

Daylesford Neighbourhood Centre

Policy Manual



Adopted by the Committee of Management on 19 /5/2021

This manual is an adaptation of a project of the Joint Committee of Management of the Ballarat Neighbourhood Centre, Wendouree Neighbourhood Centre, and Ballarat East Neighbourhood House.

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Message from the Chair

Early in 2021, the Committee of Management approved a complete review and rewrite of the Policy Manual. Version 1 is the first stage of this project.

The next stage will include:

- the correction of minor formatting issues associated with using different Word versions in creating the manual;
- a review and update of all documents, templates and forms associated with the procedures of this manual;
- your feedback and suggestions for improving the manual; and
- an update of policies related to the new Child Safe regulations enacted in early 2020.

Please keep this in mind, as you read the Policy Manual, and provide any feedback to the Manager.

Thanks
Gina Lyons

Contents

Table of Contents

Introduction	10
Policy Manual Application	11
Acronyms	13
Definitions	15
Document Control Register	19
1.1 Policy Development	20
Policy Declaration	20
Policy Description	20
1.1.1 Policy Development Procedures	22
2.1 Continuous Improvement.....	23
Policy Declaration	23
Policy Description	23
2.2 Conflict of Interest	25
Policy Declaration	25
Policy Description	25
2.4.1 Conflict of Interest Procedures	26
2.1 Code of Ethics	30
Policy Declaration	30
Policy Description	30
2.1.1 Code of Ethics Procedures	31
2.2 Code of Conduct	33
Policy Declaration	33
Policy Description	33
2.2.1 Code of Conduct Procedures	36
3.1 Appropriate Use of Technology	37
Policy Declaration	37
Policy Description	37

3.1.1	Appropriate Use of Technology Procedures.....	38
3.2	Child Safe	42
	Policy Declaration	42
	Policy Description.....	42
3.2.1	Child Safe Procedures	44
3.3	Event Management	45
	Policy Declaration	45
	Policy Description.....	46
3.3.2	Event Management Procedures.....	47
3	Facility Management.....	52
	Policy Declaration	52
	Policy Description.....	52
3.3.3	Facility Management Procedures	53
3.4	Asset Management.....	55
	Policy Declaration	55
	Policy Description.....	55
3.4.2	Asset Management Procedures	56
3.1	Feedback and Grievance	57
	Policy Declaration	57
	Policy Description.....	58
3.1.2	Feedback and Grievance Procedures.....	59
	Policy Declaration	61
	Policy Description.....	62
3.1.3	First Aid Procedures.....	63
3.2	Health	64
	Policy Declaration	64
	Policy Description.....	64
3.2.2	Health Procedures	66
3.1	Incident Reporting and Response	68
	Policy Declaration	68

Policy Description.....	69
3.1.2 Incident Reporting and Response Procedures.....	71
3.2 Induction	75
Policy Declaration	75
Policy Description.....	75
3.2.1 Induction Procedures	76
3.3 Leave and Wellbeing	77
Policy Declaration	77
Policy Description.....	78
3.3.2 Leave and Wellbeing Procedures	79
3.4 Marketing and Communications	81
Policy Declaration	81
Policy Description.....	81
3.4.2 Marketing and Communications Procedures	83
3.5 Organisation Structure	87
Policy Declaration	87
Policy Description.....	87
3.5.1 Organisational Structure Procedures	89
3.6 Privacy	89
Policy Declaration	89
Policy Description.....	90
3.6.1 Privacy Procedures	91
3.7 Social Media	95
Policy Declaration	95
Policy Description.....	95
3.7.1 Social Media Procedures	99
4.1 CoM Recruitment and Appointment	99
Policy Declaration	100
Policy Description.....	100
4.1.1 CoM Recruitment and Appointment Procedures	101

4.2	Delegation of Authority	104
	Policy Declaration	104
	Policy Description.....	104
4.2.1	Delegation of Authority Procedures	105
	Schedule of Delegations and Authorities	107
4.3	Strategy, Business and Risk	110
	Policy Declaration	110
	Policy Description.....	110
4.3.1	Strategy, Business and Risk Procedures	111
5.1	Flexible Working Arrangements	114
	Policy Declaration	114
	Policy Description.....	114
5.1.1	Flexible Working Arrangement Procedures.....	116
5.2	Overtime and Time off in Lieu.....	117
	Policy Declaration	117
	Policy Description.....	117
5.2.1	Overtime and Time Off In Lieu (TOIL) Procedures	119
5.3	Performance Management.....	119
	Policy Declaration	119
	Policy Description.....	120
5.3.1	Performance Management Procedures.....	121
5.4	Professional Development	124
	Policy Declaration	124
	Policy Description.....	125
5.4.1	Professional Development Procedures.....	126
5.5	Recruitment and Appointment of Staff	129
	Policy Declaration	129
	Policy Description.....	129
5.5.1	Recruitment and Appointment of Staff Procedures	130
5.6	Safe Workplace.....	133

Policy Declaration	133
Policy Description.....	133
5.6.1 Safe Workplace Procedures	134
5.7 Volunteers	140
Policy Declaration	140
Policy Description.....	140
5.7.1 Volunteer Procedures	144
5.8 Travel.....	145
Policy Declaration	146
Policy Description.....	146
5.8.1 Travel Procedures	147
6.1 Audit	153
Policy Declaration	153
Policy Description.....	153
6.1.1. Internal Audit Procedures.....	154
6.1.2. External Audit Procedures	155
6.2 Budget Development and Management.....	156
Policy Declaration	156
Policy Description.....	157
6.2.1 Budget Development and Management Procedures	158
6.3 Financial Management	161
Policy Declaration	161
Policy Description.....	161
6.3.1 Financial Management Procedures.....	163
6.3.1.1 Cash and Cheque Procedures	164
6.3.1.2 Bank Account Procedures	166
6.3.1.3 Accounts Receivable and Payable Procedures.....	168
6.3.1.4 Debit Card Procedures	171
6.3.1.5 Reimbursement Procedures	171
6.4 Fraud	172

Policy Declaration	172
Policy Description.....	172
6.4.1 Fraud Procedures.....	174
6.5 Program Fees and Charges.....	177
Policy Declaration	177
Policy Description.....	177
6.5.1 Program Fees and Charges	179
6.5.1.2 ACFE and Training Fee Procedure	180
6.6 Debt Recovery.....	181
Policy Declaration	181
Policy Description.....	182
6.6.1 Debt Recovery Procedures	183
6.7 Purchasing and Procurement	185
Policy Declaration	185
Policy Description.....	185
6.7.1 Purchasing and Procurement Procedures	187
Register of Documents	190

Introduction

About this Manual:

Policies are the responsibility of the Committee of Management (CoM) who have ownership of this Policy Manual.

This manual is designed to provide staff, CoM members, and Daylesford Neighbourhood Centre Inc. (DNC) users with an understanding of the philosophies and general operations of the Daylesford Neighbourhood Centre Inc.

All staff, CoM Members, and DNC users are provided with access to this manual and will be asked to participate in a brief induction program relevant to their involvement with DNC. Any feedback or further questions should be directed to the Manager.

DNC draws on the insight and knowledge of our community to create an organisation which is responsive and flexible. In addition, we draw on standards and concepts from around the world to govern our practice and philosophy.

Every policy, procedure, and code of our organisation is built on a foundation created by:

- World Health Organisation Social Determinants of Health.
- Victorian Charter for Human Rights.
- Neighbourhood House Coordination Program Guidelines.
- Neighbourhood Victoria (NHV) Community Development Practice Model and Sector Principles.
- Learn Local Committee of Management (CoM) Workbook.
- DNC Rules of Association - adopted May 8, 2019.
- Collective Agreements, Industry Awards and National Employment Standards.
- Department of Family Fairness and Housing Service Agreement Information Kit.
- Australian Child Safe Standards.
- Funding Guidelines and Agreements.
- National Principles for Child Safe Organisations.

Our organisational development and integrity stems from these foundational commitments, and this policy manual defines the culture, behaviour, and standards we, as a community and as an organisation, hold ourselves to.

Our Purpose:

Neighbourhood houses are collaborative endeavours, built on the passion and commitment of many. Daylesford Neighbourhood Centre exists to increase the social and economic participation of people in our community, especially those experiencing disadvantage.

We take a person-centred approach to:

- **EQUITY:** creating opportunities with fairness and consideration of each individual's needs.
- **EMPOWERMENT:** Enhancing individuals' capacity to have control of their own lives.
- **INCLUSION:** Embracing diversity in a respectful, safe, and welcoming environment.
- **COLLABORATION:** Working together to achieve common goals.

