



Kairos Prison Ministry Australia

Changing Hearts, Transforming Lives, Impacting the World

Regional Committee Handbook

Revised 2026

(Note: In the Kairos Manuals this is referred to as the Advisory Council)



*When printed, this document is uncontrolled.
Check the Kairos website for the most up to date version.*

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Welcome to the Kairos Regional Committee Handbook

We take it that you are engaging with this handbook because you are on a Regional Committee or seeking to understand how a Regional Committee functions within Kairos. As a Regional Committee member, you are on the "coal face" of this ministry, working directly with the people in your region to deliver the Kairos Programs.

The Potential of Leadership

When a Regional Committee is functioning well, there is enormous potential to see hundreds of lives impacted by the love of God. God's Spirit is at work through this ministry of Kairos. In the book of Acts (Acts 6:1-6), as the early church started to grow, they saw the need to become organized and accountable. God blessed the proclamation of the Gospel, and thousands came to the Lord and grew into mature disciples. As we read some of the New Testament letters, we see the importance of good leadership. The focus of that leadership was so often on the character and Christlikeness of the leaders. How people lived out the Gospel and how they treated one another was even more important than any gifts or skills that they had.

The Role of the Committee

Now Kairos is not the Church, but it has been raised up by God to be part of what the Holy Spirit is doing around the world. What people do on Regional Committees is highly significant. We know that those involved in Kairos are volunteering their time; they are seeking to use their gifts and experience to honour Christ through this ministry. Regional Committees are a vital part of the Kairos ministry as they are to be actively involved in the growth, strength and smooth running of the local program.

People come from all sorts of backgrounds, denominations and experiences. This is an incredible strength and can also be a challenge for the ministry. We want to see consistent growth in volunteers and participants, and the Regional Committee plays a significant role in achieving that.

As a Regional Committee member, you may find yourself at times in a role that is outside your experience or comfort zone. You may need specific help and support in that role, including relying on God through prayer. Others may have had vast experience in different roles but now need to use that experience within the framework and culture of Kairos. As members of the Regional Committee, supporting one another and relying on God may you enjoy working as a team for God's glory and seeing the fruit that God produces.

The Purpose of This Handbook

This handbook will help you understand:

- What the responsibilities are of the Regional Committee as a whole.
- How the various roles within the committee contribute to fulfilling these responsibilities.

Our Prayer

We pray that as you explore the various aims, requirements, opportunities, and outcomes of being on a Kairos Regional Committee, you will do so with the awareness that each of us is called by God to do this together, in Christian love and service, in faith that God will work through us to glorify His name.

It is essential that we keep before us the Vision, Mission, Core Values and Statement of Faith in all that we do in Kairos. These help us to stay focussed, and the Vision and Mission statements should be read at each Regional Committee meeting.



Vision, Mission, Core Values and Statement of Faith for Kairos Prison Ministry Australia

Vision

A Community Spiritually Freed from the Effects of Imprisonment. Reaching all Impacted by Incarceration, through the Love, Hope and Faith found in Jesus Christ.

Mission

The mission of the Kairos Prison Ministry is to share the transforming love and forgiveness of Jesus Christ to impact the hearts and lives of incarcerated men, women and youth, as well as their families, to become loving and productive citizens of their communities.

Core Values

Kairos Prison Ministry Core Values guide our behaviour and actions as a Board, staff, and volunteers:

Lay Led, Christ Centred Ministry

We are Christians who believe in the Holy Trinity and honour and live the teachings of the Bible and our Lord and Saviour, Jesus Christ. We conduct the ministry while inviting all to attend as Guests or Participants in Courses and program-specific follow-on activities to build Christian community.

Empowerment While Building Accountability

While we empower the local volunteers to conduct the ministry, we are accountable to excellence and performance at the highest standards and authority of the ministry. We empower Guests or Participants to be accountable for their lives and be transformed by Jesus Christ.

Ministry Model to Build Community

We believe in the importance of enabling relationships to build community, thus our model includes the Course experience, followed by Guests or Participants gathering regularly for accountability, support and prayer. The full complement of the well-defined returning model is necessary for the community to prosper.

Trustworthy

We believe that we must be honest and truthful in our personal conduct as we represent the ministry consistently and with integrity.

We are obedient to God in everything we do and obedient to the guidelines of the Kairos ministry programs.

Respect and Love

We believe in respecting each person with dignity while modelling Christ's love. We practice 'Listen, Listen, Love, Love.'

Stewardship

We believe that we must be good stewards of our ministry's programs, funds, and resources, as well as our personal time, talent, and treasures.

Statement of Faith

The people of Kairos are called by God to share the love of Christ with those impacted by incarceration. Kairos encourages believers from a variety of Christian traditions to be volunteers in this Christ-filled ministry.

Kairos programs offer to prison residents, their families, and those who work with them the opportunity to receive God's forgiveness through faith in Jesus Christ, and to grow in their faith and servanthood in Christian community. We stand on the common ground of the following elements of faith:

We in Kairos believe:

- The Bible is God's authoritative and inspired word for our faith and our lives.
- In the Trinity of the Father, Son, and Holy Spirit.
- In the deity, death, and resurrection of Jesus Christ.
- Friendship with God is a free gift, for God so loved the world that He gave His one and only son so that whoever believes in Him shall not perish but have eternal life.
- The love of Jesus Christ motivates His followers to provide food for the hungry, drink to the thirsty, welcome to the stranger, clothes for the naked and visits to the sick and those in prison.
- In sharing the love and forgiveness of Jesus Christ with all incarcerated individuals, their families and to those who work with them inside and outside the correctional institution.

Regional Committee Meeting Must Include the Following***Prayer***

It is important that we express our utter dependence upon God through prayer and that prayer is seen as a foundation in all of our Kairos Meetings. So, it is important to begin each Regional Committee meeting in prayer and to begin all core team meetings and all training meetings with prayer.

Acknowledgement of Country

Kairos Australia includes an Acknowledgement of Country to show respect for the Traditional Custodians of the land and their ongoing connection to it. It is a visible sign of respect and a process of healing and reconciliation, encouraging understanding of Indigenous cultures.

An acknowledgement of country should be said after prayer;

- At each Regional Committee Meeting
- On day 1 of team formation
- On day 1 of the KI Short Course or KO Weekend
- At the closing when outside communities are in attendance
- At the start of Continuing Ministry activities:
 - KI – each journey/monthly reunion/instructional reunion and day 1 of the 2 day retreat
 - KO – each reunion
 - SWAP meetings - it is optional

Devotion

A devotion keeps our focus on God and reminds us of our dependence on Him in all we do.

Vision Statement

Keeping the vision statement before us reminds us of the outcome of this ministry.

Mission Statement

Keeping the mission statement before us reminds us of what we need to be doing now. It helps us make decisions that will keep us focussed on what we are seeking to do under God.

Core Values and Statement of faith

It is helpful from time to time to remind one another of these foundational principles.

Key Contact Email Addresses

Chief Operating Officer	coo@kairos.org.au
Kairos Support Office - Operations	operations@kairos.org.au
Kairos Support Office - Accounts	accounts@kairos.org.au
Kairos Support Office – Projects	projects@kairos.org.au
NSW State Council	kairosnsw@kairos.org.au
QLD State Council	kairosqld@kairos.org.au
SA State Council	kairossa@kairos.org.au
Advanced Kairos Training Inside Co-ordinator	aktki@kairos.org.au
Advanced Kairos Training Outside Co-ordinator	aktko@kairos.org.au
EZRA and Zoom Support	
Southern NSW	ezrasupportnsw2@kairos.org.au
QLD and Northern NSW	ezrasupportqld@kairos.org.au
SA, WA, VIC	ezrasupportsa@kairos.org.au
Excellence Initiative Support	
NSW	excellencensw@kairos.org.au
QLD	excellenceqld@kairos.org.au
SA, WA, VIC	excellencesa@kairos.org.au
Agape Support	agape@kairos.org.au
Emails (Email-Helpdesk) Support	emailhelpdesk@kairos.org.au
Website and MyKairosOz Support	projects@kairos.org.au
Support for? Not sure who to ask?	
Kairos Support Office:	operations@kairos.org.au

All other contacts see Kairos Website: <https://kairos.org.au/document/contacts-directory/>

Policies, Documents and Forms Relevant to Regional Committees



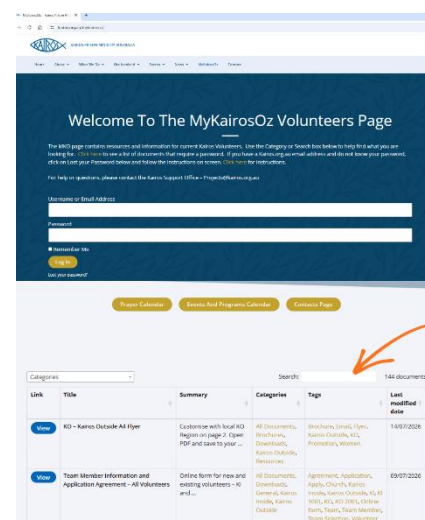
How to Access – MyKairosOz - MKO

What is MyKairosOz? Also known as “MKO”, this is a section of the Australian Kairos website where we provide access to various Kairos documents. The website address is www.kairos.org.au/MyKairosOz. Think of it like a filing cabinet or folder with all the documents and forms you need as a volunteer for KPMA.

Throughout this document, there will be references to documents, forms, policies etc and unless otherwise indicated, they will be available on MKO. Please do not rely on the printed versions of forms or policies as they may be out of date. MKO will be kept updated and should be your first stop when needing documents. The only exception to this is the KI and KO manuals.

Searching for Documents

To find a document on the MKO page, the easiest way is to use the special search box. Look at the image to the right and note where the orange arrow is pointing – that is the search box to use. This will ensure you are only searching the documents in MKO and not the whole website. Use a keyword to help narrow it down. For example, “Handbook” or “Treasurer” or “Program”. You can then clear the box and start again as needed.



Do I need to Log In?

Many documents are available to view for anyone who visits our website. There are, however, some Kairos Member documents that are for internal use by our Volunteers only that are secured under a log in. All "kairos.org.au" emails should be able to log in and have full access.

If the document you require isn't showing, or there is no “view” button, you will need to log in. If you have a "kairos.org.au" email address, you can check to see if you are registered by clicking on "Lost Your Password" just under the log in button and enter your email address. Check your mailbox for a link to reset your password.

If you do not receive an email to reset your password, please contact Sarah at the Kairos Support Office – projects@kairos.org.au who will assist you with access. We also have a document [linked here](#) and also on the MKO page that you can view to help with this process.

Remember, if you have just taken on a new Committee Role and have been allocated an existing Kairos email address, click on "Lost Password" to set up a new password so that you can have access. Access to the website is not the same as the access to your email so you can set a different password if you prefer.

