  
**ASSEMBLY**  
Assembly Standing Committee

**10 – 12 November 2023**

**DOCUMENT 9**

<b>Title</b>	
Type of Paper (Information/Decision)	Information
Assembly or ASC Minute	Assembly Agencies to report annually to the Assembly Standing Committee
Consultation	Consultation with Board, Management and Bush Chaplains
Purpose	To receive a governance update from Frontier Services
Rationale & Findings Summary	
Attachments	<ul style="list-style-type: none"><li>- Frontier Services Strategic Plan Overview</li><li>- Frontier Services Strategic Plan and Key Initiatives</li><li>- Risk Management Dashboard</li></ul>
Proposal/s	The Assembly Standing Committee receives the report.
Submitted by	Lisa Sampson, Chair Frontier Services Rob Floyd, National Director Frontier Services Mob: 0407 944 417

## **Frontier Services Report to ASC**

**November 2023**

### **Introduction:**

The context in which Frontier Services operates is complex and challenging. The perceived gap between “the city” and “the bush” remains and has widened in the eyes of many. Australia is facing the prospect of difficult climatic conditions across the next months and possibly years.

People in rural and remote Australia are often disproportionately impacted by these climatic extremes and also bear significant challenges from the cost-of-living pressures facing all Australians. The value of providing a UCA presence in remote Australia remains, and Frontier Services model of ministry and service remains relevant.

Frontier Services achieved a satisfactory result overall for financial year 2023 and is embarking on a program of growth in income and expenditure in FY2024.

### **Governance:**

The Frontier Services Board continues to function well. It meets quarterly, two meetings face to face and two meetings via video conference. It also meets in two sub-committees, the Finance and Risk and the Development sub-committees. The Development sub-committee considers the areas of program delivery, fundraising and marketing. These committees currently consist of Board members only, meet three weeks prior to each Board meeting and report into the Board meeting.

The John Flynn Foundation (JFF) is a public ancillary fund which raises funds and receives bequests. The Board of Frontier Services appoints trustees to JFF. Currently the two trustees are both members of Frontier Services Board. Funds are invested along with other Frontier Services investments, and the trustees make a minimum 4% of total assets distribution to Frontier Services annually. There is currently work being undertaken to look at simplifying the governance and operations of JFF. The Frontier Services Board will report on this work and seek ASC approval for any changes that are recommended.

The Board has undertaken a thorough recruitment process for new Board members. This arises as a result of the resignation of one member, Sharon Lee, and the impending resignation of another member, Lisa Sampson, following the December 2023 Board meeting. One additional vacancy has been open for some time.

A document recommending three new Board members is part of this Nov 2023 ASC meeting papers.

The Board is also aware that come July 2024, two additional members of the current Board will step down, having reached the end of their three triennia membership as per the Frontier Services Constitution. These retiring members will be Dorothy Creek and Diane Torrens.

### **Strategy:**

The Frontier Services Strategic Plan Overview and Key Initiatives are attached.

Frontier Services Board and Management revised the Strategic Plan in late 2022, recognising the need for organisational stability in the first instance.

The Strategic Plan is now in its second year and the plan for FY2024 reflects the organisation's desire to increase its income and expand its program funding.

The Strategic Plan has targets set against each key objective. Management report against the plan and these targets in particular at each Board meeting. Currently 13 /15 key objectives are on track. One relates to some of our rebranding and marketing collateral being behind schedule due to delayed recruitment of staff and one due to changes in Bush Chaplains in the next few months that will likely delay our capacity to fully document the impact of disaster recovery opportunities.

### **Finances:**

Frontier Services Management Accounts are presented to ASC as part of the Finance Report.

Frontier Services achieved a surplus of around \$750k for FY2023. This is a very strong result given the complexities both inside and outside the organisation during that period.

The result is attributed in part to a solid fundraising outcome and the receipt of a number of bequests, one very large one in particular making a significant difference. The other contributing factor was restraint in expenditure achieved through delayed recruitment of some roles while the team stabilised and also lower than expected grants to Synods and Presbyteries for Bush Chaplains. These grants were the result of one chaplaincy concluding and several planned ones delayed in their recruitment.

A deficit budget is in place for FY2024. This was planned in order to recruit several key staff to expand our fundraising and community engagement capacity, and also to expand our volunteer work.

The Board and Management are aware of the uncertainties of relying on bequest income as a significant contribution, and also aware of the challenging fundraising environment in which we are operating. Year to date fundraising is solid, and the organisation is doing considerable work in seeking trust and grant funding and also corporate sponsorship/partnership as new, diversified income streams.