Policy Manual Application

This manual requires the following compliance responsibilities:

- CoM members are responsible for this manual and they must activate a ~~phased~~ review of this manual every two years.
- Staff must read and indicate a clear understanding of their responsibilities under this manual.
- CoM members must ensure all staff are briefed on the terms of this manual and this is documented with a signed acknowledgement.
- The Manager is responsible for the updating and implementation of this manual.

While this Policy Manual is available to everyone to access, the following table lists policies relevant to specific roles within DNC.

All DNC staff, CoM members and Users must read these manual sections and policies	Introduction, Acronyms, Definitions Section 2 Policies - 3.1, 3.2, 3.4, 3.5, 3.6, 3.8, 3.10, 3.13, 3.14, 3.15, 5.6, 5.9, 6.3.1.5, 6.4 Specific Policies listed below as they apply to your role Documents Register			
Policy	CoM Only	Staff – excluding Volunteers	Staff – including volunteers	Specific Staff policies
Section 1 Section 4 Section 6				Plus Staff who write DNC policies (section 1)
3.3				DNC events staff
3.7				Staff who administer First Aid
3.9				Staff responsible for Incident Reporting
3.11, 5.1, 5.2, 5.5				Paid Employees only
3.12				Staff involved in Marketing
5.3, 5.4, 5.8				Staff only Policies not for DNC Users
5.7				Staff who work with or manage volunteers
Section 6				Staff involved in Finance
6.7				Staff purchasing for DNC

Acronyms

ABN	Australian Business Number
ACFE	Adult, Community and Further Education
ACNC	Australian Charities and Not-For-Profit Commission
AGM	The Annual General Meeting is a mandatory yearly gathering of the Committee of Management and members of the organisation
ANZ	ANZ Bank
APP	Australian Privacy Principles
ATO	Australian Taxation Office
DNC	Daylesford Neighbourhood Centre Inc.
DNC Rules	Daylesford Neighbourhood Centre Inc. Rules of Association - adopted 16 April 2018
CAV	Consumer Affairs Victoria
CBA	Commonwealth Bank
CCV	Card Verification Value is the 3- or 4-digit number on your credit and debit cards
CHANH	Central Highlands Association of Neighbourhood Houses
CoM	Committee of Management
Cth	Commonwealth Government of Australia
DET	Department of Education and Training
DFFH	Department of Health and Human Services (Victorian Government)
EFT	Electronic Funds Transfer
EFTPOS	Electronic Funds Transfer at Point of Sale
FAC	Funded Agency Channel
IT	Information Technology

MOU	A Memorandum of Understanding is a formal agreement between two or more parties.
NHACE	Neighbourhood Houses and Adult Community Education
NHCP	Neighbourhood House Coordination Program
NHV	Neighbourhood House Victoria
OH&S	Occupational, Health and Safety
PD	Position Description is a document outlining a role in terms of objectives, responsibilities and outcomes, capabilities and behaviours, and knowledge and experience required to successfully perform the role.
SAMS	Service Agreement Management System
TOIL	Time Off In Lieu
WWCC	Working with Children Check

Definitions

Access	Ensuring fair and equal access for all people to those services that are important for their quality of life.
Act	Association Incorporation Reform Act 2012.
Asset	An asset is a resource with economic value that DNC owns or controls with the expectation that it will provide a future benefit. Assets are reported on the balance sheet and are bought or created to increase a firm's value or benefit the firm's operations.
Assurance	Assurance is the process of analysing and used in the assessment of accounting entries and financial records.
Audit	The audit is the process of evaluating the accounting entries present in the financial statement of the company. Audit checks the accuracy of the financial reports.
Award	The legal document which sets out the terms and conditions of employment for a specific industry or job.
DNC users	All people who attend DNC activities and programs, and who use DNC facilities including students, clients, and visitors.
Card holder	A DNC employee or Committee member who has been issued with a DNC debit card.
Card Receipt	A receipt showing the amount paid by card, to the payee, the date of payment and the card account number. Note: this is not necessarily a Tax Invoice.
Charge	Charge to impose or ask as a price or fee for the provision of goods or services.
Child	A person who is under 12 years of age.
Collective Agreement	An enterprise agreement negotiated by the parties through collective bargaining in good faith, primarily at the enterprise level.
Complaint	Expression of dissatisfaction made to or about an organisation, related to its products, services, staff, or the handling of a complaint.
Compliment	A compliment is an expression of praise, encouragement, or gratitude about a service that is funded, regulated, or provided. It may be about an individual staff member, a team, or a service.

Conduct	The manner in which a person behaves, especially in a particular place or situation.
Contractor	A person contracted to provide a specific service to DNC including facilities maintenance, IT services, cleaning, and financial services. It does not include people who deliver services, programs, or projects on behalf of DNC.
Credit	The ability of a customer to obtain goods or services before payment, based on the trust that payment will be made in the future.
Credit Note	A receipt given by a shop to a customer who has returned goods, which can be offset against future purchases.
Debt	A sum of money paid for the provision of goods or services which owed or due.
Debtor	A person, or organisation which owes money to DNC.
Defalcation	The taking or illegal use of money by someone who has responsibility for it.
Delegated Authority	Delegation is the downward transfer of formal authority from one person to another. Superiors delegate authority to subordinates to facilitate the accomplishment of the assigned work.
Equality	Equality is the state or quality of being equal. It involves treating every individual in the same manner, irrespective of their differences.
Equity	Equity is the quality of being fair and impartial. It involves treating individuals in accordance to their needs.
Ethics	Moral principles that govern a person's or organisation's behaviour or activities.
Expenditure Delegation Authority	A staff member with the appropriate delegated expenditure limit
Feedback	Provision of information about reactions to a product, a person's performance of a task, etc. which is used as a basis for improvement.
Fee For Service	A fee charged for the provision of a specific service.
Fees	All fees, fines, and charges payable as specified in the Schedule of Fees.
Financial Irregularities	A departure from standard procedure. Irregularities are not illegal, but may be (depending on the circumstances) for example conflict of interest, bribery, etc,

Financial Transaction	An agreement, or communication, carried out between a buyer and a seller to exchange goods or services for payment.
First Aid	Help given to a sick or injured person until full medical treatment is available.
General Ledger	The main accounting record of a company or organisation.
Grievance	Formal complaint made where people think they have been subject to unfair treatment and a response or resolution is explicitly or implicitly expected or legally required.
Infectious Diseases	Are caused by pathogenic microorganisms, such as bacteria, viruses, parasites or fungi; the diseases can be spread, directly or indirectly, from one person to another.
Mandatory Reporting	The legislative requirement for selected groups of people to report suspected cases of child abuse and neglect to government authorities.
Misappropriation	To appropriate wrongfully or unlawfully (as by theft or embezzlement).
Neighbourhood Houses	Community development-based organisations funded by DFFH under the NHCP.
Payment / receipt methods	DNC accepts and uses cash, cheques, EFTPOS, Credit Card, Debit Cards, and online banking.
Participation	Maximising the opportunities for people to participate in the circumstances which affect their lives.
Personal Information	Any information or an opinion about a person from which their identity is apparent or can reasonably be ascertained.
Policy	A statement which mandates decision-making or places constraints on activity and contains instructions to ensure compliance with appropriate standards governing the subject matter.
Policy and Procedure Manual	A comprehensive index of DNC policies located in hard copy in the office and available in soft copy.
Procedural requirements	Labelled procedures, guidelines, provisions etc, and not titled Policy.
Procurement	The process of setting up arrangements for the supply of goods or services to DNC. These arrangements may include preferred supplier lists, catalogues of approved items or contracts for supply of agreed goods and/or services.

Purchase Order	A commercial document and first official offer issued by a buyer to a seller indicating types, quantities, and agreed prices for products or services. It is used to control the purchasing of products and services from external suppliers.
Purchasing	An operational procurement and refers to day to day tasks associated with acquiring items off preferred supplier lists, catalogues, contract or other arrangements that have been put in place for DNC.
Quote	A quotation giving the estimated cost for a particular job or service.
Refund	Refund means re-crediting a payment made to DNC.
Requestor	A staff member authorised to create purchase orders.
Resources	Human, financial, physical, and knowledge factors that provide DNC the means to perform its business processes.
Social media	Websites and applications that enable users to create and share content or to participate in social networking.
Staff	<p>Any person who is:</p> <ul style="list-style-type: none"> • employed as full-time, part-time, casual or sessional by DNC • a volunteer, including placement students • an apprentice or trainee • a fixed term contractor who delivers DNC services, programs or projects including trainers, tutors, and project staff <p>It does not include people who are contracted to provide a specific service to DNC including facilities maintenance, IT services, cleaning, or financial services.</p>
Student	A learner who is undertaking study or training at DNC.
Supplier	A person or organisation that provides something needed such as a product or service to DNC.
Technology	Methods, systems, and devices which are the result of scientific knowledge being used for practical purposes, e.g., computers, training materials, phones, and social media.
Volunteer	A person who willingly offers to undertake a task or perform a service without pay. Placement students are treated as volunteers for the purposes of this policy manual.
Youth	A person aged between 12 and 24 years of age.