Key Polices, Forms and Handbooks

Please note: It is always best if people do not print these off to keep filed, but instead access the most contemporary version via the links on MyKairosOz – www.kairos.org.au/mykairosoz

- Acknowledgement of Country (Examples to use)
- Ad Hoc Committee Check List
- AGM Agenda Form
- Clothing policy
- Code of conduct policy
- Code of Conduct Summary
- Complaints handling policy
- Conflict of interest
- Cultural awareness (Aboriginal and Torres strait Islanders)
- Cyber security policy
- Email policy
- Engaging with graduates after release
- Excellence Initiative forms KI
- Excellence Initiative forms KO
- Food handling
- Fundraising Ideas Guide
- Guidelines for mentoring Kairos Volunteers
- Journey Handbook Resource
- Kairos outside and former inmates
- Leadership Pathway Guidelines
- Letters of support from children
- Media interviews and Guidelines
- Media release form
- Music policy APA
- Music policy CCLI
- MyKairosOz
- Photograph policy
- Privacy
- Program notification forms for KI
- Program notification forms for KO
- Ratification form for leader KI
- Ratification form for leader KO
- Ratification form for Observing leader KI
- Ratification form for Observing leader KO OL1
- Record keeping policy
- Regional Awareness and Promotions Handbook
- Regional Committee Handbook
- Regional Committee meeting minutes
- Regional Committee meeting Sample agenda
- Regional Committee membership form
- Report to State council KI
- Report to State council KO
- Social media policy
- State Council Handbook
- Team Application KI
- Team application KO
- Technology policy
- Treasurers' Handbook for Kairos
- Venue considerations for Ko outside
- W.H.S policy
- Whistleblower policy
- Work Health and Safety report
- Working with other prison ministries

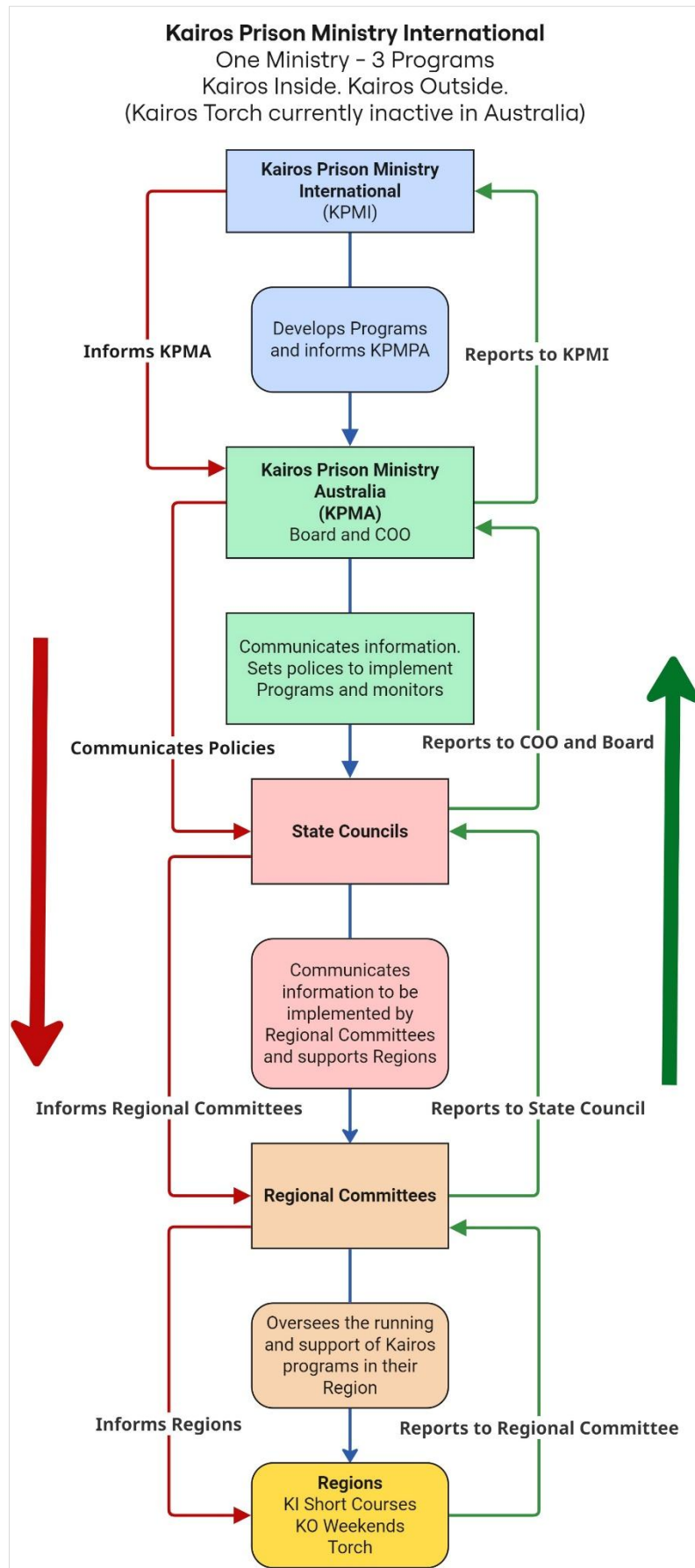
This list is current at the time of creating of this document. Please check the website for the most recent version or update. www.kairos.org.au/mykairosoz

Australian/American Terminology

In the Kairos Inside Manual and Kairos Outside Manual there are some terms that are different in referring to

AUSTRALIAN	AMERICAN
State Council	State Chapter Committee
Regional Committee	Advisory Council
Journey program is part of Continuing Ministry	Continuing ministry
Monthly reunion	Monthly reunion KI
Short Course	Weekend Inside
KO Weekend	Kairos Outside
Reserve guest	Alternate
SWAP/Coffee	Support Group
Reunion	Reunion

How does the Regional Committee fit into the Kairos Kairos Structure



The Importance of the Kairos Structure

We want to see the transformation that God can bring into participant's lives through the Kairos Programs. That is indeed the work of His Spirit. However, our part is to make sure that we are fulfilling our commitments to run the programs according to the intent and requirements of our licencing agreement and with KPMI and the manuals they have provided. In Kairos we talk about the concept of 'Riverbanks' where some areas of the programs have greater flexibility than others. Our core values remind us of the importance of fulfilling our responsibilities.

Kairos Prison Ministry International (KPMI) has granted a licence to Kairos Prison Ministry Australia (KPMA) to conduct Kairos Programs in Australia and to only use KPMI's materials in accordance with policies set out in the Program Manuals. It is exciting to see how the ministry of Kairos is expanding around the world.

KPMA Board sets the policies, programs and procedures for the ministry in Australia. The board is also involved in advocacy for the ministry, planning and strategy, monitoring and adapting, identifying and managing risk and is ultimately responsible for compliance. KPMA gives the Chief Operating Officer (COO) the authority necessary for the delivery of new and continuing Kairos programs across Australia through State Councils and Regional Committees.

State Councils have an important role in encouraging regions, assisting with problem solving and supporting Regional Chairs. They are also responsible to see that the requirements and procedures set by KPMI and KPMA are followed. This ensures the health and success of the programs in each state.

Local Regional Committees lead by example and highlight the importance of character, spiritual maturity and competence. They also make sure that these requirements and procedures are understood and followed in the local programs and report back to their State Council. The Regional Committees are also involved in choosing and ensuring that suitable leaders are raised up and equipped for future programs. This ensures the health and success of the programs at a local level.

The Operations Support Group (OSG) is responsible for developing, facilitating, and supporting the training, procedures, and materials required to run the ministry's programs. This group, which includes staff such as an Operations/Records Manager, Accountant, and Projects Officer, supports the volunteer-led programs (Inside and Outside) by managing the operational, logistical, and training needs of the organization. They report to the COO.

Advanced Kairos Training (AKT), Ezra and Excellence Initiative (EI) are provided to facilitate the preparation, smooth running of the programs and reflection after the program. The Chief Operating Officer (COO) has permission to grant one off variations to some requirements when necessary.

Advanced Kairos Training (AKT) for Kairos Inside and Kairos Outside provides the in depth training for Kairos Inside Leaders and Observing Leaders and Kairos Outside Weekend Leaders and Observing Leaders. Advising leaders are also required to attend if their AKT was more than 2 years ago. Regional Committee members, especially the Chair and State

Council Representatives are also encouraged to attend to acquire a deeper understanding of this ministry.

Ezra is a leader's software tool that organizes administrative tasks easily and produces forms, agendas and resources needed for the implementation of the Kairos Inside and Outside team formation and Kairos Inside Short Course and Kairos Outside Weekend. Ezra can only be ordered through the Kairos Support Office after the program notification has been approved. There are a number of people that you can contact to get help in downloading and using Ezra. See contact list at the beginning of this document. Please speak to them before downloading.

Excellence Initiative is a survey tool used following the KI Short Course and KO Weekend to review the program just completed in all its many aspects to help the Regional Committee learn, adapt and meet requirements.

In Kairos Inside the Advising Leader completes the Excellence Initiative form online and it will be sent to the Excellence Initiative State Adviser. The online form needs to be completed within two weeks after the Short Course is finished. See contact list

In Kairos Outside the person selected by the Regional Committee completes the Excellence Initiative form online and sends it to the Excellence Initiative State Adviser. The online form must be completed within two weeks of the weekend finishing. Please note that in KO the EI person does not hold any position on team. They are to attend one team formation.

National Agape Coordinator handles agape for both Australian and overseas regions, passing it to Regional Committees running KI Short Courses and KO Weekends. The coordinator also provides guidance on creating and distributing Agape (unconditional love) to guests and participants in Kairos programs. See [Contact List](#) above.

What is the Purpose of the Regional Committee?



A Regional Committee (RC) in Kairos Prison Ministry is a group of Christian volunteers who serve under the authority of the State Council as the primary governing and operational body within a specific geographic area or correctional facility.

They are responsible for overseeing and running Kairos programs (Kairos Inside and Kairos Outside), and for the overall health and success of the ministry.

They act as the vital link between volunteers, the local community, and in KI the Correctional Centre Management.

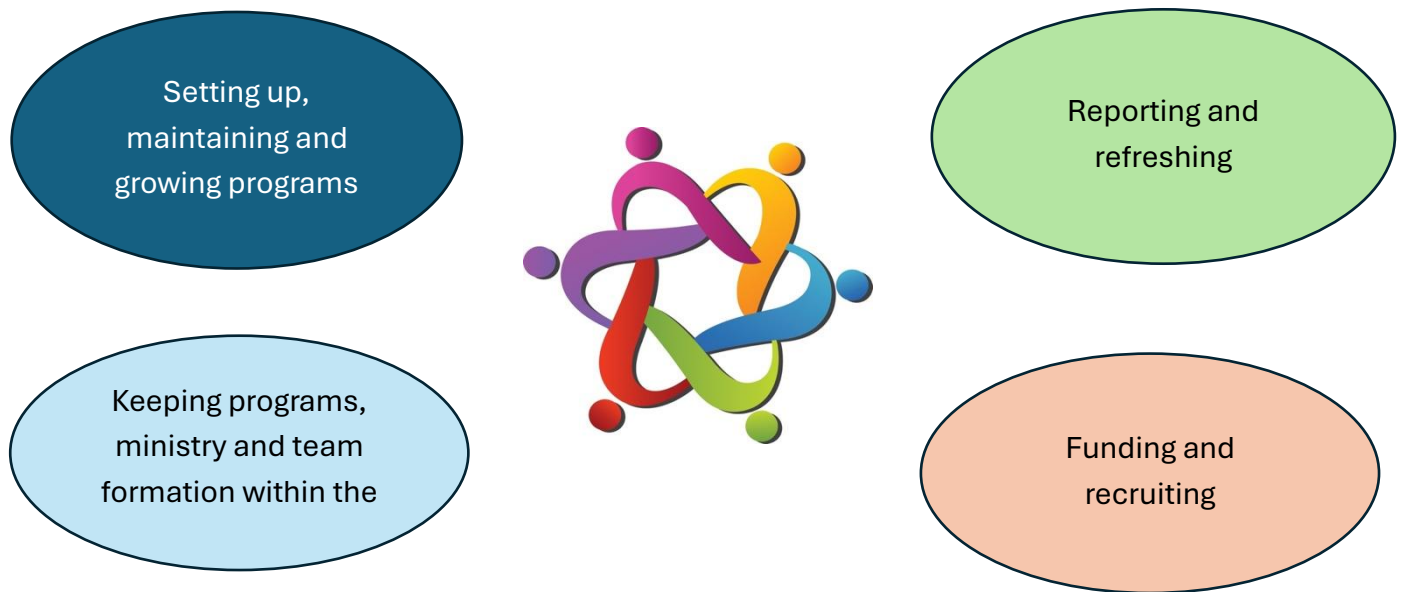
The Spiritual and Biblical Focus of Kairos Prison Ministry Australia (KPMA) is built on a foundation of unity, accountability, and active faith. The following points outline the operational and spiritual standards for the ministry.