### **Risks:**

The Frontier Services Risk Register as at September 2023 is attached.

### ***Risk Management***

The Board has given significant attention to its Risk Register, completely reshaping it during the last financial year and monitoring it closely in the Finance and Risk Sub-committee and the Board meetings as well. Following a recent Frontier Services consultation with Assembly Finance Audit and Risk (AFARC) the Board reviewed and updated its risk appetite statement. The Appetite Statement is in the same format as the Assembly's and now incorporates the suggested amendments from AFARC. Otherwise, AFARC was satisfied with the risk management approach of Frontier Services and commended the agency for its work in this area.

### ***Emerging risks***

There are several emerging risks to which the Board and Management have been giving their attention.

#### Ageing supporter demographic – risk and opportunity

There is clearly an ageing demographic amongst Frontier Services supporters from within the UCA. This obviously presents opportunity from a bequest perspective, but bequests are quite difficult to budget for. Staff have done significant data mining in this regard, but it remains true that many of our bequest givers are people not known to us, but usually connected in some way to the UCA or its former missions.

#### Donor acquisition

Frontier Services is investing in donor acquisition both within the UCA, through regular visitation to congregations, and outside the UCA through a donor acquisition consultant. The second of these is quite expensive and results in a long lead time before significant income growth is

achieved. Even so, it is important to undertake such acquisition to offset the inevitable donor decline.

### Trust and Corporates

Diversifying income comes with both risk and opportunity. Funding opportunities are highly competitive and continual work needs to be done to ensure brand alignment and funding expectations are reasonable and achievable for Frontier Services.

### Cyber

Being holders of significant donor and volunteer data, as well as financial and personnel information, Frontier Services is aware of our reliance on IT systems to do our work, and also aware of the risk posed by data breaches. A recent data breach in a third-party fundraising organisation, Pareto, saw a number of charities in Australia have donor data leaked. Frontier Services has not used the services of this organisation but had previously worked with a sister organisation of Pareto, not impacted by the hacking. Even so, Management undertook a review and checking process and reported the findings to the Board.

Assisted by the Assembly Cyber Committee's work, Frontier Services has approved a Cyber Security Policy and a number of procedural documents to guide Management and staff. A Cyber Incident Response Team and a Response Plan are in place and staff awareness training has happened and is ongoing.

### **Human Resources:**

Following a period of staff turnover in 2021/2022, staffing has been relatively stable across the last 12 months. Some reshaping of roles and two new recruitments have taken place in line with the strategic plan for FY 2024. This has been pleasing given the competitive labour market in Australia over the last few years.

The Board has recently facilitated a Staff Climate and Culture Survey for all head office staff. The Board received a full report including the individual de-identified comments of staff. Generally, the survey responses were positive, affirming a positive workplace culture. Pleasingly, staff reported feeling strong ownership with the strategic direction, vision and values of the organisation.

The Board and the National Director identified several comments indicating more needed to be done to enhance communications between teams, with some strategies to enhance this internal communication being put in place.

The Survey was designed with the support of NSWACT Synod Human People and Culture and was designed in such a way that it can be repeated annually – 18 monthly as an ongoing check of the health of organisational culture.

## **Program Areas:**

### ***Bush Chaplaincy***

Frontier Services recently held its Bush Chaplain Gathering for 2023. With the wonderful organisational and financial support of the South Australian Synod Fellowship and Mission Support Group, the Gathering was held in Hahndorf in the Adelaide Hills. All but one of the Bush Chaplains was able to attend, leading to a rich time together of sharing, learning and planning. The beautiful environment created a relaxing space for the Bush Chaplains to enjoy as well.

Frontier Services is delighted to see the recruitment of Pastor Jenny Feldmeier to the Cunnamulla Burke and Wills Remote Area, Pastor Jill Doolan to the APY East Remote Area, and the impending appointment of Pastor Yanima Bryant to the APY West Remote Area.

The appointments of Yanima and Jill will increase to three the number of First Nations Bush Chaplains, affirming the positive relationship Frontier Services is developing with UAICC National and the Northern Regional Council of Congress (NRCC).

In recent months Rev Peter Wait has finished in his role in the Tennant Barkley Remote Area after 10 years in the role. The National Director was able to attend the closure of ministry and express the sincere thanks of Frontier Services for Peter's long and valuable ministry.