Section 1: Policy and Procedure Development

Relevant standard, legislation, or controls

- Refer to the Introduction for a full list of foundation principles and standards.
 - DNC Document Register.
 - Association Incorporation Reform Act 2012.
-

1.1 Policy Development

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC maintains an up-to-date, comprehensive Policy and Procedure Manual to guide the practice of the staff and CoM members. The purpose of this policy is to describe the process for policy and procedure development and management.

Policy Description

Application:

This policy applies to the development of all DNC policies and procedures. It applies to all DNC staff and CoM members involved in policy development, approval and review.

Background:

Maintaining a consistent approach to the development, implementation and review of policies is identified as a key action for effective governance and organisational management.

Ensuring key governance and operational procedures are documented and maintained is essential for effective organisational management and succession, as well as transferability between other neighbourhood houses.

Objectives:

All policies are written, presented, approved and implemented in the standard format as defined by the DNC Policy Template. All policies are maintained by a document control mechanism, found at the beginning of each policy, including:

- Policy Title.

- Document Number, defined by:
 - Section number eg. 1.
 - Policy number eg. 1.1.
- Version Number.
- Date Ratified.
- Date for Review.

Document Control for all policies is summarised in the Document Control Register at the beginning of the Policy and Procedure Manual.

Key procedures related to Policy are included below the Policy and are denoted by the relative Document Number eg. 1.1.1

Templates, forms or links are provided in the Register of Document section at the end of the Policy Manual. These are denoted by the relative Document Number eg. 1.1.1.1

New policies are reviewed within 12 months of adoption, then every year at least 2 sections of the manual will be reviewed. Policies will be updated as new practice or legislation emerge.

The most recent approved version of a policy can be easily located in hard and soft copy.

DNC policies are inclusive and accessible, incorporating:

- 12-point Sans Serif fonts.
- Left Aligned.
- Line spacing 1.3.
- Avoidance of italics, underlining, and uppercase words.
- Avoidance of strong colour contrast between text and background, including watermarks.
- Use of plain English, short sentences, and minimisation of jargon.

Policy amendments can only be authorised by the CoM. Governance procedure implementation, changes, or exceptions are authorised by the Chair. Operational procedure implementation, changes or exceptions are authorised by the Manager.

Related Policies and Procedures:

- Policy and Procedure Manual.
- All policies.
- All procedures.
- All supporting documentation.

1.1.1 Policy Development Procedures

Policies and key procedures are available in the Policy and Procedure Manual which can be consulted in the Reception Office

Policy Development process (Governance):

- DNC Manager and/or CoM prepare draft policy.
- Draft is distributed to the CoM for consideration prior to the next Committee meeting.
- Draft policy is discussed at the COM meeting and either approved or sent back for alterations and presented at the next Committee meeting.
- Once a policy is approved it is effective from that date and supersedes all previous policies.
- Approval of a policy must be included in the minutes of the CoM meeting.
- When a policy is approved it is updated in the DNC Policy and Procedure Manual, and a hardcopy replaced in the office.
- Once a policy is available electronically staff and members are advised of its availability and it is included in all future inductions for staff, committee members, and volunteers.

Procedure Development process (Operational):

- DNC Manager is responsible for ensuring procedure is accurately documented and maintained.
- Procedures reflecting policy implementation are maintained in the DNC Policy and Procedure Manual.
- Where procedural changes are being developed the Manager is responsible to confer with other adjacent Neighbourhood Houses to ensure best practice and consistency between organisations.

2.1 Continuous Improvement

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC is committed to continuous improvement in all aspects of our organisation, from service delivery to governance. This policy guides CoM members and staff in the design and delivery of our services to the community and ensures DNC maintains high standards, improves systems and processes, adapts to changing needs, and demonstrates organisational improvement.

Policy Description

Application:

This policy applies to all DNC staff, CoM members, and DNC users.

Background:

Continuous improvement requires a deliberate and sustained effort and a learning culture. It is a results-driven cycle, with a focus not only on strengthening service delivery but also on individual outcomes.

Objectives:

DNC is committed to innovation, high quality, continuous improvement, best practice, and effectiveness in the provision of support for our community through:

- Ensuring all services, processes and procedures undertaken by staff aim to be the best they can be.
- The annual review of services and programs to maintain quality and effectiveness.
- The encouragement of staff, community members, and DNC users to provide feedback to improve service delivery through our Feedback and Grievance Policy and Process.
- Documentation of planning, resource allocation, risk management, and reporting as an integrated approach supporting DNC's purpose and mission.

Related Policies and Procedures:

- Code of Conduct Policy.
- Code of Ethics Policy.
- CoM Charter.
- Feedback and Grievance Policy.
- Strategy, Business and Risk Policy.
- Current Strategic Plan.
- Current Business Plan.
- Risk Register.

2.2 Conflict of Interest

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC is committed to transparency and ethical behaviour at all levels of our organisation. This includes avoiding situations in which committee members, executives, or staff might feel compromised by conflict of interest. This policy requires that all staff, volunteers and CoM members:

- act impartially and without prejudice.
- declare any potential or actual conflict of interest.
- do not accept gifts or benefits that may influence a decision.

Policy Description

Application:

This policy applies to all staff and CoM members to understand DNC conflict of interest processes.

Background:

Conflict of interest, both real and perceived, arises when people in positions of authority within DNC stand to make a personal, professional, or financial gain from our organisation. Such arrangements have the potential to undermine the integrity of our neighbourhood house, its decision making, and its reputation in the community. However, there are circumstances where conflict of interest cannot be avoided and hence must be appropriately managed.

Objectives:

To ensure our members and our community can rely on the integrity of our decisions our staff and CoM members are required to declare all conflicts of interest, or perceptions of conflicts of interest which could impact them or our organisation.

‘Conflict of Interest’ is defined as applying:

1. in accordance with the statute, where a person stands to gain financially from any business dealings, programs, or services of the organisation, other than where:
 - a. the person falls into the class of people benefited by the organisation and the financial gain is of a nature common to other beneficiaries, or

- b. The person is an employee of the organisation, and the financial gain is of a nature common to other employees.
2. under the bylaws of the organisation:
 - a. where the immediate family or business connections of a staff or CoM member stands to gain financially from any business dealings, programs or services of the organisation.
 - b. where the person is an employee of the organisation.
 - c. where a CoM member or the ex-officio member of the CoM has a role on the governing body of another organisation, where the activities of that other body maybe in direct conflict or competition with the activities of the DNC.

Examples of Conflict of Interest include situations in which:

- close personal friends or family members are involved, such as decisions about employment, discipline or dismissal, service allocation or awarding of contracts.
- an individual or their close friends or family members may make a financial gain or gain some other form of advantage.
- an individual is involved with another organisation or offers services that are in a competitive relationship with our organisation and therefore may have access to commercially sensitive information, plans, or financial information.
- an individual is bound by prior agreements or allegiances to other individuals or agencies that require them to act in the interests of that person or agency or to take a particular position on an issue.

Related Policies and Procedures:

- Code of Conduct Policy.
- Code of Ethics Policy.
- CoM Charter.
- Rules of Association.

2.4.1 Conflict of Interest Procedures

We recognise conflict of interest situations are likely to occur and these should not impact on an individual's participation in our organisation.

Committee of Management Conflict of Interest Declaration

Conflicts of interest will be declared and recorded annually, with an ongoing emphasis on updating records where any new information comes to light:

- On appointment, all CoM members will complete and submit a Conflict-of-Interest Register Form 2.4.1.1 and verbally declare any potential conflicts of interest which could foreseeably impact their role within our organisation.
- CoM members are also required to identify and declare any conflicts of interest (or perception of) which arise within committee business at each meeting, whether they have been previously disclosed or not.
- The CoM will maintain a Register of Conflicts of Interest 2.4.1.2 reported via the Register Form 2.4.1.1 and where conflict of interest is declared in the course of CoM business. This will be maintained by the Manager.
- If a person alleges another person has a Conflict of Interest, whether existing or potential, the CoM will act in the best interest of the organisation and may elect to implement conflict of interest management procedures as appropriate.
- Where there is any doubt whether there is a conflict, the member and committee should err on the side of caution and declare the interest.

Where conflicts of interest are identified the COM will implement the following steps:

- Decide if the member has a real or perceived conflict of interest.
- Decide what, if any role the member should have in the decision or activities involved, including whether the member will vote, where relevant. The member should not be included in this discussion and may be asked to leave the room during the discussion to avoid influencing the decision.
- Document the declaration and decisions by the committee in the minutes of the meeting.