- The "One Body" Principle: Based on 1 Corinthians 12, all parts of KPMA - including the Board, State Councils, Regional Committees, volunteers and staff - are connected as one body to accomplish God's will. No individual or group operates in isolation.
- Biblical Principles in Action: All meetings must include prayer and devotions. Every decision and operation is guided by the Core Values, Statement of Faith, KPMA guidelines and official Program Manuals.
- Common Ground: Volunteers are encouraged to set aside denominational differences to focus on their common identity in Christ and the mission of the ministry.
- God Honouring Governance: Regional Committees ensure that all programs are operated in a way that honours God while strictly adhering to the requirements and guidelines set by the KPMA.



A well-run committee is the backbone of the Kairos Prison Ministry, directly determining the sustainability and spiritual depth of the local programs. When a committee functions with excellence, it creates a "ripple effect" of positive outcomes for participants, volunteers, and for KI, prison staff and families.

The Regional Committee Functions



How does a Regional Committee Operate?

How a Regional Committee is Structured

- A Regional Committee is to have a minimum of 6 members elected from active volunteers. An active volunteer is someone who has been involved in some aspect of Kairos in the last 5 years.
 - These people are to be committed Christians who are actively involved in a local Church.
 - A prerequisite is to affirm the Statement of Faith in writing by completing the Regional Committee Membership form.
 - Volunteers are expected to maintain high ethical and biblical standards of conduct, representing themselves and the ministry with integrity.
 - The "Kairos" Way: The ministry prioritises a "Listen, Listen, Love, Love" approach, modelling Christ's love through respect and dignity for all participants.
- Executive Roles. These Office Holder positions manage the primary functions of the committee:
 - Chair: A "servant leader" who facilitates effective meetings, creates agendas, and ensures the committee operates in accordance with Kairos policies.
 - Deputy-Chair: Assists the Chair and typically leads specific subcommittees or special projects.
 - Secretary: Responsible for meeting logistics, maintaining minutes of all meetings, record-keeping and managing official correspondence.
 - Treasurer: Manages the local ministry's funds, manages banking and receipting, responsible for financial reporting, and ensures compliance with the KPMA Treasurers Handbook
 - State Council Representatives: There are two representatives from each Regional Committee on State Council. If possible one of these should be the Chair and

another elected member. Each Regional Committee only has one vote on State Council.

- Other Regional Committee roles:
 - Agape Co-ordinator
 - Angel/Facility Coordinator (KO Only)
 - Data Co-ordinator
 - Ex Officio
 - Ezra Co-ordinator
 - Fund Raising Co-ordinator
 - Journey Program/Continuing Ministry Co-ordinator
 - Music Co-ordinator
 - Other positions as required by the Regional Committee
 - Recruiting Co-ordinator
 - Security Clearance Coordinator (KI Only)
 - Work Health and Safety Coordinator
- A Regional Committee is to meet at least 6 times a year. These meetings can be face to face or via technology.
- Each Regional Committee meeting requires an agenda, prayer, Acknowledgement of Country and a devotion. The vision and mission of Kairos must be read at each meeting. Minutes are to be recorded and once ratified by the committee as a true and correct record by the committee and signed by the Chair, forwarded to the Secretary of the State Council and KSO Operations – operations@kairos.org.au See [Key Contacts](#) at the beginning of this document for a list of email addresses.
- The Regional Committee must have a quorum of 50% of voting members who are present for the whole meeting. There is to be no voting by proxy. Any member can request a secret ballot.

Here is an example of a Regional Committee agenda. (This is available on MyKairosOz. Note you can also find a template for Regional Committee minutes on MyKairosOz):

Kairos Prison Ministry Australia

<<Region>>

Minutes of meeting held.

<< DATE>>, <<TIME>>, <<LOCATION>>

Agenda Ref	Item	Details of Discussion	Action
	Declare meeting open (time)		Chair
1	Opening in prayer		Spiritual Advisor or assigned person
2	Acknowledgement of Country		Assigned person
3	Devotion.		Spiritual Advisor or assigned person
4	Members Present.		Chair
5	Apologies.		Chair
6	Visitors		Chair

Agenda Ref	Item	Details of Discussion	Action
7	Minutes accepted (from previous meeting)	Note: any amendments to the draft minutes tabled should be noted in the minutes of this meeting.	Chair
7	Minutes of last AGM	If the minutes include a motion that the minutes of the AGM be tabled at a RC meeting, then they may be tabled for acceptance.	Chair
8	Business arising from minutes	Items not included in another agenda item may be noted for discussion.	Chair
9	Correspondence In and Out		Secretary
10	Chair's Report		Chair
11	Treasurer's Report.		Treasurer
12	State Council Report		State Council Rep
13	Weekend or Short Course report/s		Leaders
14	Risk Assessment Report on venues for Weekend or Short Course and Continuing Ministry events		Leader/s
15	Next Weekend or Short Course – date, venue, leaders and nominated observer		Chair
16	Institutional (KI/KT) or Facilities (KO) Report		Chair (KI/KT) or Facilities Coordinator
17	Journey/reunion report		Continuing Ministry Coordinator
18	Recruitment report		Recruitment Coordinator
19	Fundraising report		Fundraising Coordinator
20	Other reports		Relevant person
21	General Business	Matters other than Agenda items any member wishes to raise.	Chair
22	Devotion for next meeting	Assignment of person	Chair
23	Next meeting, Time, Date, Location		Chair
	Close in Prayer		Spiritual Advisor or assigned person

(Signed by Chair of meeting at which the minutes are approved)
 (Note that this may be a person other than the Chair of the Regional Committee)

Note

For all decisions made that require a motion then the following should form part of the respective item:

Motion put – This may be amended but only the final motion is required to be recoded.

Motion put by (RC Member) Seconded by (RC Member)

Discussion points. If explanation of motion and/or discussion required

Result of vote. Motion passed or Motion failed.

For all reports it is normal meeting policy that they should be subject to a motion for acceptance.

Make-up of a Regional Committee



- A person must not hold the position of Chair and Treasurer at the same time.
- A married or partner couple must not hold the position of Chair and Treasurer concurrently.
- If the Chair of a Regional Committee becomes the leader of a program they must step down from being Chair from the time they accept program leadership until after the completion of the Regional Committee's short course debrief.
- Kairos is a lay led ministry. Clergy are an important part of the ministry and most welcome for election on to a Regional Committee. However, they cannot lead a Short Course or KO weekend.
- Succession planning and action. It is very important that Regional Committees understand the necessity of bringing new people onto the Committee and to creating and implementing a plan for filling of future Office Holder and committee roles. The need for attracting and developing new people is essential to the health of the Committee. This includes a range of ages, denominations and if possible ethnic groups.
- There are to be separate Regional Committees for Kairos Inside and Kairos Outside even if in the same region.
- Individuals may only serve on one Regional Committee at a time. An exception is allowed for up to two years when serving on an Ad Hoc Committee establishing a new Kairos Ministry.
- A Regional Committee can be made up of men and women, but the chair of the Regional Committee must be the same gender as the people they serve. Both male and female volunteers are welcome, but the committee must adhere to the "One-Third" Rule: If the committee serves a specific population (for example, a men's facility or a women's group), volunteers of the opposite gender cannot make up more than 33% (one-third) of the committee. *Example:* If the committee serves a women's group, at least two-thirds of the committee must be women.
- Role Limit: A committee member cannot stay in the same Office Holder role on the Regional Committee for more than 3 years total within a period of 9 years. In the case of the Chair, they must have served on the Regional Committee at least for 1 year within the previous 3 years before becoming Chair.
- Overall Limit: A committee member cannot serve on a Regional Committee for more than 9 years within any 12-year period, without rotating off for a period of 3 years.

Ex-Officio Members

- The Leader for the next Kairos Inside Short Course or Kairos Outside Weekend is required to attend Regional Committee meetings from the date they accept program leadership for at least 6 months after the Weekend or Short Course to ask/answer questions and provide reports and advice in person.
- The Observing Leader for the next Kairos Inside Short Course or Kairos Outside Weekend is expected to attend Regional Committee meetings from the date they accept program leadership and for at least 6 months after the Weekend or Short Course, to learn prior to becoming a leader
- Clergy/Spiritual Adviser
 - Pages 88 – 91 in the Kairos Inside Manual
 - Pages 83-87 in the Kairos Outside Manual
- If any of the Ex-Officio people are already on the Regional Committee, they may speak but not vote on any issue to do with their upcoming program. Once their program is finished, they return to being full voting members of the Committee.

What is an Ad-Hoc Committee?

- An Ad Hoc committee is a temporary "as needed" group formed to explore and develop the potential for starting a Kairos program in a new region. Its primary goal is to establish a legitimate regional arm of the ministry, which eventually evolves into a permanent Regional Committee. (See Ad Hoc Committee Check policy document on MyKairosOz for important information regarding Ad Hoc Committees)

Annual General Meeting (AGM) – Regional Committee

Preparation before the AGM

- The Chair and Committee Members are encouraged to speak to potential new Committee Members well in advance of the AGM explaining Regional Committee responsibilities.
- The Chair is to check that any current Committee members who wish to be re-elected are still within the three years in a particular role and have not been on the committee for more than 9 years.
- Completed Nomination forms need to be given to the chair three days before the AGM
- The Regional Committee determines the date, time and place of the AGM and the secretary will give all active volunteers at least 14 days notice.

Annual General Meeting Format

- The members of a Regional Committee are elected each year in October/November at the AGM and the new Regional Committee begins its work on 1st January of the following year.
- A quorum consists of 6 active volunteers. Non active members may attend but cannot vote.
- It is important to note the make-up of a Regional Committee
- outlined in the previous section.
- Remember it is important that new people are brought onto the Regional Committee. Ideally this should happen every year. If a specific ethnic group frequently participates in or receives services from the region, the committee must actively try to get members of that group into leadership/committee positions. It is also preferable to have a healthy mix of different denominations on the Regional Committee.
- Members of the clergy are permitted to hold positions on the committee, including chair, but may not lead a program.
- All positions (except ex-officio) become vacant on December 31 following an AGM.

The Election Process:

- At the AGM, Active Volunteers elect at least six (6) members from among themselves for a 12-month term starting January 1.
- Office Holder Roles: The Regional Committee must include a Chair, Deputy Chair, Secretary, Treasurer, and (for KI only) a Security Clearance Coordinator. These positions are to be elected at the AGM. Other Regional Committee members are elected at the AGM but their specific roles can be decided at the first Regional Committee meeting following the AGM.
- Nominations with seconders and the agreement of the person being nominated are to be sent to the Chair of the current Regional Committee 3 days before the AGM. Nominations cannot be taken at the meeting. All nominees must have signed the Regional Committee Membership form at least 3 days prior to the AGM. It is also recommended that a short Bio of people standing for nomination be sent out with the Agenda prior to the meeting so that people have a chance to know who is standing for election and a bit about them.
- Notification: After elections, the Secretary must notify Kairos Support Office and State Council of the new committee's details within 2 weeks of the AGM.

- Signing and affirmation of the affiliation agreement. This is an agreement between KPMA, State Council and the Regional Committee under which each agrees to operate within defined parameters. It is usually signed by the parties every 3 years and needs to be confirmed each year by the Regional Committee at its AGM.
- Email Access: New members must contact the Email Help Desk - emailhelpdesk@kairos.org.au for their official position email. Office Holder roles require and must use a specific Kairos email address. This is how important information is made available and passed on to succeeding committee members taking over those positions. It is also the way that Kairos information is sent out to people in these roles.
- Unfilled Positions: If a role isn't filled at the AGM, the Regional Committee can appoint an Active Volunteer at a subsequent meeting, for a term ending at the next 31 December.
- Casual Vacancies: The committee has the authority to fill any "casual vacancy" that occurs during the year with an Active Volunteer. In both cases, the appointee serves until December 31.