A further vacancy exists for a Bush Chaplain in the Presbytery of Tasmania, Synod of VicTas, planned to be placed on the West Coast of Tasmania. The placement will be for an initial three years.

Frontier Services has established new Memoranda of Understanding with all the relevant Synods and Presbyteries in which our Bush Chaplains are placed. We are grateful for the positive working relationships we have been able to continue to build with these councils of the Church.

### ***Outback Links Volunteers***

The recruitment and placement of volunteers continues to be a priority area of our work, rebuilding following the impacts of COVID.

Several significant group trips have been organised and run. One such trip went to Buchan in Gippsland, a region devastated by bush fires several years ago. Twenty-four volunteers worked alongside Bush Chaplain Rev Peter Harvey across a 10-day period. It appears to have been a very positive experiences for support recipients and volunteers alike.

### **Act2:**

Rev Cyrus Kung from the Act2 Team attended the Bush Chaplains Gathering for a session reflecting on the role and nature of ministry in rural and remote communities. The Frontier Services Board has also discussed the Act2 process and how we as an Agency can be engaged.

### **Relocation:**

Plans for Frontier Services to relocate its office into the Assembly/UnitingWorld Offices in 262 Pitt Street are close to being realised. Work on the relatively minor office refit should begin in the week following the November ASC meeting. Frontier Services hopes to have completed the relocation early in 2024.

### **Proposal:**

The Assembly Standing Committee receives the report.

Submitted by:

Lisa Sampson, Chair Frontier Services

Rob Floyd, National Director Frontier Services

Mob: 0407 944 417

## Our Strategic Intent

### Our Vision

All people in remote areas of Australia are connected to the support and services they need and able to lead fulfilled lives

### Our Values

Hope - We stand alongside people in the bush through the joys and struggles of life, offering practical, pastoral and spiritual support

Justice - We work and advocate with people in the bush to secure fair outcomes for all

Compassion - We turn up, we listen, we offer care and connection

Respect - We value all people, recognising the uniqueness, creativity and resilience of people in the bush

Integrity - We are ethical, accountable and transparent in our work and our relationships

Courage - We do what is right in the face of challenge and adversity

Innovation - We are a learning organisation, collaborating for creative outcomes

### Our Purpose

People in remote communities experience greater isolation, have limited access to support and services and are more vulnerable to crisis.

Frontier Services is standing with people in the bush to provide practical, pastoral and spiritual care to enable well-being and quality of life.

As an agency of the Uniting Church in Australia we will foster collaboration with its other agencies as well as external partners in order to fund chaplaincy, advocate for people and communities, and mobilise volunteers and resources where they are needed most in rural and remote areas.

### Our Contribution

We raise funds, equip our Bush Chaplains and mobilise volunteers to offer practical, pastoral and spiritual support to people in the bush

## Our Strategic Goals

### Our Long Term Goals

Equality for Rural and Remote Communities - the gap between City and Bush in terms of support and services is no longer a barrier for people living in the bush

Connection - people are connected to the services and support they need and less isolated

Community Capability & Resilience - communities have the capability and resources to foster resilience and sustain healthy lives

### Our Goals / Objectives for Delivering Impact Driving Success

1. Maintain a stable fundraising base and deliver an increase in revenue
2. Improve brand presence and provide platforms for the voice of those living in remote Australia
3. Efficient and strategic use of resources, ensuring appropriate stewardship of donor funds
4. Foster a committed, empowering and conducive work environment where Staff, Bush Chaplains and Volunteers are valued for their contribution and proud to be associated with the future of Frontier Services.
5. Improve programmatic delivery to maximize our reach and impact across remote Australia.