Staff Conflict of Interest Declarations

A register of conflicts of interest will be kept and all staff and volunteers (if applicable) will be asked to declare:

- potential or actual conflicts of interest that exist when a person joins the organisation.
- conflicts of interest that arise during their involvement with the organisation.

The register will be maintained by the Manager and reviewed as required by the CoM. All potential and actual conflicts will be recorded in the register, showing:

- the name of individual.
- their position or role in the organisation.
- the nature of the interest they hold.
- the date of record.
- any incidents that arise where the interest comes into conflict with the interests of the organisation, the date of the incident and a summary of how it was managed.

Staff conflicts of interest will be managed as follows:

- The conflict will be assessed by the Manager, or the CoM in the case of the Manager.
- If a conflict of interest exists or there is a perception that a conflict exists, the staff member may be asked to:
 - contribute to the discussion but abstain from voting or taking part in a decision on the matter.
 - observe but not take part in the discussion or decision-making.
 - leave the meeting during discussion and decision on the matter.

Staff involvement in external activities

DNC encourages and supports staff becoming involved in community activities and volunteer work in their personal lives. However, it is possible they may undertake volunteer or professional roles outside the organisation which give rise to a conflict of interest, or a perception of conflict.

As a result, DNC expects all staff members to declare their involvement in external activities related to the work of DNC when they are employed. The Manager is to discuss and plan with the staff member how any potential conflicts of interest can be managed. Staff members taking on other (new) work outside DNC must inform the Manager where such new employment may conflict with duties as a DNC employee or where such new employment may occur while the employee is expected to be performing DNC employment duties.

Gifts

Gifts can range from small items including pens, hats, t-shirts, mugs, calendars, bags, key chains, to items of greater value, for example gift vouchers, travel, and electronic equipment.

DNC recognises the potential for conflict of interest for gifts given by a supplier, DNC user or because of a DNC purchase and encourages staff and CoM members not to accept these gifts.

Gifts received as a direct result of a DNC purchase remain the property of DNC and do not belong to the person who purchased them.

If a staff or CoM member receives a gift:

- If feasible, the gift should be returned.
- If not feasible to return the gift, the Register of Gifts 2.4.1.3 must be updated and the Manager advised of the gift.

- The Manager, and the CoM will make a decision as to whether the gift recipient can keep the gift or if it belongs to DNC.
- Plants or flowers may be displayed in the lobby, or at another central location where all employees may enjoy their presence.

Gift policy exemptions occur where:

- Gifts such as t-shirts, pens, hats, cards, food, beverages etc are received by staff and CoM members as members of the public at events such as conferences, training events, seminars, and trade shows which are offered equally to all members of the public attending the event.
- Food, beverages, and moderately priced meals or tickets to local events or work meetings that are supplied by and also attended by current customers, partners, and vendors or suppliers in the interest of building positive business relationships.
- Personal loyalty points are accrued as a direct result of a DNC purchase where there is transparency around the decision-making process to use the supplier for the purchase, for example points accrued at a supermarket when purchasing food supplies.

Culture Policies

Relevant standard, legislation or controls

- Refer to the Introduction for a full list foundation principles and standards.
- DNC Document Register.
- Associations Incorporation Reform Act 2012.
- Disability Discrimination Act 1992.
- Human Rights and Equal Opportunity Commission (HREOC) Act 1986.
- Racial Discrimination Act 1975.
- Racial Hatred Act 1995.
- Sex Discrimination Act 1984.
- Privacy Act 1988 (Cth).

2.1 Code of Ethics

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC Committee of Management (CoM) members are dedicated to an ethical framework which governs the decisions, direction, and policy of our organisation. DNC is committed to protecting staff, partners, suppliers, and the organisation from illegal or damaging actions by individuals, either knowingly or unknowingly. This policy will guide business behaviour to ensure ethical conduct, will clearly identify the DNC ethical principles and establish a culture of openness, trust, and to emphasise the staff and consumers' expectation to be treated with fair business practices. Effective ethics is a team effort involving the participation and support of every DNC staff member.

Policy Description

Application:

This code applies to all DNC staff, CoM members, users and third parties involved in any activity representing DNC, who are required to notify DNC when other interests and/or commitments conflict with the best interests of DNC. DNC will not tolerate any wrongdoing or impropriety at any time. DNC will take the appropriate measures to act quickly in correcting the issue if the ethical code is broken, including termination of employment.

Background:

DNC is a not-for-profit organisation founded on the ethical principles of practice from a range of social theories. Our staff and CoM members have a right and responsibility to understand and explore these theories in order to deliver best practice on behalf of our organisation.

Objectives:

DNC will promote a trustworthy and honest atmosphere to reinforce the vision of ethics within the organisation. Our ethical principles are based on:

- a respect for basic human rights.
- a respect for the individual and the right to self-determination.
- a respect for different cultures and religions in society.
- a commitment to empowerment and participatory democracy.
- a commitment to collaborative working relationships and collective action.
- an acknowledgement that all relationships and activities with young people are based on their consent (whenever possible).

Unethical Behaviour is not tolerated. At DNC we will:

- avoid the intent and appearance of unethical or compromising practice in relationships, actions, and communications.
- not tolerate harassment or discrimination.
- not tolerate unauthorised use of DNC trade secrets & marketing, operational, personnel, financial, & technical information integral to the success of DNC.
- not permit impropriety at any time and we will act ethically and responsibly in accordance with laws.
- not use DNC assets or business relationships for personal use or gain.

Related Policies and Procedures:

- Code of Conduct Policy.
- All current and future policies, strategies, and procedures.

2.1.1 Code of Ethics Procedures

DNC will incorporate use of our Code of Ethics in our organisational activities and display and maintain information related to our Code of Ethics, and other relevant policies, in key locations within our facilities.

DNC requires staff and CoM members to read and sign the Code of Ethics as part of the Induction Process. A copy of the signed document is provided to the individual and maintained in their staff / committee file.

CoM and Manager Commitment to Ethics

Committee members and the Manager must set a prime example, disclosing any conflicts of interest and acting in any business practice with honesty and integrity as a top priority. The Manager must have an open-door policy and welcome suggestions and concerns from staff to allow them to feel comfortable discussing any issues which will alert the Manager to concerns within the workforce.

Staff Commitment to Ethics

Every staff member must:

- understand the meaning of our ethical principles and how our ethical principles act as a guide to how we should treat clients and one another.
- apply effort and intelligence in maintaining ethics value.
- disclose any conflict of interests regarding their position within DNC.

DNC staff will treat everyone fairly, have mutual respect, promote a team environment, and avoid the intent and appearance of unethical or compromising practices. DNC staff will ensure people have access to the planning, decision-making, programs, and services of the DNC on a non-discriminatory basis.

Staff should consider the following questions when assessing their own behaviour:

- Is the behaviour legal?
- Does the behaviour comply with all appropriate policies?
- Does the behaviour reflect values and culture?
- Could the behaviour adversely affect DNC stakeholders?
- Would you feel personally concerned if the behaviour appeared in a news headline?
- Could the behaviour adversely affect DNC if all employees did it?

Maintaining Ethical Practices

DNC will reinforce the importance of the integrity message and the tone will start at the top. Every CoM member and the Manager need to consistently maintain an ethical stance and support ethical behaviour. DNC staff should encourage open dialogue, get honest feedback, and treat everyone with fairness, honesty, and objectivity.

For DNC clients and users DNC will conduct our business in a manner which reflects our commitment to an individual's basic human rights and the social justice principles of equity, access, and participation. We will:

- work to promote equity, access, participation and the rights of people within the community.
- establish an understanding of what disadvantage is, why people are disadvantaged, and who is disadvantaged in the local community.
- recognise the barriers people face and work to reduce these barriers for individuals and our local communities.
- foster inclusion and provide advocacy for those sectors of the community facing disadvantage, impeded access to education, and under-representation.
- be responsible for supporting the safety, participation, wellbeing, and empowerment of children in our organisation.
- encourage children to express their ideas and opinions and participate in relevant activities - especially in activities and issues which are important to them.
- establish an understanding of what disadvantage is, why people are disadvantaged, and who is affected in the local community.
- recognise and respond to specific issues of language, culture, age, gender, sexual identity, disability, financial disadvantage, and social and/or geographic isolation.
- plan and undertake special measures to ensure the inclusion of disadvantaged groups within their community.

2.2 Code of Conduct

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC staff and CoM members uphold our behavioural standards and the DNC Values, acting in a professional manner when representing DNC in the community.

Policy Description

Application:

This code applies to all DNC policies and operations. It applies to all DNC staff and CoM members involved in any activity on behalf of DNC.

Background:

DNC has a legal and moral responsibility to operate in the best interests of the community it serves. All people representing our organisation through governance, operations or participation are bound to demonstrate the agreed behavioural framework and to act in a professional manner at all times.