An example of an Agenda for an AGM is (Templates for Agenda for the AGM and for Minutes can be found on MyKairosOz):

Kairos Prison Ministry Australia
 Notice of Annual General Meeting
 <<Region>>
 Agenda for meeting to be held.
 << DATE>>, <<TIME>>, <<LOCATION>>

Item No	Item	Action
1	Opening of meeting (time) and Acknowledgement of Country	Chair
2	Record of Attendances of Active Volunteers and apologies	Chair
3	Record of Attendance of Visitors. Any person who is not an Active Volunteer may be invited to attend but such person/s have no vote and cannot speak at the meeting without authority of the Chair.	Chair
4	Opening prayer and devotion	Spiritual Advisor
5	Acknowledgement of country	Chair
6	Confirmation of minutes of previous AGM Motion required accepting minutes as tabled or as amended at this meeting. Note that if the AGM minutes have been accepted by the Regional Committee at a prior Regional Committee meeting (in accordance with a motion at the last AGM) then the accepted minutes need to be tabled but are not required to be subject to a motion for acceptance.	Secretary
7	Matters arising from minutes to be discussed:	Chair
8	Chair's report to all Active Volunteers	Chair
9	Election of Regional Committee. Note: all positions on the Committee become vacant with the new Committee to commence on 1 January. 2. If a ballot, two scrutineers should be drawn from the ex-officio positions (leader positions, Spiritual Advisor) to count votes. Nominations called for positions on the Regional Committee. There are a minimum of six persons to be elected from the Active Volunteers to be members of the Regional Committee. Nominations should be made to the Chair of the current Committee <insert Chair contact details>.	Chair

Item No	Item	Action
	Nominations may also be taken at the Meeting. Confirmation that all nominees have signed Regional Committee Membership forms.	
10	Election of Regional Committee members to positions on the Committee. These may include: • Chair • Deputy Chair • Secretary • Treasurer • State Council Representative/s • Security Clearance Co-ordinator (KI) NOTE: The following positions can be elected at the AGM or other people are elected onto the Regional Committee and these positions are decided at the Regional Committee meeting following the AGM. • Recruiting Co-ordinator • Fund Raising Co-ordinator • Agape Co-ordinator • Data Co-ordinator • Ezra Co-ordinator • Music Co-ordinator • Journey Committee Co-ordinator • WH&S Co-ordinator • Other positions as required by the Regional Committee	Independent person (e.g., Clergy) / Chair
11	Signature and or affirmation of the Affiliation Agreement. Note: The Regional Committee affirms each year and signs the Affiliation Agreement with KPMA every third (third) year.	Chair
12	General Business Any other matters relevant to this AGM to be discussed	Chair
13	Next meeting of the Regional Committee	
14	Closing prayer	Clergy/ Spiritual Advisor
15	Chair declares the meeting closed	Chair

Overview of the Roles of the Regional Committee



The responsibilities of the Regional Committee are very significant in maintaining the integrity of the programs, sustaining and growing the ministry and meeting the requirements of Kairos Prison Ministry International (KPMI), Kairos Prison Ministry Australia (KPMA) and Australian law. The following section outlines some of the specific ways that a Regional Committee can attend to these matters.

To Ensure Compliance

To ensure that Kairos Inside, Kairos Outside Programs and Continuing Ministry are run strictly following the Manuals, Policies and procedures of KPMI and KPMA. We cannot emphasize this enough.

We are a volunteer-based organisation ministering to very vulnerable people. We have a God given and legal responsibility to honour our obligations. Not to do so can put the whole ministry in jeopardy. Regional Committees do not have any authority to change the requirements that are outlined in the Program Manuals and policies and procedures.

It is understood that sometimes circumstances arise where a variation to a requirement seems necessary. These variations are requested through the State Chair/Council to the Chief Operating Officer (COO) and they will determine if a variation can be granted or seek appropriate advice from KPMA or KPMI.

It is the responsibility of the Regional Committee to make sure that any unauthorized variations that are occurring stop. This is because we operate Kairos in Australia under KPMI and if we break that trust then the programs can be placed in jeopardy. Any approval for a

variation is a one-time approval (unless otherwise stated) and there needs to be a plan to address the situation if possible.

All Kairos policies and documents can be found on MyKairosOz and key policies and documents relating to Regional Committees are listed earlier in this document (p12). For policies go to www.kairos.org.au/mykairosoz

Compliance also involves making sure all Kairos Volunteers adhere to copyright regulations. Kairos Material is not authorised for use in AI (Artificial Intelligence such as ChatGPT, CoPilot, Claude etc) in any way. The KPMA Board policy in relation to AI is that there is to be no use of AI in relation to any materials subject to KPMA copyright requirements.

A couple of examples - volunteers cannot put a talk outline into AI nor can they use AI to enhance any training materials sourced from either the program manuals or EZRA.

To Plan and Update the Leadership Track

To sustain the Kairos Programs, it is vital that the Regional Committee is actively monitoring and developing the leadership track. This means constantly planning as to who is showing leadership potential and making sure they are getting the required experience to lead in the future. They are to actively work with current leaders to ensure this is happening. Ideally there should be at any time a three-year leadership track plan. This plan should also consider contingency plans if anticipated availability of volunteers changes.

There is a recommended process to be followed by the Regional Committee in constantly keeping the Leadership Track active. Guideline for Leadership Pathway can be found on MKO.

When leaders have been identified, the Regional Committee Chair completes the appropriate Ratification Form for Leader and Observing Leader for Kairos Inside and Leader and Observing Leader 1 for Kairos Outside. These forms are online forms and need to be filled out carefully. The form contains the requirements for the experience each person is to have before they can be ratified. In some circumstances there may be a need to seek ratification for someone who hasn't fully completed the requirements. Special permission is needed from the Chief Operating Officer, and this is to be requested through the State Chair before a ratification form is submitted. Even if permission is granted by the COO in the end the State Council gives the final approval for someone's ratification.

- Kairos Inside Leader Ratification Form
- Kairos Inside Observing Leader Ratification Form
- Kairos Outside Leader Ratification Form
- Kairos Outside Observing Leader 1 Ratification Form

Please note that a new leader must not start building their team until they are ratified by the State Council.

To Meet the Requirements of the Leadership Track for Kairos Inside

To be appointed as a Kairos Inside Leader (Page 57 in KI Manual), a person must have:

- Served as a team member for a minimum of four Short Courses, with the fourth one as Observing Leader. (Three on/One off does not apply to people on the leadership track)
- Given at least 2 Talks or the 4 part Forgiveness series meditations.

- Experience seated at a Family Table (ideally leader)
- Held at least one leadership Team position which includes Inside Co-ordinator, Head Servant, Agape Coordinator, Chapel Coordinator)
- Previously Served as Observing Leader
- Completed AKT Training within two years of the Short Course they will be leading or include the date this will be done in the Ratification Form.
- Complete and submit the online KI Leaders Ratification Form
- Agreed to become an ex-officio member of the Regional Committee (unless they are already on the Committee) from the date they are appointed until 6 months after the conclusion of the short course.

To be appointed as a Kairos Inside Observing Leader (Page 71 in KI Manual) a person must have:

- Served as a team member for a minimum of three Short Courses before serving as the Observing Leader (Three on/One off does not apply to people on the leadership track)
- Given at least 2 Talks or the 4 part Forgiveness series meditations.
- Experience seated at a Family Table (ideally leader)
Held at least one of the following leadership positions, which are Inside Co-ordinator, Head Servant, Agape Coordinator, Chapel Coordinator. Completed AKT training within two years of the program start date or include the date this will be done in the Ratification Form.
- Complete and submit the online KI Observing Leader Ratification Form
- Become an ex-officio member of the Regional Committee (unless they are already on the Committee) from the date they are appointed until 6 months after the conclusion of the short course.

To Meet the Requirements of the Leadership Track for Kairos Outside

Requirements for Kairos Outside Leader (Page 44 in KO white Manual):

- Minimum of at least five Kairos Outside weekends as a team member
- Must have served as Observing Leader 1 and Observing Leader 2 on the two KO Weekends prior to when she becomes Leader.
- Must have held at least one position on a team inside the Community room
- Must have held at least one position on a team outside the Community room
- Must have held at least one Core team position (Core team consists of Leader, Advising Leader, Observing Leader 1, Observing Leader 2, Head Table leaders, Head table server, Head Musician, Head Kitchen Chef, Talk Facilitator, Angel/Facility Coordinator)
- Must have presented at least two talks and /or meditations
- Must attend the two reunions following the weekends she serves as Observing Leader 1 and Observing Leader 2
- Make sure AKT Training was completed no less than 12 months and no more than 24 months prior to leading the Kairos Outside Weekend.
- Must be willing to serve as Advising Leader at future weekends as required.
- Is to serve on the Regional Committee as an ex-officio ie. a non-voting member (unless she is already on the Regional Committee) while she is Observing Leader 1 and Observing Leader 2 and Leader.
- Fill out the Ratification form Kairos Outside Leader Ratification Form

Requirements for Kairos Outside Observing Leader 1

- Minimum of at least Four Kairos Outside weekends as a team member
- Must have been Observing leader 2 on the weekend prior to being Observing Leader 1
- Must have held at least one position on a team inside the Community room
- Must have held at least one position on a team outside the Community room
- Must have held at least one Core team position (Core team consists of Leader, Advising Leader, Observing Leader 1, Observing Leader 2, Head Table leaders, Head table server, Head Musician, Head Kitchen Chef, Talk Facilitator, Angel/Facility Coordinator)
- Must have presented at least two talks and /or meditations
- Must attend an AKT Training weekend or indicate the date it will be completed before ratification form is submitted
- Fill out the ratification form Kairos Outside Observing Leader 1 Ratification Form
- Page 37 in the Kairos Outside Manual point 14 the observing leader 2 needs to be off the weekend prior to beginning the leadership track/rotation
- Become an ex-officio member of the Regional Committee (unless they are already on the Committee)

To Report to and from State Council

It is vitally important that the Regional Committee is represented on State Council by the committee's State Council Representatives (Ideal if one of them is the Chair) and that both attend the State Council meetings.

- The Chair or State Council Representative is to send the committee's State Council Report Form to The State Council Secretary at least a week before the State Council Meeting. Regional Committee report to State Council can be found on MKO.
- At the next Regional Committee meeting The State Council representatives shall report back to the Regional Committee information from the previous State Council Meeting
- The Regional Committee Chair must ensure that the committee Secretary and Treasurer have sent to the State Council the committee report and the finance report.
- Regional Committee Minutes must be sent to the State Council and Kairos Support Office once they are affirmed by the Regional Committee as a true and correct record and signed accordingly by the Regional Committee person who chaired that meeting.
- The Regional Committee chair passes to program team leaders or team any relevant information provided by State Council or KPMA.

To Submit the Program Notification Form

The Regional Committee needs to make sure that the Program Notification form has been submitted to the Kairos Support Office and that the Leader has an up to date computer and is aware of Ezra training and support. Program Notification Form can be found on MyKairosOz.

The following diagram outlines the process once the program notification form has been lodged with the Kairos Support Office. The Program Notification cannot be lodged until the Leader and Observing Leader has been ratified by State Council. It is the responsibility of the Leader to distribute relevant information to the respective team members who will be responsible for this area of the program.



It is very important if the Regional Committee can assist the leader with the large amount of paperwork that is required – especially information that needs to be submitted.

- Excellence Initiative form 2 weeks after the Short Course/Weekend
- Leaders Report 2 weeks following Short Course/Weekend
- Team Evaluation forms 2 weeks after the Short Course/Weekend
- Address any feedback received within 2 weeks of Short Course/Weekend
- Music copyright reported to CCLI within 2 weeks of the Short Course/Weekend
- Team details from Ezra within 2 weeks of the Short Course/Weekend

To Ensure that the Three On/One Off Rule and Team Size Requirements are Being Adhered to.