## Our Strategic Approach

### How we deliver

Engage and Empower Communities

Advocate and Influence

Effective programs, robust monitoring, measuring and reporting



## Organisational Strategic Objectives

Organisational Goal/Objective		Key Initiatives	Annual Target
1	Maintain a stable fundraising base and deliver an increase in revenue	1.1 Achieve income targets through a diverse and innovative revenue portfolio	Total Income \$4.83m Fundraising income \$4.45m (Beq: \$1.56 / Non-Beq: \$2.89)
		1.2 Acquire more financial supporters	Activate multi-channel acquisition strategy to maintain an active lead pool
		1.3 Improve supporter retention including bequest identification	Supporter journeys and stewardship plans reviewed, updated, monitored and continually refined across all activities
2	Improve brand presence and provide platforms for the voice of those living in remote Australia	2.1 Targeted and engaging communications which elevate our cause and empower our brand	Collateral and digital assets convey key messaging, visuals and tone consistent with our brand. JFF web presence
		2.2 Strategic organisational partnerships that extend our influence, deliver impact and bring shared value	Strengthen network and engagement of FS representatives with program and industry affiliates, plus corporates, major donors, the community and media
		2.3 Develop or contribute to policy and advocacy initiatives for remote Australians	Relationships with advocacy and media bodies are cultivated, with campaigns complementing other aligned UCA policy initiatives. State of the Nation document and Event developed annually.
3	Efficient and strategic use of resources, ensuring appropriate stewardship of donor funds	3.1 Understand, measure and report on program outcomes	Documentation in 5.1 below includes measures of impact and value for money
		3.2 Business systems and processes that provide access to information, facilitating transparency, efficiency and accountability	Service Level Agreement in place and serving us well, review of systems and processes leads to efficient systems and use of resources
		3.3 Robust governance and management of risk, compliance, finance and performance	Board and management have the appropriate membership, information, resources and training to achieve strategy
4	Foster a committed, empowering and conducive work environment where Staff, Bush Chaplains and Volunteers are valued for their contribution and proud to be associated with the future of Frontier Services.	4.1 Organisation-wide strategic alignment and connection, with effective communication and collaboration between teams and internal networks	Strategic Plan and Business Plan are reflected across all parts of the organisation
		4.2 All staff are engaged in their work and understand their contribution to our organisational performance	100% of staff have performance & development plans in place BC Gathering occurs and is successful in building ownership and team Volunteers all contact and re-engaged
		4.3 Head Office relocated to improve accessibility, connection and accommodate growth	Relocation is planned and implemented
5	Improve programmatic delivery to maximize our reach and impact across remote Australia.	5.1 Develop Program/Service Delivery Framework for Remote Area Ministry and Outback Links	Policy and procedure documentation in place along with external guidance documents
		5.2 Increase reach and impact of programs by growing volunteer base and Bush Chaplaincy network	Volunteers grow to 1500. Potential for growth in Bush Chaplains is clarified and plans in place
		5.3 Identify Disaster Recovery opportunities in rural and remote Australia and develop a strategy to support response	Disaster recovery documentation in place and volunteer trips underway. Collecting data from relevant Bush Chaplains

**Residual Risk**

Likelihood/freq. of occurrence	Anticipated consequences of occurrence				
	1 - Insignificant	2 - Minor	3 - Moderate	4 - Major	5 - Catastrophic
1 - Rare		1	2	2	
2 - Unlikely		7	4	5	
3 - Possible	1	6	1	2	
4 - Likely				1	
5 - Almost Certain		1		1	

Commentary:
Ops2 relating to Covid-19 has been closed.

**List of Significant and High Residual Risks (Detail on individual sheets)**

	Risk	Ref.	Description
1	High	Fin4	Insurance coverage to end for redress civil claims
2	High	Ops4	Claims of historical mistreatment of children or vulnerable people in Frontier Services Care
3	Significant	Fin5	Need to relocate office - cost and staff disruption
4	Significant	Ops1	A situation arises that requires us to implement Disaster Recovery Plan
5	Significant	Ops3	Difficult relationships with Synods, Presbyteries or Congregations
6	Significant	Leg3	Detrimental changes in legislation or government policy, including changes to our PBI status
7	Significant	Ops6	Breach of website - Frontier Services.org or other online programs. Cyber Security issues
8	Significant	Ops8	Synods and Presbyteries not fulfilling their WHS obligations towards Bush Chaplains leading to injury or poor performance
9	Significant	Ops9	NSW Synod IT failure to provide support that is adequate while maintaining FS ownership and agility.
10	Significant	Ops10	NSW Synod failure to support provide appropriate support through the agreed Service Level Agreement (including HR, Finance, It and WHS)
11	Significant	Ops11	Synods and/or Presbyteries, funded by Frontier Services, become financially insolvent and are unable to fulfill the agreed service delivery obligations.

Commentary:

Commentary:
Commentary against the following risks has been updated. Please refer to the Risk Matrix and text in red.  Gov1, Gov3, Gov5, Gov6, Gov7 Fin1, Fin2, Fin5 Leg2 Per5 Ops1, Ops3, Ops4, Ops6, Ops7

**Risks Identified by Category**

	Total	Low	Moderate	Significant	High
Governance	7	4	3	0	0
Finance and Property	7	4	1	1	1
Legal	3	0	2	1	0
Personnel	7	3	4	0	0
Operations	10	0	2	7	1
Total	34	11	12	9	2
		32%	35%	26%	6%
		68%		32%	

Commentary:
Movement highlighted in Operations/Low with the closure of risk Ops2.