Objectives:

DNC Code of Conduct incorporates our commitment to:

- Professional Conduct.
- Respect and dignity.
- Child safety conduct.

In our professional conduct, we:

1. Publicly and privately support the organisation and each other, acknowledging the strengths and areas of improvement of others and acting with courtesy and respect.
2. Act honestly and in good faith at all times in the interests of the organisational objectives, ensuring that all stakeholders, particularly those who are recipients of services, are treated fairly according to their rights.
3. Perform duties to the best of our abilities, considering skills, experience, qualifications, and position, and act in a safe, responsible, and effective manner.
4. Be punctual and reliable in attendance and duty.
5. Comply with the prescribed terms and conditions of our employment/engagement.
6. Notify the organisation of any inability to attend duty as early as possible so as not to inconvenience others or delay the work of the organisation.
7. Carry out our duties in a lawful manner and ensure the organisation carries out its business in accordance with the law, and recognise both legal and moral duties of our role.
8. Respect and safeguard the property of the organisation, the public, and colleagues while observing safe work practices to protect ourselves and others.
9. Maintain confidentiality regarding any information gained through our work, and not divulge personal information or contact details of staff, CoM, or service users.
10. Ensure that all transactions, agreements, and records that flow from relationships with DNC's stakeholders will be accurately and openly recorded in the organisation's books and records, and no entries will be made which obscure the true nature of a transaction.
11. Ensure that personal and financial interests do not conflict with the duty to the organisation.
12. Undertake no personal or business activities for personal gain while at the organisation or while conducting business of the organisation.

13. Work within the organisation's policies and Code of Ethics.
14. Discuss issues where appropriate with other staff and CoM members to determine whether a contemplated action is ethical.
15. Act in a manner which promotes and reflects an open and accountable culture within our organisation.
16. Communicate our commitment to professional conduct in key locations in our organisation, including media, online platforms, and facilities.
17. Acknowledge the principles and values underlying our approach to professional boundaries in relationships with DNC users. It is the responsibility of all staff therefore to behave, both at work and outside, in ways which uphold their own credibility, safety, and DNC reputations.

In our respect and dignity conduct, we:

1. Treat everybody in our organisation with respect, reflecting on the way they want to be treated to ensure they know they are welcome.
2. Value people for who they are, their interests, abilities and needs, finding a place for every individual to flourish and grow in our organisation.
3. Honour diversity within our organisation, showing interest and open mindedness towards people for their individual backgrounds and beliefs.
4. Avoid using language which might isolate or diminish individuals based on their age, culture, socio-economic status, education, physical or mental health, gender, sexual orientation, or other personal factors.
5. Are open to and accepting that others have different experiences, skills, attributes and views on life and work.
6. Recognise that the lived experience of others is different from our own and we cannot assume to know the challenges they may face.
7. Communicate our commitment to dignity and respect in key locations in our organisation, including media, online platforms, and facilities.

In our child safety conduct we:

1. Take all reasonable steps to protect children and children's right to safety, in our organisation and in our community, avoiding:
 - 1.1. Developing 'special' relationships with children constituting favouritism (i.e. by giving specific children gifts).
 - 1.2. Unnecessary physical contact (i.e. by massaging).
 - 1.3. Putting children at risk of abuse (i.e. by locking doors).
 - 1.4. Doing personal things which the child could do for themselves, (i.e. changing clothes).
 - 1.5. Using inappropriate language or discussing topics of an adult nature.
 - 1.6. Initiating contact with children or their families outside of DNC, including through online platforms.

1.7. Ignoring or disregarding suspected or disclosed child abuse.

2. Listen and respond to the views and concerns of children, particularly if they are telling you that they or another child has been abused and/or are worried about their safety or the safety of another.
3. Ensure as far as practicable that adults are not left alone with a child.
4. Report any child safety concerns or allegations of child abuse to the Manager, acting to ensure children are removed from potential harm.
5. Communicate our commitment to children's safety and inclusion in key locations in our organisation, including media, online platforms, and facilities.

Related Policies and Procedures:

- Code of Conduct Policy.
- Privacy Policy.
- Induction Policy.
- Conflict of Interest Policy.
- Feedback and Grievance Policy.
- Child Safe Policy.
- Performance Management Policy.
- Safe Workplace Policy.

2.2.1 Code of Conduct Procedures

To manifest the DNC Code of Conduct in real and meaningful actions, we:

1. Require staff and CoM members to read and sign the Code of Conduct as part of the Induction Process. A copy of the signed document is provided to the individual, and a copy is maintained in their staff file.
2. Display and maintain information related to our Code of Conduct, and other relevant policies, in key locations within our facilities.
3. Incorporate use of our Code of Conduct in our Performance Management Procedures and other organisational activities.

Section 3: Whole of Organisation Policies

Relevant standard, legislation or controls

- Refer to the Introduction for a full list of foundation principles and standards.
- DNC Document Register.
- Association Incorporation Reform Act 2012.
- Occupational Health and Safety (OHS) Act 2004.
- Learn Local Committee Capability Framework.
- Privacy Act 1988 (Cth).

3.1 Appropriate Use of Technology

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC acknowledges technology plays an integral part in our organisation and in the lives of our staff, CoM members, and users of DNC facilities. DNC supports the use of technology to enable people to increase efficiency, connect with others, and achieve in their work and lives, and commits where possible to maintains up-to date access.

Policy Description

Application:

This policy applies to all DNC staff, CoM members, and users of DNC and supports them to engage in technology use in a safe and appropriate manner.

Background:

The swift and ongoing evolution of technology and people's engagement with it is a defining characteristic of the era. Flexibility to engage and adapt to emerging technologies will enable our organisation and our community to increase connectivity and opportunities. However, inherent risks must be recognised and planned for to protect both our organisation and individuals.

Objectives:

DNC expects a minimum standard use of technology for any individual accessing DNC technology in its facilities. This includes adherence to Code of Conduct and Code of Ethics when:

- Accessing the internet via DNC devices.
- Using personal devices, such as phones or tablets.
- Employing methods, systems, and community and sector knowledge.
- Maintaining the integrity of our IP.

Related Policies and Procedures:

- Code of Conduct Policy.
- Privacy Policy.
- Induction Policy.
- Conflict of Interest Policy.
- Feedback and Grievance Policy.
- Child Safe Policy.
- Performance Management Policy.
- Safe Workplace Policy.

3.1.1 Appropriate Use of Technology Procedures

Information Technology (IT)

DNC maintains computer labs with computers and laptops a multifunction printer, and individual computers for staff and volunteers. Other equipment includes phones, mobile phones, cameras, projectors, and iPads.

The Manager is responsible for all IT, particularly through management of the Kaine Mathrick Tech (KMT) Service Agreement. Responsibilities are outlined at Annex E of that document.

DNC technology procedures are applied as:

- Standard procedures – relevant to any person using DNC technology.
- Staff specific procedures – relevant to any staff person using DNC technology.

Standard Use of Technology

Any person using technology at DNC is required to follow these guidelines, which will be displayed in all computer use areas:

1. Adherence to Code of Conduct and Code of Ethics. DNC Code Policies define our expected behaviours and attitudes in both the physical and virtual use of

technology. This includes:

- Respect the rights of others, regardless of culture, gender, sexual preference, disability, etc. Harassing, insulting, defaming or attacking others through any digital communication amounts to cyber-bullying and is not acceptable.
- Acting honestly and in good faith

2. Acceptable use of computers, phones, and other hardware:

- Ensure care and protection for computers and other technological equipment.
- Do not deliberately damage or deface computers and other technology equipment.
- Only use accounts assigned to you.
- Do not share your personal passwords with anyone else.
- Do not view, use, or copy passwords, data, or networks without authorisation.
- Do not install software without authorisation from the Manager or external IT consultant.
- Do not destroy or damage data, networks, or other resources.
- Respect and protect the intellectual property of others.

Report any of the above issues or policy breaches to the Manager immediately.

3. Accessing the internet via DNC devices:

- Access only appropriate sites. Inappropriate sites include, but are not limited to sites that are illegal, pornographic or contain inappropriate or obscene sexual material, advocate hate/violence, contain discriminatory material or other inappropriate games or software.
- Do not infringe or violate copyright laws (including copying and transmitting documents, software, music, games and/or video files) without license or permission.
- Do not access, download, send or display offensive, abusive, racist, pornographic, sexist, obscene language, or excessively violent material in any electronic communication.
- Do not send emails that contain information which is abusive, impolite, offensive, defamatory, inaccurate, or illegal.
- Do not contact children, other than direct relatives or children within your guardianship.
- Must not incur any additional expenses for DNC, including online shopping.
- When using the internet be alert to possible scams, spam, malware, and other viruses which could negatively impact DNC software or hardware.