- It is vitally important that volunteers remain fresh both physically and spiritually and that there are opportunities for new people to be constantly joining Kairos teams. We cannot give ourselves fully to the participants if we are running on 'empty'. The only exception to this rule is if someone is on the Leadership Track or assisting in a new start up regional program.

In relation to team size KI requirements are outlines on pages 78 and 103 of the Kairos Inside Manual and KO requirements can be found on page 53 – 54 of the Kairos Outside manual.

Any variations to these requirements will require a request from the Regional Committee to be sent via the State Council Chair to the Chief Operating Officer for consideration and formal response.

The Regional Committee should record the request and the result in the minutes of the next meeting.

To work with and support the Leader of the next Program regarding team choice and training

- The Regional Committee meets with the leader to develop a list of potential team members and shares any knowledge about their availability (eg 3 on one off, or leadership path) and suitability.
- A section of the list of names can be assigned to each regional committee member and program leadership team member to contact them within a specified time such as two weeks.
- Each committee member provides advice to the leader about the willingness of each person contacted to have a subsequent conversation with the leader about serving on team.
- The leader promptly contacts potential team members to arrange a date and a place for the next conversation.
- The leader will interact with the leadership team and Regional Committee Chair about progress or challenges with recruitment and share the load in finding solutions.
- The Committee assists the Leader in planning Team Formation and that the correct hours are covered in Core Team Training, Team Formation and Correct Hours covered in the actual Program making sure nothing is left out.
- Fresh Faces: Every team must have at least six new members. Ideally, one-third of the team should be new people. (Page 94 in KI Manual, Page 137 in KO Manual)
- If people in the Outside Kitchen are full-time and coming to team formation, they are seen as part of the team and therefore must comply to the three on/one off rule. If others are helping in the kitchen and not coming to team formation, they are not counted as part of the team and the three on/one off rule does not apply. The leader should be aware of the names of anyone helping in the kitchen even if it is for a short time so that they can be covered by insurance and they should fill in a medical form to be kept by the head Kitchen person in case of a medical emergency.
- Opposite Gender on teams
 - KI (page 77 in KI Program manual) Kairos Prison Ministry International policy does not allow members of the opposite gender of the institution where the short course is being conducted to serve on a Kairos team for a Kairos inside short course except if they are part of the Kairos inside support team. If they are delivering food, they are to leave as soon as possible and they are not to be serving or relating to the inmates.
 - KO has very important roles for male members on team, but it is essential that boundaries are not crossed. For details of roles and boundaries see the Kairos Outside Program Manual pages 37, 54, 123-124, 127
- KI and KO

People are not to be involved in KI and KO at the same time. It is possible to change from one to the other but not to keep changing back and forth.

To work with the Leader of the Program regarding Continuing Ministry

- The heart of Kairos is the formation and successful function of prayer and share groups inside prison or for Kairos Outside, SWAP groups and reunions.
- Continuing Ministry for Kairos Inside involves where possible the instructional reunion immediately after the short course, and where possible weekly Journey programs, monthly Reunions conducted by the inside graduates and periodic two day retreats. The latter rarely occurs due to prison resourcing.
- The Kairos Inside Manual gives details of the Instructional Reunion (pages 265 - 290), and Continuing Ministry (pages 291-333) In Australia this is often referred to as the Journey

Program but these resources can easily be adapted for the Journey program in whatever form the Correctional Centre allows.

- There is also a Journey Program Handbook resource available on [MyKairosOz](#).
- Each Kairos Inside Regional Committee is encouraged to share nationally any Journey Program material that they use by sending it to the NSW State chair to be included in the Journey Program Handbook Resource which is available to all Regional Committees.
- The Kairos Outside Manual gives details of the Continuing Ministry (pages 190–195)

To ensure regular recruiting is occurring

- Successful recruiting of Kairos volunteers relies on a program of enthusing current Kairos volunteers and released Kairos Inside graduates and Kairos Outside guests, to share their stories and ask others to volunteer. Building awareness of Kairos within the Christian community including churches, schools and social services organisations will attract support and also new volunteers.
- It is important the Regional Committee plans and acts on promoting the ministry. Ideally everyone on the Committee should be involved with promotion in one form or another.
- To achieve 33% new-to-Kairos volunteers for each short course or Weekend will see the ministry in each region blossom and grow. This will flow on the emergence of new leaders and new committee members and office holders.
- It is essential to be constantly recruiting people for Kairos Inside and Outside teams. It is particularly important to be encouraging younger people as we have an aging volunteer base now. While the wisdom and experience of older people is invaluable it is important that we are raising up the future leaders and giving them experience.
- There are several excellent resources on MyKairosOz that can be used for the promotion of Kairos:
 - Brochures, booklets, pamphlets
 - KI Inside Recruitment PowerPoint
- Radio interviews need the permission of the Chair of the Board. Contact the KPMA Board Chair via your Regional Committee Chair and State Council Chair for permission first - chair@kairos.org.au
- New to Kairos Inside team members
In Kairos Inside it is possible to consider getting suitable people involved before the next Short Course in the Journey Program. This can be particularly strategic if it is quite some time before the next Short Course. It is essential that these people are mentored according to the Mentoring Guidelines for Journey can be found on MyKairosOz.

- New team members must have completed an introduction to Kairos course before serving on team unless they have completed a fourth day movement course such as Walk to Emmaus or Cursillo.
- Suitable new volunteers need permission from the COO and may attend KI Journey as a team member before being on a short course team after they complete the induction program with an assigned mentor. A maximum of two such new-to-Kairos volunteers may attend any single Journey program. This is an excellent way to involve new volunteers if it is sometime before the next Short Course team formation as it supportively involves them in the ministry quickly. However, the mentoring policy must be adhered to, or this puts the volunteer in a very vulnerable position and could lead to problems with the Correctional Centre if something was to go wrong. We must never forget we are ministering in a prison and the serious responsibility that is.

To Ensure That Regular Fundraising Takes Place

- The Regional Committee must fund its own operations.
- Funds can be raised from a range of sources, including from volunteer team members, fund-raising events, small-grant funding applications and donations.
- All Kairos websites make it prominent and easy to donate, with the donate button evident throughout. Significant sums are donated Australia-wide each year.
- It is important that along with promotion of Kairos that regular fundraising takes place. Ideally this should be involving all on the committee.
- Some of the costs a Regional Committee needs to be raising money for include:
 - Short course, Weekend and Continuing Ministry costs
 - Affiliation fees paid for the function of the Kairos Support Office eg insurances, legals, IT systems and audit and financial management.
 - Travel and accommodation for upcoming leaders to attend AKT
 - To send good numbers of people from each regional Kairos community to the Kairos National Conference each two years - a minimum two people.
 - Ideally it is an aim to be able to fund team members accommodation costs wherever possible

To Ensure Privacy is Respected (See Privacy Policy - kairos.org.au/privacy-policy/)

- It is the role of the Regional Committee to ensure its members and the volunteer community keep sensitive information safe and to work within Kairos Guidelines and Australian law.
- Good guidance is available on MyKairosOz. It is recommended regional Committees familiarise themselves with the policies and procedures periodically and keep themselves, the participants, volunteers and Kairos protected from bad actors.
- Kairos contact lists or volunteer information must never be used for anything outside of Kairos. Doing this can result in you being removed from the ministry.
- Group emails must use BCC (See Email policy) unless permission is secured from all in the list to share their email address.
- Photography requirements: Photographs may be taken of Kairos outside team and guests for the purpose of inclusion in the going forth book which is given to each guest at the conclusion of the guest weekend provided written consent has been obtained from each guest. Evidence of guest consent will be taken to have been received once the signed guest information and consent form has been given to the weekend leadership team by the guest. Evidence of team member consent will be taken to have been received once the online team information and application form has been submitted by the team member.

Group photographs may be taken of team members for KI and KO and used in website articles and volunteer newsletters provided each team member has submitted the online team information and application form indicating their consent.

Group photographs may be taken at other Kairos functions providing verbal consent is obtained by participants. Those not wishing to be photographed will be asked to step aside while the group photos are taken.

Group Photographs are not to be shared on social media without the consent of Participant (See photography Policy)

To administer the Continuing Ministry Program

- Ensures the essential role of the Continuing Ministry in the Kairos program is implemented.
- Adheres as close as possible to the intent of the Continuing Ministry section of the Manual - while complying with the needs of prison authorities.
- It is common for the Committee to appoint the Leader of the immediate past course as the leader of the Continuing Ministry program until the next Short Course. If that is not possible, the Committee needs to appoint another person to that position.”

It is best practice to have a sub-committee planning the Journey Program. Please remember to see the Continuing Ministry Handbook for KI (available on MyKairosOZ) and resources for Journey Programs available here: <https://drive.google.com/drive/folders/1V-fbVZQ5U1fdMn8JQLuyH2kmd7Dgcx6O?usp=sharing>

To ensure that Work Health and Safety requirements are adhered to.

It is very important that all of our teams, guests and visitors are kept safe. This will mean being familiar with the requirements of Work, Health and Safety found on the Kairos Website and includes handling food correctly, devising risk assessments for locations for team formation and where programs will be held including any extra premises used for meetings, fundraising events, reunions etc.

Authority To Approve Variations

Authority is delegated by the Kairos Prison Ministry Australia Board to the Chief Operating Officer (COO) only.

What Requires Approval:

- Repeat leadership
- Leadership ratification where required conditions are not met
- Departure from leadership progression
- Fast tracking someone through the leadership
- Omission of, or changes to activities as set out in the program manuals
- For permission to be involved in Kairos Inside and Kairos Outside at the same time

Process For Approval:

- Regional Committee (RC) members and Program Leadership team must immediately notify the RC Chair of any situation not able to be complied with that is set out in the Program manuals. This is a variance.
- Regional Committee Chair is to contact Advanced Kairos Training (AKT) Coordinator and their State Council Chair to discuss the variance requiring approval.
- State Council Chair to notify the Chief Operating Officer (COO) and AKT Coordinator about a variance.
- The COO will confer with AKT Coordinator, State Council Chair and if necessary, the Leader of the Program.
- The COO will inform the State Council Chair and the RC Chair of the decision to permit / decline the request to vary and advise the Chair of the Board as to the decision.

Regional Committee Roles

Now I am on the Regional Committee and been given a role,
what am I to do?



Chair:

The Chair acts as the chief servant leader, ensuring the ministry runs smoothly, stays organized, and follows all official rules while maintaining strong relationships with the prison and or the wider community.



Think of the role as a "Chief Gardener". While the list in your duties covers the "soil and tools," the real interest lies in the fruit -lives transformed by the love of Jesus.

Key Responsibilities:

- **Leadership and Culture:** Leads with "wisdom and grace" to keep the community united and focused on the ministry's spiritual goals.
- **Operations and Compliance:** Makes sure all local ministry activities happen in accordance with the Manual and Kairos policies. This includes contacting the church minister of new team members as per the team application form.
- **Communication:** Acts as the main link between the Committee, the State Council, the institution (KI), and the national leadership (Operation Support Group and Chief Operations Officer).
- **Meetings:** Develops the agenda, calls meetings, and leads them. The secretary sends the agenda. They must ensure the agenda and previous minutes are sent at least one week in advance.
- **Training and Support:** Responsible for the Regional Committee ensuring leaders are properly identified, trained (specifically meeting AKT - Advanced Kairos Training requirements), and aware of safety (Work, Health and Safety) requirements. They are also responsible for submitting the appropriate ratification forms for upcoming Leaders and Observing Leaders as well as reports to State Council.
- **Institutional Liaison (KI):** Works with the inside coordinator as the contact with the Correctional Centre to arrange and participate in meetings and ensures arrangements are in place so that the Correctional Centre requirements are met. They are responsible for organising the signing of the Site Specific Agreement with the Correctional Centre before the next Kairos Inside Short Course.