**Changes in Residual Risk compared to Previous Quarter**

Ref.	Description of Risk	Amendment
Ops2	COVID impacting operations and an ability to conduct business as usual.	Closed.

New Insert - Additional Identified Risks	
Ref.	Description of Risk
Ops11	Synods and/or Presbyteries, funded by Frontier Services, become financially insolvent and are unable to fulfill the agreed service delivery oblig

Commentary:

Risk Assessment		Anticipated consequences of occurrence				
Likelihood / frequency of occurrence		1	2	3	4	5
		Insignificant	Minor	Moderate	Major	Catastrophic
1	Rare	Low	Fin3 Low	Gov4 Per3 Low	Leg1 Per4 Moderate	Significant
2	Unlikely	Low	Gov1 Gov2 Gov3 Fin2 Fin6 Fin7 Per5 Low	Fin1 Leg2 Ops7 Per7 Moderate	Ops1 Ops6 Ops8 Ops9 Ops10 Significant	Significant
3	Possible	Per6 Low	Gov5 Gov6 Gov7 Per1 Per2 Ops5 Moderate	Ops3 Significant	Leg3 Ops11 Significant	High
4	Likely	Moderate	Significant	High	Ops4 High	High
5	Almost Certain	Significant	Fin5 Significant	High	Fin4 High	High