4. Use of personal devices, such as phones or tablets.

Personal devices are welcome at DNC but should be used mindfully and in the interests of other people. As much as possible individuals should:

- Avoid disturbing others with personal phone calls, instead move away from classes or people engaged in activities.
- Avoid disturbing others with loud music or games, instead use headphones.

Individuals must not use personal devices to:

- Record confidential information belonging to DNC or other people.
- Record or photograph other people without their consent.
- Download or upload inappropriate, illegal, or obscene material whilst at DNC or when using DNC internet connections.

5. Accidental loss of Data

In the case of accidental loss of data, the Manager is to be contacted immediately. The Manager will ask the IT contractor to restore lost data from previous backups.

Employee specific use of technology

Staff are encouraged to access technology to increase operational efficiency and effectiveness. Use of any new technologies at DNC must be discussed and approved by the Manager.

Personal use of technology in the workplace (whether on DNC or personal devices) is permitted but limited to avoid decrease in productivity. Personal use should:

- Be infrequent and brief.
- Not interfere with individual workplace duties or colleagues.
- Not interfere with operations of DNC.
- Not decrease DNC network performance or electronic storage.

It is recognised that there may be times when staff may need to use technology for extended personal use. An example of this may be when accessing online materials related to study. If a staff member needs to use DNC technology for an extended period of time, they should discuss this situation with their manager in advance.

Online shopping for work purposes is acceptable, as this promotes efficient and effective time and resources. Online shopping for personal purposes is not permitted without the

Manager's permission.

For information regarding use of social media refer to the Social Media Policy.

For the benefit of both staff and DNC electronic security, staff are not permitted to access DNC emails or files from personal devices without written approval from the Manager.

3.2 Child Safe

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC is committed to empowering children as vital and active members of our community and our organisation. We involve them when making decisions about matters which affect them. We are committed to children's safety and our legal and moral obligations to act in their best interest. This policy identifies the importance of children and their safety in our organisation, and guides our staff, CoM Members and DNC users on how to behave with children in our organisation.

Policy Description

Application:

This policy applies to staff, CoM Members, and all DNC users.

Background:

Embedding a culture of empowering children and upholding child safety within our organisation is integral to our ability to meet the needs of and serve our community. Organisational leadership is essential to instilling a child safe culture.

Objectives:

DNC recognises that children are vital members of our community and have a fundamental right to be safe, happy, and empowered. Children are valued participants in our organisation who bringing insight and innovation.

DNC is committed to the following strategies to protect children in our organisation:

- Recognition of the valuable contribution children make and our responsibilities towards them in our Code of Conduct.
- Clear statements about our commitment to child safety in key locations in our organisation, including in our media, recruitment materials, and in our facilities.
- DNC provides information and processes which enable staff and community members to recognise and respond to child abuse. We have zero tolerance towards child abuse and will respond to all allegations and safety concerns seriously.
- We Include risk to children in our risk mitigation strategies.
- We conduct regular reviews of our child safety and inclusion strategies to ensure

DNC continuously improves in our practice of involving, supporting, and protecting children in our community and our organisation.

- We support safety for all children, and are committed to the cultural safety of aboriginal children, the cultural safety of children from culturally and/or linguistically diverse backgrounds, and to providing a safe environment for children with disabilities,
- Children aged 12 and under must be accompanied by a responsible adult (e.g., parent guardian or teacher), unless appropriate risk management strategies have been documented and implemented.

Legislative responsibilities

Our organisation takes our legal responsibilities seriously, including:

- **Failure to disclose:** Reporting child sexual abuse is a community-wide responsibility. All adults in Victoria who have a reasonable belief that an adult has committed a sexual offence against a child under 16 have an obligation to report that information to the police.
- **Failure to protect:** People of authority in our organisation will commit an offence if they know of a substantial risk of child sexual abuse and have the power or responsibility to reduce or remove the risk, but negligently fail to do so.

If an adult has a **reasonable belief** that an incident has occurred, then they must report the incident to the Manager. Factors contributing to reasonable belief may be:

- a child states they or someone they know has been abused (noting that sometimes the child may in fact be referring to themselves).
- behaviour consistent with that of an abuse victim is observed.
- someone else has raised a suspicion of abuse but is unwilling to report it.
- observing suspicious behaviour.

Related Policies and Procedures:

- Code of Conduct Policy.
- Code of Ethics Policy.
- Recruitment and Appointment of Staff Policy.
- Induction Policy.
- Appropriate Use of Technology Policy.
- Feedback and Grievance Policy.
- Incident Reporting and Response Policy.
- Safe Workplace Policy.
- Strategy, Business, and Risk Policy.

3.2.1 Child Safe Procedures

Disclosure

If a child discloses an incident of abuse to you:

- Try and separate them from the other children discreetly and listen to them carefully.
- Let the child use their own words to explain what has occurred.
- Reassure the child that you take what they are saying seriously, and it is not their fault and that they are doing the right thing.
- Explain to them that this information may need to be shared with others, such as with their parent/carer, specific people in your organisation, or the police.
- Do not make promises to the child such as promising not to tell anyone about the incident, except that you will do your best to keep them safe.
- Do not leave the child in a distressed state. If they seem at ease in your company, stay with them.
- Provide them with an incident report form to complete, or complete it together, if you think the child can do this.
- As soon as possible after the disclosure, record the information using the child's words and report the disclosure to your manager or police or child protection.
- Ensure the disclosure is recorded accurately, and that the record is stored securely

If a parent/carer says their child has been abused in your organisation or raises a concern:

- Explain that your organisation has processes to ensure all abuse allegations are taken very seriously and you will need to take any concerns to the Manager for action.
- Ask about the wellbeing of the child.
- Allow the parent/carer to talk through the incident in their own words.
- Advise the parent/carer that you will take notes during the discussion to capture all details.
- Explain to them the information may need to be repeated to authorities or others, such as the organisation's management or the police or child protection.
- Do not make promises at this early stage, except that you will do your best to keep the child safe.
- Provide them with an incident report form to complete or complete it together.
- Ask them what action they would like to take and advise them of what the immediate next steps will be.
- Ensure the report is recorded accurately, and that the record is stored securely.

Child protection

If you witness criminal activity contact 000.

In the event that any person is concerned that the health and wellbeing of a child is threatened staff will report the situation to a DNC staff member, who must report it to the Manager.

The Manager will respond to concerns of child abuse in a manner which:

- Protects the rights of the child.
- Protects the safety of staff.
- Protects the role and reputation of our organisation in our community.

DNC's commitment to inclusion and engagement of children is reflected in:

- Code of Ethics.
- Strategy Business and Risk Policy.
- Continuous Improvement Policy.

DNC's commitment to child safety is reflected in:

- Code of Conduct.
- Recruitment and Appointment of Staff Policy.
- Induction Policy.
- Appropriate Use of Technology Policy.
- Feedback and Grievance policy.
- Incident Reporting and Response Policy.
- Safe Workplace Policy.

The Manager will utilise DNC Incident Response and/or Disciplinary procedures as appropriate to the situation. Inappropriate behaviour towards children may result in a warning, termination of employment, or exclusion from our organisation.

3.3 Event Management

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

Events are an essential part of building great communities. DNC is committed to participating in and delivering events which reflect our purpose and values, and which are

managed for the safety and wellbeing of participants. This policy guides DNC in the selection and management of events which:

- DNC develops and implements.
- DNC is a participant in.

Policy Description

Application:

This policy applies to all DNC staff engaged in event management and support. For the purposes of this policy DNC workshops, information sessions, meetings, and courses are not considered events.

Background:

Any organised activity which brings people together for a common purpose or interest (such as a celebration, workshop or art experience) can be considered an event. In providing or participating in events DNC has a responsibility to ensure the event is appropriate and safe.

Objectives:

Great events build community connections, enhance pride of place and enrich people's lives. In supporting, delivering and participating in events in our community DNC plays an active role in facilitating great communities, and contributes to the public perception of our organisation.

The decision to support, coordinate or participate in an event should be based on the following:

- Alignment to DNC's goals, purpose, mission, and values.
- Sufficient time for preparation and planning.
- Availability of appropriate budget and/or in-kind resources.
- Appropriate attention to risk management and safety for participants.

As a rule, the steps for managing a DNC event are:

1. Identify and evaluate the event opportunity.
2. Develop an event plan outlining requirements, parameters, and measures of success.
3. Identify event risk and safety and develop appropriate risk mitigation plans as required.

4. Identify budget and resource requirements, seeking funding if required.
5. Coordinate and deliver the event.
6. Evaluate event, report, and acquit funding as necessary.

Related Policies and Procedures:

- Recruitment and Appointment of Staff Policy.
- Volunteer Policy.
- Marketing and Communications Policy.
- First Aid Policy.
- Incident Reporting and Response Policy.
- Child Safe Policy.
- Continuous Improvement Policy.