Role requirements:

- **Term Limits:** The Chair is elected every year. They can serve up to 3 years total within a span of 9 years unless the State Council gives special approval for more.
- **Role Restrictions:** While serving as Chair, they cannot lead a Short Course (KI) program or Weekend (KO) or hold any other committee position (except for the Institutional Liaison Coordinator role).
- **Voting:** The Chair does not have a "casting vote," meaning they cannot break a tie if a vote is even.
- **Accountability:** The Chair answers directly to the State Council.

Deputy Chair:

The Deputy Chair is the "backup and support" leader for the Regional Committee.



A Deputy Chair's role is unique because it requires a balance of strong leadership and dedicated support. Often described as "leading from the second chair," it is about being the strategic partner who ensures the vision becomes a reality.

You could also think of the Deputy Chair as the Chair-in-training. They work closely with the Chair to ensure the local ministry stays spiritually healthy and organized. This does not mean they must become the next chair.

Key Responsibilities:

- **Step-in Leader:** If the Chair is away or unable to attend a meeting, the Deputy Chair takes over all their duties, including leading the meeting and developing setting the agenda.
- **Sub Committees:** The Deputy Chair may chair one or more sub-committees and take on special projects. One of these could be responsibility for the leadership development pathway.
- **Representative:** If the Chair cannot attend a State Council meeting, the Deputy Chair is often the first person chosen to go in their place including voting on behalf of their regional Committee.

Role restrictions and requirements:

- **Term Limits:** They are elected annually for up to three years within a 6 year span.

Secretary:

The Secretary is the "organizational heart" of the Kairos Regional Committee. Their primary job is to keep everything running smoothly through clear communication and accurate record-keeping.



A good secretary is often called the "backbone" or the "glue" that holds an office or committee together, turning complexity into clarity.

Key Responsibilities: While they are responsible for the following tasks, the Secretary can delegate specific jobs to other volunteers (like a "Minutes Secretary") to help with the workload.

- **Meeting Support:** They work with the Chair to plan meetings, gather agenda items, and send out the proposed agenda and previous minutes at least one week before each meeting. For the Annual General Meeting (AGM) which is to be held each November/December more notice is to be given of the meeting. Before the Annual General Meeting they must confirm that every person nominated for a committee position has completed and signed a [Regional Committee Membership form](#).
- **Recording Minutes:** During meetings, including extraordinary meetings, regular Regional Committee Meetings and the Annual General Meeting, they take minutes which include a brief outline of discussion and the recording of motions put and the outcome of those motions – whether they were passed or rejected and actions arising and who is responsible for enacting them and by when. They are also responsible for keeping a record of State Council ratification of Leaders and Observing leaders for their region for upcoming Short Courses and Weekends and has noted the Regional Committee appointment of each Advising Leader.
- **Information Hub:** They maintain a permanent and easily accessible record of all past meeting minutes, reports, and up-to-date contact details for all committee members.
- **Compliance and Reporting:**
 - They are responsible for submitting monthly minutes of Regional Committee meetings to the State Council and ensuring all local records follow Kairos national policies.
 - **Provide information to the Kairos Support Office**
The secretary is to notify the Kairos Office of the details of committee members' names, address, phone numbers, email address, positions and term of office after each Annual General Meeting. They will also notify the Kairos office if those details change during the year. They are to provide to Kairos Support Office copies of the signed minutes for the period that KSO specifies.
 - **Record-keeping**
The Secretary ensures relevant files are stored in a systematic way, including draft and finalised and signed minutes of Regional Committee meetings and Annual general Meetings, correspondence in and out, Agreements with prison institutions or organisations, notes from meetings with the prison, reports to other bodies such as State Council, complaints and their resolution, Kairos Affiliation Agreement as signed each three years.
All records are to be kept for three years and stored on Kairos Google Drive not on private computers.

Role restrictions:

Election and Terms: The Secretary is elected annually up to three years within a 9 year span.

The outgoing secretary of each Regional Committees passes their access to all relevant documents to the next secretary. Once this is complete, their access to those files is removed by the Kairos Support Office.

Treasurer:

The Treasurer is a servant-leader responsible for the stewardship of all ministry funds and assets at Committee level. They need an eye to detail, able to issues receipts and pay bills promptly and report



A good treasurer is the silent steward of grace, transforming ledger lines into lifelines by ensuring every dollar is a vessel for God's unconditional love.

Treasurer's Handbook

What follows is a summary of the main functions of the treasurer's role. More detailed information is found in the Treasurer's Handbook for Kairos can be found on the website.

Responsibilities and Duties:

Governance and Compliance:

- **Adherence to Guidelines:** Performs duties as directed in the Treasurers Handbook (formerly Finance Manual), available via the Kairos Support Office and the Kairos website (www.kairos.org.au).
- **Directives:** Follows instructions issued by Kairos Support Office (KSO) Accounts as needed.
- **Meeting Participation:** Ensures each and all payments are ratified and recorded in the minutes of Committee meetings and presents a financial report at each meeting.

Budgeting

- Kairos operates on a calendar year – 1 January to 31 December
- The treasurer assists the Chair and the Regional Committee to compile its future years' budget in time for the October State Council meeting, in the format provided. Budgets from all regions are then aggregated to form the Kairos national budget for the coming year.
- The treasurer will report monthly on status and outlook for their Regional Committee's finances compared to the approved budget.

Cash and Payment Management

- **Dual Verification:** Where reasonably practicable, ensures two counters are present for all cash and cheques, obtaining signatures from both to confirm totals.
- **Banking:** Deposits all monies promptly into the Region's bank account (at least monthly) and issues receipts.
- **Expense Control:** Ensures cash received is never used to pay expenses directly.

- **Bill Payments:** Pays bills at least monthly via direct transfer, ensuring two-person authorization for all payments.
- **Documentation:** Ensures all payments are supported by relevant itemised receipts which must be retained.

Reporting and Financial Administration

- **Reconciliation:** Reconciles bank accounts monthly. Copies of these reports must be sent to the KSO and the respective State Council Treasurer (if there is one).
- **Fees and Budgeting:** Pays the monthly affiliation fee to the KSO and prepares the Region's annual budget.
- **End-of-Year Audit:** By 31 December, forwards all receipt books, vouchers, supporting documents, and bank statements to the KSO Accountant (accounts@kairos.org.au) for the annual company audit.

Asset Management

- **Database Maintenance:** Maintains a record of the Regional Committee's assets (including locations).
- **Reporting Changes:** Advises the KSO Accountant of any asset acquisitions or disposals on a monthly basis.
- **Annual Verification:** Conducts an annual physical verification of assets based on reports prepared by the KSO Accountant.

State Council Representatives.



A good representative is an effective listener and communicator in two directions. They bring relevant information and perspective from their Regional Committee, and they return to their Regional Committees with fresh insight and information from a broader perspective.

Responsibilities and Duties:

Serving as a representative to State Council helps the body of Kairos function well. It assists not only the Regional Committee, but the health and success of Kairos state-wide and nationally. Representatives are encouraged to bring information and actively contribute to discussions aimed at growing the ministry, adapting to changes such as prison or legal requirements, planning the future and sharing wisdom. They are also a vital conduit back to their Regional Committees.

Each committee has two State Council Representatives. One is ideally the Chair of the Regional Committee and the other will be an elected member.

Communication: Acts as the primary liaison between the Regional Committee and the State Council.

- **Reporting:** Regional Chair provides a report via the online form to the State Council on the activities of the Regional Committee. They then update the Regional Committee on State Council activities, approved motions, and general meeting information.
- **Participation:** Attends all State Council meetings (in person or via technology) and performs voting member duties. Even though there are two representatives, each Regional Committee only has one vote on State Council issues.
- **Leadership Approval:** Submits upcoming Leader nominations and required information to the State Council for approval.

Recruitment Coordinator



An effective recruitment coordinator understands the importance of constantly finding new people to join in the ministry so that the ministry is sustained for the years to come and more people get to experience seeing God at work in the lives of participants.

Responsibilities and Duties:

This role focuses on finding and training volunteers to sustain and grow the ministry's outreach.

- **Strategic Planning:** Creating and maintaining a Recruitment Plan and possibly forming a small committee to lead recruitment drives. See Region Awareness and Promotions Handbook on MyKairosOz.
Training and Promotion: Ensuring all volunteers understand their role in recruiting for the ministry. Ensuring that there is training for Regional Committees and volunteers for successful promotions, as well as arranging presentations across all Kairos programs.
- **Collaboration:** Working with other local Kairos Regional Committees for joint awareness, fundraising, and recruitment events.
- **Following up:** Working with the chair to make sure any enquiries that have come through the Kairos Support Office (KSO) have been followed up.
- **Resource Management:** Tracking and sharing recruitment tools like brochures, videos, and testimonials. There is much resource material available on the MyKairosOz page of the website. These activities and promotion materials must conform to Kairos policies and procedures. Radio interviews need the approval of the Chair of KPMA Board.

Security Clearances Coordinator (KI only)



An effective Security Clearance Coordinator is vital. Without your diligent work behind the scenes, the ministry simply cannot happen. You ensure that every volunteer is "cleared" not just by the Corrective Services, but prepared to enter a dark place to bring hope. You are part of God turning a "No Entry" sign into a "Welcome" for the Holy Spirit.

Responsibilities and Duties:

- **Applications:** Keeps a record of when each team member on Kairos Inside is due to reapply for security clearance and manages and lodges all security clearance applications with the relevant Kairos Security Liaison Person.

- **Support:** Supports team members in filling out their Security Clearance forms and in assisting with any problems doing the Brush Farm Training.
- **Monitoring:** Regularly reports the status of clearances to the Regional Committee for follow-up with the institution and the security clearance agency.
- **Problem solving:** The Security Coordinator advises the Short Course or weekend leader and Regional Committee chair as soon as any problem is encountered and participates in devising a suitable response. The Security Coordinator must not prosecute a refusal without the express prior permission of the Regional Committee Chair.

Facility and Angels Support (KO only)



"The true measure of love is not just in the words spoken to a guest, but in the silent, humble service that prepares the way for her heart to heal."

Responsibilities and Duties:

- **Support:** Assists Weekend leaders, Angel Coordinators, and Stores Coordinators.
- In Australia Angels must be a minimum 18 years old.
- **Site Management:** Identifies and inspects suitable facilities for ministry events, including weekends, reunions, and meetings. Maintain a list of these.
- Ensure that Work Health and Safety requirements are met for each weekend and continuing ministry events. Conduct a formal, written risk assessment for each facility to be used for every weekend, continuing ministry and other events.
- Coordinate Angel volunteers and tasks for events (reunions and fundraising).
- Keep a list of potential Angels and assist with the coordination of angels and tasks in cooperation with the needs of weekend Angel co-ordinator.
- Arrange for a copy of KPMA's public liability insurance certificate and send the copy to the facility for each weekend as needed.
- If required co-ordinates trailer schedule and ensure that the trailer is insured.

Fundraising Coordinator



As a Fundraising Coordinator for Kairos Prison Ministry, your role is pivotal because you are the catalyst that transforms the "impossible" into a "life-changing reality" through the provision of resources. You aren't just raising money; you are securing the keys that unlock the doors for God's love to enter broken hearts.

This role focuses on securing the financial resources necessary to run the ministry.

Responsibilities and Duties:

- **Strategy:** Creates and manages a formal Fundraising Plan (with OSG support).
- **Execution:** Plans and runs events, taking advantage of the excellent array of resources available at MyKairos.org.

- Innovation: Researches and implements new ways to generate funds.
- Training: Coaches volunteers and committee members in promotion and fundraising techniques.

Continuing Ministry Coordinator



In Kairos, the Short Course or weekend event is just the beginning. As a Continuing Ministry Coordinator, you are the steward of the "well-defined returning model". Your leadership ensures that the community prospers through regular gatherings for accountability, support, and prayer.