ID	Ref.	Risk description	Inherent Likelihood	Inherent Consequences	Inherent Risk	Residual Likelihood	Residual Consequences	Residual Risk	Mitigating action / controls <i>Actions to mitigate the risk e.g. reduce the likelihood.</i>	Contingent action <i>Action to be taken if the risk happens.</i>	Progress on actions	Control Effective ness	Owner <i>Person who will manage the risk.</i>
<b>GOVERNANCE</b>													
1	Gov1	Lack of understanding of the role of Governance including ASC, Board	Unlikely	Moderate	Moderate	Unlikely	Minor	Low	Additional board members improving the skill gap. <i>Orientation and on-boarding for new Board Members</i>	Effective open communication between board, management, AFARC and ASC	<del>Need to get clarity around Investment committee and decision-making framework-</del> <i>New Board members in process of recruitment</i>	Strong	Board, Nat Dir
2	Gov2	Failure to declare and manage any conflicts of interest	Unlikely	Minor	Low	Unlikely	Minor	Low	Standing agenda item on board meetings and management meetings for decisions	Disciplinary matter	Ongoing management	Strong	Board, Nat Dir
3	Gov3	Failure to have, and comply with, Strategic Plans and associated business plans	Unlikely	Moderate	Moderate	Unlikely	Minor	Low	Ensure staff have a clear understanding of the Strategic Plan. Ensure KPI's are defined for all staff in alignment with Strategic Plans.	Effective open communication between board and management.	All staff provided with 22/23 KPI's that align with strategic objectives. <i>All staff recently participated in an internal strategy workshop.</i>	Strong	Nat Dir, Board
4	Gov4	Intellectual Property loss. There is significant IP owned by Frontier Services from John Flynn	Rare	Moderate	Low	Rare	Moderate	Low	Audit needs to be done of trade marks and IP, logs made	Legal action if required	IP Asset Register implemented and IP currency applications underway	Moderate	Mkt Mgr & Ops Mgr
5	Gov5	Lack of succession planning and competency gaps	Likely	Moderate	Significant	Possible	Minor	Moderate	Develop career pathways/professional development plans with staff.	General Secretary would work with the board to fill necessary gaps	<i>Develop and define roles and responsibilities. Identify competency gaps and work towards implement development plans.</i>	Strong	Board, Nat Dir
6	Gov6	Discovery of significant financial and operational commitments made by past staff	Unlikely	Moderate	Moderate	Possible	Minor	Moderate	Ensure the seperation of duties for all responsible persons. Develop policies, procedures and risk assessments to support any decision making.	Human resources action, manage reputation risk, legal action	<i>Clarification of Bush Chaplain commitments now concluded.</i>	Strong	Nat Dir
7	Gov7	Not having clear policies when they are required	Possible	Moderate	Significant	Possible	Minor	Moderate	Ensure policies and procedures maintain relevancy and that they continue to align with legislative and industry requirements. Work with Assembly to ensure policy alignment. Ensure staff are confident and knowledgeable in all policies, procedures and reporting mechanisms.	Deal with the matter it pertains to (lawyers) and then ensure we rectify it	<i>Policy review is underway, aligned to Assembly policies. Focus is initially on Cyber, Investment and Risk</i>	Strong	Nat Dir, Ops Mgr
<b>FINANCE AND PROPERTY</b>													
8	Fin1	Significant downturn in funding. Over dependence on bequests revenue	Possible	Moderate	Significant	Possible	Moderate	Significant	Diversifying income streams and ensuring the budgets are not reliant on bequest revenue. <i>Ensure 6 months cash reserve in addition to a moderate assessment of bequests in budget process.</i> Recruiting and resourcing the team to improve fundraising results.	Draw down on capital reserves for cash flow	Recruitment of staff in the Fundraising Team has happened. <i>Staff focus on corporate and grant opportunities.</i>  <del>Grants &amp; Partnerships Manager recently employed to increase grant revenue.</del>	Moderate	Nat Dir, Fund Mgr