3.3.2 Event Management Procedures

STRATEGIC ALIGNMENT

Alignment to the DNC goals, purpose, mission, and values provides an indication of the sort of role that DNC should have in creating, supporting, or participating in an event. Where DNC is considering leading the coordination of an event, the event should strongly reflect one or more of the current goals as well as organisational purpose, mission, and values.

Where DNC is considering supporting or participating in an event coordinated by another group or organisation consideration of DNC purpose, mission, and values should provide an indication of the role DNC might play.

SUFFICIENT PLANNING

Planning required for an event will depend on a range of factors, according to the nature of the event and the target audience. Sufficient planning time should be allowed to ensure details are in place and the event is communicated in a timely manner to allow guests to plan to be there.

Planning arrangements must be documented on the Event Checklist 3.3.1.1

Planning details may include factors such as:

- Venue hire or booking arrangements.
- Catering and refreshments - ensure participants at all events have access to a supply of drinking water.

- Guest speakers – consider community-interest groups, public leaders, celebrities.
- Permits including road closures, food or drink, or use of public space. Check with local government.
- Promotional activities – workshops, children’s activities, information sessions etc.
- Itinerary/running order for the day of the event.
- Planned activities and suppliers.
- General purchasing and/or internal and external sourcing of equipment and supplies.
- Risk assessment and mitigation.
- Post-event clean-up and pack-down.
- Staffing/volunteer checklist.

RISK MANAGEMENT AND MITIGATION

Attention to risk is essential for any event. Risk assessment should be planned in advance and consider aspects such as:

- Nature of event and guests, e.g., Youth music events, historical unveilings and children’s celebrations will all require different risk management approaches.
- Role of partners in event delivery.
- Equipment used, management of water and electricity.
- Site details, environment and extreme weather impacts.
- Staff and volunteers are appropriately screened, trained and protected.

Once identified, risk mitigation factors might include:

- Implementation of partnerships, working agreements or MOUs with any partner organisations.
- Provision of first aid kits and trained staff, as per First Aid Policy.
- Provision of security or police presence.
- Signage and information.
- Use of contractors to manage equipment, tag and testing update or provision of training in equipment management.
- Fencing or barriers to manage access to certain areas.
- Provision of shelter, water, sunscreen.
- Cancellation factors and plan.

Off-site Event Safety

All DNC event staff should have a Police Check. Any children’s event staff should have a Working with Children (WWC) Check.

The Event Coordinator is responsible for ensuring an evacuation map and plan is included within the risk management documents for the event and that all participating staff and volunteers are aware of the procedures outlined within these documents.

The Event Coordinator is responsible to ensure the First Aid Policy, Feedback and Grievance Policy, the Incident Reporting and Response Policy, and supporting documentation is available at the event and that staff are briefed on these documents in advance of the event.

Environmental Impacts

Any decisions made regarding cancellations of an outdoor event due to severe weather conditions are to be made 48 hours in advance where possible, or as soon as the extreme weather forecast or warning is released (whichever occurs first). Extreme conditions include the following:

- Bushfires – Days declared as a CODE RED fire day, or a bushfire occurring in close proximity of the planned event where there is an increased chance of risk.
- Heavy Rains/Floods – Heavy rains or Flood warnings forecast in the vicinity of the planned event.
- Strong Winds – Strong Wind warnings in the area the event is being held where the expected wind/gusts exceed 60kph and potentially increase risk factors.
- Extreme Temperatures – Temperatures above 40 degrees or below 5 degrees Celsius.

Leading up to the day of the event, the event coordinator is to manage all emergency warning and weather apps in case of adverse weather conditions or emergencies preventing the safe operating of the planned event.

On the day of the event, the event coordinator is to monitor the emergency warning and weather apps in case conditions change, becoming unsuitable or unsafe for the event to continue.

Events may be cancelled or rescheduled at the discretion of the event coordinator, and will depend on the type and location of event being held, and financial constraints associated with rescheduling the planned event.

BUDGET AND SPONSORSHIP

The event budget should be identified and allocated before coordination commences. The budget should take into account expenses such as:

- Venue hire or permits.
- Performance or activity fees (e.g. musicians, petting zoo, etc).

- Catering.
- Audio-visual equipment purchase or hire.
- Promotion and advertising costs.

If a participant or entry fee is planned, this should be calculated and factored into the budget with moderate expectations to avoid incurring a loss.

Where funding or sponsorship contributes to the budget of an event the event manager is responsible to ensure that:

- The purpose of the funding and the event align.
- The funding requirements and conditions are met, such as acknowledgement of the funder in promotions and speeches.
- The funding is acquitted, or the sponsor appropriately thanked in a timely manner after the conclusion of the event.

COORDINATION AND DELIVERY OF EVENT

Event organisation will vary according to the nature of the event. As a rule, the following roles and responsibilities apply:

DNC Manager

Oversight and compliance accountability, including:

- Approve budgets for events
- Be aware of and contribute to events as relevant
- Support planning and implementation of event activities
- Sign off on all external funding and performance agreements
- Ensure management of events is in line with DNC's goals, purpose, mission and values
- Financial administration (e.g. payment of invoices) of events.

Event Coordinator

Manage event planning and administration including:

- Event promotion and marketing
- Identification, preparation and submission of permits and relevant paperwork
- Arranging venue and speaker/s (if required) for the event
- Facilitation of event organising committee as relevant
- Managing event budget and expenditure
- Coordinating resources and equipment as needed
- Planning and conducting an evaluation
- Delegate tasks to other staff or volunteers as required

- Remain on-site at all times while the event is taking place and until all staff, volunteers and partner organisations have departed

Other DNC Staff

Undertake specific tasks as requested by the Manager or Event Coordinator to contribute to the planning, implementation and evaluation of events. Tasks could include, but are not limited to:

- Event promotion
- Procuring and preparing event materials
- Consulting with community members
- Undertaking risk management processes
- Gathering and analysing collected data

EVALUATION

DNC conducts evaluations of all events as a matter of good practice and continuous improvement to service delivery. This is also frequently a requirement of funding agreements. As such, event evaluation should be considered as part of the planning process.

The specific evaluation process used may vary according to the nature of the event, or the requirements of funding agreements.

Event feedback should be collated into a short report for distribution to management, funding bodies and other stakeholders as required (report format and distribution may vary according to event type and specific funding agreements).

The Event Evaluation Template 3.3.1.2 is to be completed in full to ensure all evaluation requirements are met.

3 Facility Management

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC facilities exist to support our community, and as such our organisation is responsible to ensure they are appropriately managed for safe use. This policy defines the arrangements by which DNC occupies and manages our facility.

Policy Description

Application:

This policy applies to all DNC staff, members of CoM, and all DNC users.

Background:

As a community-based organisation located in a heritage precinct, the CoM has some responsibility for the leasing arrangements of our building and the management of our facilities to ensure they are maintained and available for use in an accessible and equitable manner.

Objectives:

Lease of facility

DNC is party to a lease for the use of the DNC buildings which is reviewed as per lease agreement or as required. As part of the review process, the Manager will consider:

- Growth of the organisation.
- Usage of existing spaces.
- Any changes needed to better suit the needs of the organisation.
- Opportunities for expansion.
- Ongoing suitability of the facility to continue to meet the needs of the organisation.
- Cost of lease and obligations.

The Manager is responsible to present recommendations to the CoM for discussion with Working Heritage Victoria such as:

- Maintenance.
- Management of gardens and outdoor spaces.
- Utilities and telecommunications.
- Operational costs.

- Shared access spaces.
- Relationship to landlord policies or requirements, eg, responsibilities in an evacuation scenario.

Any changes to the lease arrangements are required to be presented to the CoM prior to signing of lease by authorised signatories.

The above considerations would also apply to the management agreement DNC has with Hepburn Shire Council for the ARC.

Related Policies and Procedures:

- Current Strategic Plan
- Current Business Plan
- Current Budget
- Financial Management Policy
- Delegation of Authority Policy

3.3.3 Facility Management Procedures

DNC values and benefits from the various social, recreational, cultural and leisure activities which enrich our local community.

To hire a DNC space for a meeting, program or event:

- Potential users will be asked to provide a written/online request for the use of the DNC’s premises/equipment.
- The proposed use of the facilities/equipment must be consistent with the objectives of DNC.
- The applicant must specify the purpose of the hire, the proposed times, facilities/ equipment required and the approximate number of participants attending.
- DNC reserves the right to refuse applications that do not comply with DNC’s requirements.

The Manager will assess the risk of the proposed use, taking into account:

- The age of the participants.
- The nature of the proposed activity.
- The quality of supervision.
- The facilities/equipment to be used.
- The group’s ability to provide evidence of satisfactory use of other facilities.
- Whether the activity involves consumption of alcohol.

- The level of skill required to operate any equipment involved.
- Any special circumstances related to the particular users.