Responsibilities and Duties:

In Kairos Inside the continuing ministry (including the Journey program) is overseen by the Leader of the Short Course after consultation with the Regional Committee regarding the program. Excellent and ever-growing resources can be found on MyKairosOz - Kairos Inside Continuing Ministry and <https://drive.google.com/drive/folders/1VfbVZQ5U1fdMn8JQLuyH2kmd7Dgcx6O?usp=sharing>

In Kairos Outside

- Strategic Oversight: Ensures all continuing ministry activities for KO follow the official Program Manual on pages 190 – 195 of the KO Outside manual
- Leadership and Planning: Ensures there is an appropriate selection of leaders for Reunions and other Continuing Ministry events. Assists in planning program content if required and encourages participant attendance.
- Support and Communication:
 - Prepares reunion flyers for "Going Forth" packs (specifically for Kairos Outside).
 - Coordinates with the Newsletter Editor and Agape Coordinator to ensure supplies and information are ready for monthly reunions.
 - Co-ordinates with the Agape co-ordinator so that poster material and supplies are available to create agape at a monthly reunion.

Agape Co-Ordinator



In the Kairos environment, Agape is the "love of God, delivered by God's people". Your role is to manage the "pipeline" that carries Christ's living waters directly to the hearts of the residents.

This role focuses on "Agape"- the tangible expressions of unconditional Christian love (such as letters, posters, and prayer) that are central to the Kairos experience.

Responsibilities and Duties:

- Global Support: Monitors upcoming Kairos and "Fourth Day" (e.g., Walk to Emmaus, Cursillo) events locally, nationally, and internationally to ensure written agape is prepared and sent. Works with the Australian national Agape Coordinator to receive

agape from other Kairos's and sends Agape to others through them.

agape@kairos.org.au

- **Prayer Mobilization:** Creates prayer vigil sign-up sheets and solicits prayer commitments from the local community.
- **Mentorship:** Advises the Team Agape Coordinator on what forms of agape are acceptable according to both Kairos manuals and specific prison regulations.
- **Digital Coordination:**
 - Registers prayer vigils via signup.com (with support from KSO – operations@kairos.org.au)
 - Uses social media groups (Facebook) to promote prayer sign-ups.
- **Logistics:** Manages the transportation of materials (posters, placemats, supplies) to and from correctional facilities.
- All movements must go through the Coordinator's box and follow their direction to maintain security protocols. (KI Only)
- **Facebook Groups:**
 - Kairos Prison Ministry Australia Group
 - Kairos Prison Ministry International

Music Coordinator



Your role as Music Coordinator is foundational, not just decorative. You set the tone for the Short Course or weekend and the continuing ministry

This position ensures that the musical aspect of the ministry is engaging for participants spiritually effective and legally compliant. This includes using the mandatory songs in the Program Manuals for KI and KO.

Responsibilities and Duties:

- **Logistics and Resources:** They provide general guidance to the musicians on the short course of weekends or other weekends. This can include providing song books available from KSO to enable suitable music.
- **Guidance:** They offer general mentorship and direction to the musicians participating in the events.
- **Legal and Copyright Compliance:** A key responsibility of this role is managing music licensing to protect the Kairos ministry:
 - CCLI (Christian Copyright Licensing International): Ensures musicians follow Policy 1 for worship music during Kairos events.
 - APRA (Australasian Performing Right Association): Ensures compliance with Policy 2, which specifically covers music played at fundraising events.
 - Mandatory Songs in KO need to be the purchased copies distributed to Regional Committees and not photocopied.

- Reporting: After each event, they are responsible for completing the CCLI advice document (which records what songs were used) and forwarding it to the KSO.
- Please see MyKairosOz for information and links regarding CCLI and music – Music Resources and Copyright – www.kairos.org.au/mykairosoz

Data Coordinator (often part of a Secretary's or a specific Database Coordinator's duties) within the Kairos Regional Committee.



"Excellence is not a skill. It is an attitude". By keeping data clean and current, you demonstrate that you care deeply about the work God is doing through Kairos.

Responsibilities and Duties:

- Database Management: Maintains and oversees all Regional Committee database on Google Drive only. People's personal details and information must not be kept on personal or Kairos Computers.
- Systems Integration: Acts as the bridge to the Kairos Support Office by sending database updates to KSO Operations for entry into the Vega database (the central management system for KPMA).
- Policy Compliance: Advises the committee and team leaders on the "three on one off" policy.
 - Note: This policy ensures volunteer health and renewal by requiring a person to take a break after serving on three consecutive Weekend/Short Courses.
- Archiving and Documentation:
 - Keeps copies of all Regional Committee newsletters.
 - Collects and archives the "Going Forth" packs (specifically for the Kairos Outside program).
- Supply Logistics: Ensures that necessary forms, brochures, and stationery are stocked and available for team use.
- Regional Committee membership: Maintains a register of Regional Committee members, their commencement and cessation date(s) and length of service on the committee or in Office Holder Roles. This is a crucial aspect to smooth AGM and election processes.

Stores Co-Ordinator



As the Stores Coordinator, you are the "Logistics Master." You ensure every event has exactly what it needs to succeed.

Responsibilities and Duties:

- The Inventory Pro: You manage the storage, check the quality, and handle the transport of all supplies for Weekends, Short Courses, meetings, reunions and SWAP groups (KO).
- The Resource Manager: You identify when gear is missing or worn out and request replacements or new items from the Regional Committee.

- The Link to Headquarters: You source the latest official forms and templates from KSO and get them into the right hands.

Advanced Kairos Training Co-Ordinator

- This position is only required to be filled when a Regional Committee wishes to host an Advanced Kairos Training (AKT). The position may only be required for part of a year and so the Regional Committee would then appoint a member to the position when it decides to host the AKT.
- The local coordinator must work closely with the National AKT Coordinators (who are members of the Operations Support Group (OSG)).

Spiritual Leader/Clergy Coordinator

This role ensures the ministry maintains its Christian foundation and manages the involvement of ordained professionals.



"The Clergy is the spiritual thermostat of the team; they don't just reflect the temperature, they set it." Your role is to be the "anchor of grace," ensuring the message stays centred on Christ's unconditional love rather than human rules or judgment.

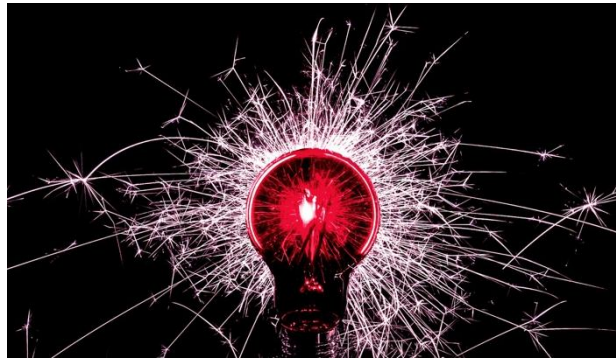
Responsibilities and Duties:

- **Spiritual Guidance:** Acts as the spiritual leader for the Regional Committee, ensuring all activities remain focused on Jesus Christ and grounded in Scripture.
- **Recruitment:** Assists the Leader and Recruiting Coordinator in finding and vetting qualified Clergy for Weekends or Short Courses.
- **Database Management:** Works with the Secretary to maintain a list of qualified clergy.
- **Eligibility Oversight:** Ensures that all clergy meet the requirements of the Program Manual (i.e. they must be an Ordained Minister, Priest, or Deacon or for other requirements see pages 88 – 91 in the Kairos Inside Manual or pages 83-87 in the Kairos Outside Manual).
- **Spiritual Guidance:** In doing God's work the enemy is looking for opportunity. The Spiritual Leader guides the Regional Committee and teams in staying safe and navigating difficult spiritual circumstances.

Key Rules for Clergy in Kairos

- **Leadership Restrictions:** Once someone is officially designated as "Clergy," they cannot lead any major component of the program (Weekends, Short Courses, or retreats).
 - Note: A KI Volunteer can fill in for clergy temporarily without losing their "lay leader" status, but official clergy are restricted to spiritual support roles.
- **Committee Participation:** Clergy are permitted and encouraged to hold elected positions within the ministry committees.

Resolving Problems on the Regional Committee



Although we long for Kairos to function relationally well, we know that there will arise situations of conflict and hopefully rarely situations where people have behaved inappropriately. It is vital that the Regional Committee seeks to model good interpersonal relationships and dealing with conflict on Godly ways. However, the following information is important to know if the need arises. It is important that people consult all the relevant Policies and documents when dealing with these situations.

Removing a Member

A member can be forced out of their position if two-thirds (2/3) of the remaining voting members agree. This can happen for two main reasons:

- **Bad Conduct:** Doing something that puts the ministry/organization at risk (based on the "Code of Conduct").
- **Neglect of Duty:** Refusing to do their job or repeatedly failing to perform their tasks.

Conflict of Interest: If a family member of the person in question is also on the committee, that family member cannot take part in the discussion or the vote.

Missing Meetings

If a member misses three meetings in a row without a valid excuse, it is treated as a "voluntary resignation."

- **The Vacancy:** The committee can then appoint a new active volunteer to take that spot.
- **The Exception:** Before removing them, the committee should check if the person is still doing significant work for the group behind the scenes, even if they aren't attending the meetings.

Policy's that are relevant (all can be found on MKO):

Code of conduct

Code of conduct summary

Whistleblower Policy

Complaints Handling Policy

Promotion to State Council

If a committee member gets a "promotion" to a high-level role (like Chair, Secretary, or Treasurer) on the State Council, two things happen:

- **Replacement:** The Regional Committee can find a new person to take over their previous regional responsibilities.

- **Dual Roles:** Even though they have a new high-level job, that person may remain on the Regional Committee as a voting member.

Changes to a Regional Committee's Activity - The Initial Evaluation

When a Regional Committee stops operating, they must evaluate the situation alongside the State Council. There are two possible outcomes:

1. **Staying "Active":** If the committee is simply regrouping to fix internal issues, they keep their active status.
2. **Becoming "Inactive":** If there is no way to restart or no plans to restart a KO region or for KI to return to the Correctional Centre, the location is officially marked as Inactive.

Rules for Inactive Groups

Once a group is declared Inactive, the following rules apply:

- **Records:** Their history and info are saved, but they are no longer reported as an operating part of the organization.
- **Authority:** The group no longer has any power or permission to operate.

Closing Procedures (The Handover)

If a committee is made inactive, local volunteers must follow these three steps:

- **Return All Assets:** Every item - including money, manuals, equipment, software, and data - must be returned to the State Council for use elsewhere.
- **Retain Nothing:** The local group is strictly forbidden from keeping any materials, information or assets.
- **Settle Finances:** All existing debts (liabilities) must be paid immediately, and no new spending is allowed.

Removal of a Short Course or Weekend Leader

Removal Process

- **Authority:** A Leader can only be removed by a majority vote of the Regional Committee.
- **Prerequisite:** Removal should be a last resort, occurring only after extensive discussion and efforts to support the Leader have failed.

Reasons for Removal

A Leader may be removed for any of the following:

- **Irresponsibility:** Failing to act responsibly in their role.
- **Substance Abuse:** Use of illegal drugs or excessive use of alcohol.
- **Poor Management:** Micromanaging the team, bullying or preventing members from performing their assigned roles.
- **Negative Influence:** Behaviour that fails to set a positive example for guests or participants.
- **Non-Compliance:** Not following the relevant Program Manual or official guidelines.
- **Lack of Cooperation:** Failing to work effectively with the Regional Committee, Operation Support Group or National AKT Coordinators.
- **Health or declining faculties:** If the leader is demonstrating an inability to perform their role for these reasons, loving support needs to be provided and caring conversations leading to the person taking leave of absence or resigning their role.