9	Fin2	Inadequate budgeting, financial management, internal controls and reporting, and audit requirements	Unlikely	Moderate	Moderate	Unlikely	Minor	Low	Work closely with Assembly and Synod personnel. Ensure regular reporting, many layers of oversight in budget controls. Review processes, ensure separation of duties, identify efficiencies and areas that can be automated, reducing the risk of human error.	Human resources action, reputation risk, legal action	<del>Recent recruitment of Operations Manager who will oversee process and work towards eliminating any issues with Month End process.</del> <i>Close collaboration with Assembly and strong process for setting budget</i>	Strong	Nat Dir, Fin Mgr, Ops Mgr
10	Fin3	Major partners involved with fraudulent activity	Rare	Moderate	Low	Rare	Minor	Low	Ensure any partnership agreements define clear roles, responsibilities and expectations.	Enact media crisis policy and inform board and Assembly	Working towards developing more partnerships	Moderate	Prog Mgr
11	Fin4	Insurance coverage to end for redress civil claims	Almost Certain	Major	High	Almost Certain	Major	High	Working with UCA Redress and Lawyers.	Provisioning has been made and is in place	Our last claim under the insurance is due to be settled.	Weak	Fin Mg, Board
12	Fin5	Need to relocate office - cost and staff disruption	Almost Certain	Minor	Significant	Almost certain	Minor	Significant	Work with Assembly Secretariat staff who have done this recently. Keep staff informed and involved	Have clear plans, timelines, budgets and communications	<i>Process is underway</i>	Strong	Nat Dir, Ops Mgr
13	Fin6	Grants received from organisations with values at odds with FS	Possible	Moderate	Significant	Unlikely	Minor	Low	Develop a Grants acceptance policy that sets clear guidance. Get Board approval.	Have clear comms process and consider refunding the grant	Process is underway	Moderate	Nat Dir, FR Mgr, Board
14	Fin7	Grant or trust received and unable to be expended	Unlikely	Moderate	Moderate	Unlikely	Minor	Low	Staff person employed. Rigorous process for determining grant applications and approval process. Grant values not large and for work within existing program.	Contact grant provider, negotiate or refund. Work closely with delivery people.	Staff person and process in place and being documented.	Moderate	Nat Dir, FR Mgr, Ops Mgr
<b>LEGAL</b>													
15	Leg1	Failure to meet legislative, compliance, administrative and other responsibilities relating to child safety.	Rare	Major	Moderate	Rare	Major	Moderate	Ensure staff and volunteers maintain current WWC Checks, Police checks and are up to date with relevant training/best practice guidelines. Ensure currency with Church recommendations and guidelines.	Need to escalate to board and lawyers if breach occurred. Media crisis management	Ongoing management of all processes	Strong	Nat Dir, Nat Prog Mgr, Ops Mgr
16	Leg2	Breach of legislation, including privacy requirements	Unlikely	Major	Significant	Unlikely	Moderate	Moderate	Ensure staff adhere to/are confident in policy, procedures and reporting requirements should an issue arise. Audits both internal and external to ensure compliance.	Disciplinary matter and inform the board	<i>Part of wider review of policies and procedures.</i>	Strong	Nat Dir, Fun Mgr, Ops Mgr
17	Leg3	Detrimental changes in legislation or government policy, including changes to our PBI status	Possible	Major	Significant	Possible	Major	Significant	Ensure all Bush Chaplains complete their reports in a timely manner with the information we require. Keeping abreast of legislative changes and doing submissions when required	We would need to revisit the constitution and other key policies	UnitingCare currently undertaking a shared review on the ACNC review of Commisioners Interpretation Statements and the effect this could have on the collectives PBI status. Joint position statement to be done if the need arises. Operations Manager working closely with Bush Chaplains	Weak	Nat Dir, ND F&A, Ops Mgr
<b>PERSONNEL</b>													
18	Per1	Loss of institutional memory and knowledge due to loss of multiple senior staff	Likely	Moderate	Significant	Possible	Minor	Moderate	Ensure process manuals are developed, maintained and audited to ensure knowledge gaps closed.	Revert to Process Manuals.	Ongoing management and updates.	Strong	Nat Dir, Ops Mgr