Tools Before, During and After a Program?



There is an enormous amount of work required in running the Kairos Programs. There are several tools that are to be used that help in preparing a program, assessing the effectiveness of a program and finding the appropriate help when needed.

Ezra

Ezra is an excellent resource to be used in Team formation and running of the KI and KO programs. It will give the leader a wide range of resources and make your administration tasks much easier.

Purpose and Functionality:

Mandatory use: Board policy requires the Ezra program to be used for preparing and presenting all Kairos Courses.

Centralized Database: Ezra stores all historical data, including recruitment, team completion, guest participants, and training roles in one place. This means there is easy access to what has happened in the past that will be useful for the current leader.

Step-by-Step Guidance: Ezra provides the Leader with a structured process for event preparation, including timelines, recruitment training, and handouts.

Continuity and Oversight

Knowledge Transfer: Information is stored locally and passed to the next Leader, significantly reducing their preparation effort.

Quality Control: The program helps the Regional Committee ensure courses follow the official Program Manual without unauthorized changes.

Dedicated Support: Each Region has a designated Ezra Support Group person to assist the Committee and Leader with setup and operation (See list of contacts p9)

Ezra will be ordered by the Kairos Support Office once they receive the Program Notification Form found on My Kairos Oz. The Leader will need to have been ratified by the State Council

and completed their AKT before Ezra can be ordered. Only go through the Kairos Support Office – never contact America (KPMI) directly. Get help from Ezra support before downloading.

Excellence Initiative

Goal: To improve ministry quality and effectiveness by enabling effective reflection on the recent program and to be able to identify any areas that need to be addressed in future programs.

Administration: Managed by the Excellence Initiative State Administrator (EISA) and reviewed by National AKT Coordinators.

The Monitoring Process of the Excellence Initiative

Designated Observer: The Regional Committee appoints someone (usually the Advising Leader for KI but cannot be the Advising Leader for KO) to observe the program and complete an EI questionnaire.

For KO only the following is to be applied in choosing the EI person:

- Must not be a current team member
- Can only serve as EI once a calendar year
- Must have been a previous KO Leader
- Must have completed AKT within 2 years
- Must be experienced in the Excellence Initiative Observers role (served successfully in role previously or have been fully trained and can evaluate the process and system to correctly complete the assessment,)
- Volunteer has demonstrated the ability to communicate in a loving and respectful manner with other volunteers.
- Required to attend one team formation meeting
- Required to submit the EI report within 2 weeks of the completion of the weekend
- The EI person is not part of the team and she only observes – she does not impart any advice during the weekend.

Timeline of the Excellence Initiative:

Before: The Kairos Support Office sends the link for the EI Online Form well before the Program starts.

During: The EI person monitors the Team Formation and the Weekend/Short Course.

After: The online EI Form must be returned to the EISA within two weeks of the event's conclusion.

Please note that for KI the form is in 2 parts. The initial pre-program form and then part 2 will be sent 1 month prior to the Short Course. In KI and KO the form must be returned within 2 weeks of the finish of the program. See more details in MyKairosOz.

Follow-Up and Improvements from the Excellence Initiative

Review: National AKT Coordinators review the report and may discuss it with the observer.

Local Action: The Regional Committee Chair reviews the report with both the past and upcoming Leaders to implement improvements.

Escalation: Any serious issues identified in the report can be escalated to the State Council for further attention.

Leaders Report**Reporting and Documentation**

- **Mandatory Report:** Every Leader must submit a report. They can use the Ezra version or create a more detailed personal version. This is an important tool for identifying what worked well in the program and any areas that need addressing in future programs
- **Lists of contact details and roles of team members** are to be sent to the Kairos Support Office operations@kairos.org.au as soon as possible after the KI Short Course or KO Weekend. KO Guest contact details may be sent to the Kairos Support Office.
- **Recipients:** Reports are sent to the Regional Committee and the National AKT Coordinators (members of the OSG).

Data Management and Continuity

- **Handover Process:** Leaders use the Ezra program to pass all event data to the next incoming Leader.
- **Support:** The Ezra Support Group is available to assist with this data transfer.

Review and Improvement

- **Quality Control:** The Regional Committee reviews these reports to ensure the Weekend or Short Course affirm the positive aspects of the program and to identify any areas that need to be addressed
- **Corrective Action:** Feedback from these reports is used to implement improvements for future events.

Support Resources

- **Kairos Support Office:** Contact operations@kairos.org.au for help with Committee functions.
- **Operations Support Group (OSG) and COO:** Contact coo@kairos.org.au for assistance in developing the local ministry.
- **Website (www.kairos.org.au):** A resource for policy documents, program updates, and prayer vigils. All documents will eventually transition to the MyKairosOz page.

Regional Committee Training

- **Purpose:** The Operations Support Group OSG periodically conducts training to explain newly updated or approved guidance.
- **Mandatory Requirement:** Participation is compulsory for all Regional Committees.
- **Responsibility:** The Regional Committee is responsible for implementing all guidelines covered in these training sessions into their local programs.

A Final Challenge to all Regional Committees

Ideally it would be wonderful if Kairos Inside and Kairos Outside could promote each other's ministry. Imagine a Kairos Inside inmate responding to the love of Jesus and encouraging their female relatives to experience Jesus' love through Kairos outside and visa versa. One way for this to happen is for each Regional Committee to be vigilant in promoting the other arm of the Ministry. Remember to promote the Programs State wide and Australia wide as people may well have relatives living in areas outside where to program you are involved with is.



Glossary

Refer to MyKairosOz for the most up to date version.

Acronym or Term	Description
Ad Hoc Committee	A committee formed to explore and develop the potential for initiating a Kairos Program in a new Region
AGM	Annual General Meeting. KPMA Board - Due to reporting requirements with the ACNC this must be held within 6 months of the close of the financial year (for KPMA this is 31/12). AGM - States/Regions - are to be held each calendar year during October to November.
AKT	Advanced Kairos Training. A course open to all active volunteers and a mandatory pre-requisite for Leaders and Observing Leaders.
Application	Form applying to become a team member of a Short Course or KO Weekend
APRA	Australian Performing Rights Association
Board	The Board of Directors of KPMA. **The board is responsible for the overall governance, management and strategic direction of the organisation and for delivering accountable corporate performance in accordance with the organisation's goals and objectives.
CCLI	Christian Copyright Licensing International
CEO/Executive Director	Chief Executive Officer - This is an historical position in KPMA and not currently active.
Closing Ceremony	The last event of a Short Course (KI), or a Weekend (KO), is with outside community members invited to attend.
Code of Conduct	All volunteers and employees of the ministry are required to agree to abide by the Code of Conduct upon applying for a position anywhere in the Ministry.
Committee	Committee means Regional Committee.
Continuing Ministry	The heart of Kairos. <u>Generic name for</u> the ongoing regular short meetings which take place following a KI Short Course or (aka Journey but also includes the Instructional Reunion and the Two Day Retreat) and KO Weekend (aka SWAP groups and regular reunions or monthly reunions)
Contribution	The tax deductible donation made by a Volunteer Team Member for the running of a Short Course or Weekend.
COO	Chief Operating Officer
Correctional Centre	Also known as Prison, Correctional Facility with different usage in NSW, QLD and SA. Not jail or gaol.
Course	See Short Course
DGR	Deductible Gift Recipient – a status conferred by the Tax Office on KPMA, which enables KPMA to issue receipts for donations that are tax deductible in the hands of the donor.
Donation	Donations are made to KPMA whether through the Regional Committee, State Council or KSO. A donor may claim a tax deduction if the payment is truly a gift.
Donor	A person who has donated funds or goods or services.

EI	Excellence Initiative Process of checking compliance of a program to the authorised Manual
EISA	Excellence Initiative State Administrator
ESG	Ezra Support Group - assist Team Leaders using Ezra
EZRA	Software used by Team leaders to assist in the recruiting and preparing a team for a Short Course. Obtained via KPMA linked to KPMI.
Fourth Day Weekend	A 'three day' Christian program such as Anglican and Catholic Cursillo, Walk to Emmaus, Antioch, Alarga, Chrysalis movements which are weekend programs designed for encouragement of persons in their Christian journey. These are also the foundations upon which Kairos programs were built and on which Kairos has relied in seeking committed team members in the past.
Guest	Guest is the preferred description of a person who is attending a KO event (not a volunteer).
Journey Program	A part of Continuing Ministry. A series of regular follow up visits to prison Residents who have completed a Short Course, by members of the last Kairos Program Team members.
KHI	Key Health Indicators. A measure of the effectiveness of a Regional Committee/ State Council.
KI	Kairos Inside program - works with inmates inside prisons in both male and female facilities.
KO	Kairos Outside. Program for women 20 years and over - works with loved ones of inmates works with those impacted by the incarceration of a family member or friend. <i>Formally Kairos Outside for Women (KOW) and Kairos Outside for Men (KOM).</i>
KPMA	Kairos Prison Ministry Australia - as a corporate entity, including its Ministry functions
KPMI	Kairos Prison Ministry International. International parent organisation based in U.S. to which KPMA is licensed to operate in Australia
KSO	Kairos Support Office. Responsible for support for all parts of the Australian ministry with tasks that are best done by a national support area. Includes staff - Operations/Records Manager, Accountant and Projects Officer. All positions work remotely.
Licence	The agreement by which KPMI licenses KPMA to conduct KPMI's programs and to use its materials in Australia.
Major Donor	Donor who gives a gift over \$1000
Ministry	Term used to describe all the activities of KPMA
MOU	(Institutional) Memorandum of Understanding between KPMA and Dept of Correct Services NSW. South Australia with the Centre (see SSA)
Participant	The preferred description of a resident in a Correctional Centre who takes part in a KI or KT Course.
Prison	See Correctional Centre above

Program	Kairos has currently two programs "Kairos Inside" and "Kairos Outside", Kairos Inside: works with inmates inside prisons (male & Female) Initial 3 1/2 - 5 day event, Short Course- Kairos Outside: works with female families and friends of inmates. Initial event is the Weekend. 2 1/2 day9
Regional Committee/RC	Responsible for growing overseeing and running healthy and successful programs in a Region-Primary contact between volunteers, teams, community, churches and Correctional Centres. Operates under the authority of a State Council.
Resident	The term used to describe a person who is imprisoned in a Correctional Centre.
Short Course	Kairos Inside course run over consecutive days (ie: 3-5days) within a Correctional Centre. A Short Course in Christianity
SSA	Site Specific Agreement. Agreement reached between a Regional Committee and a Correctional Centre prior to running a Short Course. Only used in NSW where Corrective Services NSW have produced their own MOU to be used by Kairos and a separate SSA is attached to the MOU. In other states the Kairos MOU is used and the SSA is part of that document.
State Council/SC	The body of representatives from Regional Committees within a particular State, which has the responsibility to plan, grow, oversee and facilitate the healthy and successful operation of Programs within the State.
Statement of Faith	The elements of our faith that are the common ground that we stand on.
Style Guide	Created by Kairos Prison Ministry International that provides the guidelines around consistent use of Kairos branding.
Volunteer - Supporter	Any person who has signed up to a prayer vigil or is a support member of a Program (such as an Angel or Driver) or a financial donor or has provided agape or resources to support a program. + Casual kitchen person
SWAP	Common usage for part of KO Continuing Ministry = Share with a purpose. A mutual support or mentoring group of graduates of a Kairos Outside Program.
Team Member	Volunteer who qualifies to sign the Team agreement Form
Volunteer - Active	Anyone who has signed a Kairos Form (in any capacity) to be a leader or member or participant of a Kairos Program or Committee or Training. AND they have held this role sometime in the last 5 years.
Volunteer - Inactive	A volunteer who has passed away
Weekend	The Kairos Outside Program.
WH&S	Workplace Health and Safety
<i>Glossary dated – August 2025 - kairos.org.au/MyKairosOz</i>	

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