19	Per2	Staff turnover, due to current climate. Loss of institutional knowledge.	Likely	Major	Significant	Possible	Minor	Moderate	Ensure staff have regular checkins with Line Managers. Actively promote a healthy, compassionate and value based working environment and culture.	Outsource/Recruit. Revert to Process Manuals.	Recently undertook values workshop with all staff. Senior staff are working together to ensure values are central.  Actively promoting a healthy, compassionate and value based working environment and culture.	Strong	Nat Dir, Exec Ass
22	Per3	Involvement of staff or volunteers in criminal action	Rare	Major	Moderate	Rare	Moderate	Low	Ensure Police Checks and WWC are undertaken on all staff and currency is maintained. Ensure staff adhere to/are confident in policy, procedures and reporting requirements should an issue arise.	Disciplinary matter, inform the board, obtain legal counsel as needed, notify any relevant authorities and prepare any relevant mandatory reporting for submission	Emploment contracts and Staff handbook clear on responsibilities. Values being reinforced through staff meetings.	Strong	Prog Mgr, Nat Dir, Ops Mgr
23	Per4	Death, serious injury/illness of staff, volunteer or associated person while representing Frontier Services	Unlikely	Major	Significant	Rare	Major	Moderate	Briefings, WWC Checks and Police checks in addition to risk assessments done for each project	Media crisis management. Pastoral care response from board and National director	Good preparation and equipping of staff and volunteers	Moderate	Nat Dir, Prog Mgr, Ops Mgr
24	Per5	WHS issues of working alone - home or office environment	Possible	Minor	Moderate	Unlikely	Minor	Low	Ensure WHS obligations are adhered to by staff and FS. Ensure clear working from home policies and procedures are available and all staff have received training in the same.	Weekly updates with team.	Flexible Working Arrangements, including Working from Home, review has been undertaken and followed up	Moderate	Nat Dir
25	Per6	COVID infections and Key staff unable to work	Possible	Minor	Moderate	Possible	Insignificant	Low	COVID safe measures implemented across the workplace and promoted for home use.  Continue to advise staff of latest safe work guidelines as and when issued by health authorities.	All staff would be immediately working from home	Ongoing Management. Flexible working arrangements in place. Constant monitoring of health advice, policy and legislative changes.	Moderate	Nat Dir
26	Per7	Bush Chaplains behaviour brings organisation into disrepute	Possible	Major	Significant	Unlikely	Moderate	Moderate	Ensure regular checkins with all Bush Chaplains.  Ensure all are trained and competent in best practice guidelines. New guidelines in place.	Disciplinary Process, Crisis Management, Report to Board	Operations Manager has oversight of Bush Chaplains.	Strong	Nat Dir, Ops Mgr
OPERATIONS													
27	Ops1	A situation arises that requires us to implement Disaster Recovery Plan	Possible	Major	Significant	Unlikely	Major	Significant	Ensure Business Continuity Plan is maintained and relevant. Ensure everything is in the cloud, salesforce, phones, Gmail, drive all documents and systems are in the cloud and backed up. Test backups of website and database as business critical. Conduct an IT Audit to understand our vulnerabilities and 2factor authentication	Activate BCP/Crisis Response and apply methods within. Talk to those effected immediately if there was a data breach	Crisis response plan has been updated along with Cyber response plan	Moderate	Nat Dir, Data Mgr, Ops mgr
29	Ops3	Difficult relationships with Synods, Presbyteries or Congregations	Possible	Moderate	Significant	Possible	Moderate	Significant	Maintain good working relationships and open communication. Significant new engagement has taken place	Remove all funding from the area and escalate this issue to AFARC and ASC	Continuing to have a dialogue with key stakeholders.	Moderate	Nat Dir, Senior staff
30	Ops4	Claims of historical mistreatment of children or vulnerable people in Frontier Services Care	Likely	Major	High	Likely	Major	High	Address cases as they present and ensure we have done what we can for the redress scheme. Have established legal support.	Contact redress scheme and manage each case as it happens	No current matters being addressed	Weak	Nat Dir & Gen Sec
31	Ops5	Negative publicity or media misrepresentation Frontier Services or UCA	Possible	Minor	Moderate	Possible	Minor	Moderate	Maintain strong relationships with media	Enact media crisis policy and inform board and Assembly	Working with external media advisor to assist in brand and promotion opportunities	Moderate	Nat Dir, Mkt Mgr
32	Ops6	Breach of website - Frontier Services.org or other online programs. Cyber Security issues	Possible	Major	Significant	Unlikely	Major	Significant	Security checks and virus protection, most programs have 2 factor authentication and 24 hour IT support. We update all our software continuously and we are subscribed to government threat alerts. Phishing training run. Assembly have internal audit.	24 hour IT support, Skilled Data Administrator actively applying preventative actions to protect systems	Cyber plan developed and initial scenarios being considered	Moderate	Data Mgr
33	Ops7	Relationship with Corporate or Trust Body strained or damaged	Possible	Moderate	Significant	Unlikely	Moderate	Moderate	Trusts Manager employed. Corporate strategy to move slowly and involve senior management in relationships	ND to deal directly with key stakeholder	Significant work on policy and procedure being undertaken	Moderate	ND, Senior managers
34	Ops8	Synods and Presbyteries not fulfilling their WHS obligations towards Bush Chaplains leading to injury or poor performance	Possible	Moderate	Significant	Unlikely	Moderate	Moderate	Clarity of responsibilities in our MOU documents. Regular engagement with Synod and Presbytery officers, and also with Bush Chaplains, reminding people of responsibilities.	Offer support to the Synod / Presbytery, manage adverse media	Meetings have commenced	Moderate	ND, Ops Mgr
35	Ops9	NSW Synod IT failure to provide support that is adequate while maintaining FS ownership and agility.	Unlikely	Major	Significant	Unlikely	Moderate	Significant	Clear communication channels to be established alongwith defined expectations and performance metrics. Frontier Services to clearly define their IT requirements. Regular KPI meetings to be held,	Escalate the issue to Assembly. Seek independent support where essential	Meetings have commenced	Moderate	ND, Ops Mgr
36	Ops10	NSW Synod failure to support provide appropriate support through the agreed Service Level Agreement (including HR, Finance, It and WHS)	Unlikely	Major	Significant	Unlikely	Moderate	Significant	Ensure SLA is adhered to and relevant function KPI's are met. Ensure regular reporting expectations are defined and that regular progress meetings are held. Maintain good working relationships with outsourced functions.	Escalate the issue to Assembly. Seek independent support where essential	Currently reviewing SLA with Synod Shared Services.  Recent staff resignations of key senior personnel within NSW Synod has raised concerns about the effectiveness and efficiency of them being able to continue their obligations under the current SLA.	Moderate	Gen Sec, Nat Dir
37	Ops11	Synods and/or Presbyteries, funded by Frontier Services, become financially insolvent and are unable to fulfill the agreed service delivery obligations.	Possible	Major	Moderate	Possible	Major	Significant	Clear communication channels are established alongwith defined expectations, performance metrics and regular financial and service delivery reporting.	ND to deal directly with key stakeholder. Include Assembly in discussions if appropriate.	With the recent implmentation of revised MOU for Bush Chaplaincy funding, we have introduced rigorous accountability and reporting functions. Additionally, we have regular open communication with Synods/Presbyteries and are aware of any potential risks.	Strong	Nat Dir

### Residual Risk

	Anticipated consequences of occurrence				
Likelihood/freq. of occurrence	1 - Insignificant	2 - Minor	3 - Moderate	4 - Major	5 - Catastrophic
1 - Rare	Low	Low	Low	Moderate	Significant
2 - Unlikely	Low	Low	Moderate	Significant	Significant
3 - Possible	Low	Moderate	Significant	Significant	High
4 - Likely	Moderate	Significant	Significant	High	High
5 - Almost Certain	Significant	Significant	High	High	High