The Manager shall then institute procedures to ensure:

- That the user has undertaken to provide for the avoiding of all foreseeable risks
- Adequate insurance cover is in place.

Groups will be assessed and required to complete a Facilities Hire Agreement 3.4.1.1 and charged a Usage Fee. The Facilities Hire Agreement 3.4.1.1 and Usage Fee includes facilities, equipment, supplies and materials and, where applicable, responsibility for damage to the facility other than general wear and tear.

A security bond may also be levied. DNC reserves the right to set a security bond that matches the nature of proposed activity. If the activities are considered to be of a higher risk level to the property or security of the DNC then a higher bond will be charged.

Any damage or accidents occurring during use must be immediately reported to the Manager, who shall make an appropriate record of all incidents. The bond is refundable after the Hire Agreement ends, less any charges for cleaning and damage.

Conduct by those attending or participating in and program or activity of the applicants should be consistent with the purpose and values of DNC.

Any breaches of the Hire Agreement may result in the suspension of a group's right to reserve facilities.

Suspension of a group's agreement should be issued in writing within a reasonable time for the group to source alternative accommodation.

3.4 Asset Management

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC assets exist to support our community, and as such our organisation is responsible to ensure they are appropriately acquired and maintained in a manner for safe use. This policy defines the arrangements by which DNC purchases and manages our assets on behalf of the community.

Policy Description

Application:

This policy applies to all DNC staff, members of the CoM, and all DNC users.

Background:

DNC is responsible for the acquisition and management of equipment and technology to ensure they are maintained and available for use in an accessible and equitable manner.

Objectives:

Assets enable DNC to achieve its operational goals and serve its users effectively.

Asset Acquisition

DNC is responsible to ensure assets acquired by the organisation are done so in the best interest of the community, in terms of need, alignment with DNC purpose and goals and value for money.

Asset Management

DNC is responsible to ensure assets will be utilised to their fullest potential to maximise usage and economic performance. To achieve this DNC monitors, audits, and reviews the assets held to ensure that they can continue to meet the goals and objectives set in the business and strategic plan.

Assets shall be disposed of at the Manager's discretion and as per the Delegation of Authority. Disposed assets must be documented and removed from the asset register.

Asset Hire

DNC provides some assets for hire by the local community and ensures they are fit for purpose and that appropriate training is provided on the use of the asset hired.

Related Policies and Procedures:

- Current Strategic Plan.
- Current Business Plan.
- Current Budget.
- Financial Management Policy.
- Delegation of Authority Policy.

3.4.2 Asset Management Procedures

Asset Acquisition

Any asset purchased on behalf of DNC must be handled in accordance with the Financial Management Policy.

All assets purchased must be approved by the Manager on the Purchase an Asset 3.5.1.1 form 3.5.1.1. Once purchased assets are to be recorded in the DNC Asset Register.

As per the Delegation of Authority Policy, the Manager is empowered to authorise the acquisition of assets where:

- Budget resourcing has been allocated
- Grant funding has been provided for the purchase.
- The amount of the purchase is within the Manager's financial delegation.

If the asset to be purchased is more than the Manager's financial delegation, the Manager must seek CoM approval for the purchase. Relevant quote(s) should be presented to the CoM along with information regarding the new asset acquisition, including:

- What asset is to be purchased and how this aligns to DNC goals.
- Proposed budget for acquisition, with external supporting evidence of best value.
- Date for completion or purchase of asset.

An asset surplus to requirements, unserviceable, obsolete, transferred, retired, or lost can be disposed of and released from the asset register.

The Manager should recommend to the CoM a course of action for the disposal of the asset and complete the Change of Asset Status form 3.5.1.2 to dispose of assets.

If the asset is to be sold, then the proceeds of the sale must be recorded in the asset register along with the release date and release type.

Asset Management

An Asset Register is a requirement of the NHCP Funding Agreement and is maintained and reviewed yearly to ensure accuracy. The Asset Register includes:

- Details of the asset (type, serial number etc).
- Date asset was purchased.
- Cost of the asset.
- Supplier name and address.
- Where asset is kept.
- Warranty dates and details.
- Date asset was disposed of and amount obtained.

DNC assets are internally audited yearly to ensure no fraud has occurred. The asset position of DNC shall be presented annually to the CoM. This is the responsibility of the Treasurer.

All assets will be insured to the value of their replacement against fire, theft, burglary and accidental damage. The Manager will be responsible for keeping the organisation's contents insurance current, and in conjunction with the Treasurer, for reviewing the cover at each renewal to ensure:

- The value of the coverage is sufficient for replacement of all assets at their replacement value.
- All portable items such as laptops are covered for theft, loss or damage when being used away from the DNC facilities.

3.1 Feedback and Grievance

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC embraces feedback in all its forms as valuable and beneficial, as it provides insight

and understanding to guide our organisation's growth and development and an opportunity for improvement. Where feedback is provided as a formal complaint DNC acts fairly to investigate and resolve the issue as soon as practical. This policy defines DNC's acceptance, use, and response to various forms of feedback received by our organisation and is based on the principles of: visibility and accessibility, responsiveness, assessment, feedback, improvement focus and service excellence.

Policy Description

Application:

This policy supports any person making feedback to DNC and is applied to staff and CoM.

Background:

In accordance to our Continuous Improvement Policy, feedback, including both compliments and complaints, focuses attention to areas where we need it, either to celebrate and encourage, or to increase effectiveness and efficiency of our organisation to communicate and deliver our core business of supporting our community.

Objectives:

Our approach to feedback management supports:

- people understanding their rights and responsibilities.
- an organisational culture that is focused on effective, person-centred complaints resolution and utilising feedback for continuous improvement.

To achieve this DNC employs the following strategies:

- The management process will be visible and accessible to individuals with DNC users provided information on how and where to provide feedback.
- Recording and responding to all forms of feedback, verbal and written, positive and negative.
- Utilising positive feedback to boost staff morale and community reputation through sharing good news stories in our meetings, and through our media.
- Recording positive feedback to support future programs and funding applications.
- Allocating resources to respond to, address, or utilise feedback where required.
- Utilising information provided in complaints to reduce the potential for future complaints.
- Respecting the privacy of the person providing the feedback.
- Respecting the privacy of the person against whom any allegations have been made.
- Utilising the Grievance Management Process to resolving complaints at the earliest opportunity in a way that values and respects the person's feedback.

Related Policies and Procedures:

- Code of Conduct Policy.
- Code of Ethics Policy.
- CoM Charter.
- Continuous Improvement Policy.
- Privacy Policy.
- Incident Reporting and Response Policy.
- Feedback Register.
- Feedback Form.

3.1.2 Feedback and Grievance Procedures

Feedback

DNC records and responds to feedback, verbal and written, positive and negative to the best of our abilities. The feedback management process can be simplified into five steps:

1. Receive information about the person(s) or situation, documenting as appropriate.
2. Record in Feedback Register 3.6.1.1, gathering evidence to ascertain the facts prior to progressing if necessary.
3. Respond to the person who provided the feedback, thanking them for their contribution and outlining the process for resolution (if required).
4. Apply an appropriate response, i.e., direct communication regarding positive feedback, or seek resolution via management for negative feedback.
5. Communicate result to person who provided the feedback.

Compliments

Compliments can be made verbally or in writing in the DNC Feedback Form 3.6.1.2 and should be recorded in the Feedback Register. Compliments will be progressed to the relevant employee or members, as well as the CoM.

Compliments may also be featured on our social media, in our brochures or in other communication forms. In accordance with our Media and Communications Policy, the name of the person providing the feedback will only be included on any communications platform if they provide permission to do so.

Compliments will also be accessed for program development, grant writing and other business activities, as appropriate.

Informal Complaints

Informal complaints can be made verbally to any DNC staff or CoM member. Where an informal complaint is made the person receiving the complaint will advise the complainant of the formal process. Informal complaints should be recorded in the Feedback Register, and reviewed by the Manager who will decide on whether follow up is appropriate.

Formal Complaints and Grievance

Formal Complaints must be made by completing a DNC Feedback Form or on the Incident Report Form.

All parties involved in the Formal Complaint process must respect the confidentiality of all individuals involved in the situation. Breach of Confidentiality during or following complaint resolution is fair cause for complaint.

The party receiving a Formal Complaint on behalf of DNC will ensure the complainant is aware of the Feedback and Grievance Policy and Privacy Policy, copies will be provided as required. The person receiving the complaint will discuss whether there is a need for a course of action with the complainant and act accordingly.

Formal Complaints can be submitted to either:

- DNC Manager; or
- CoM Chair.

Copies of Formal Complaints will be forwarded to the person(s) who is the subject of the complaint, as well as to the Chair. Any individual involved in resolving a complaint has the right to bring a support person or advocate to meetings. Formal complaints will be assessed according to the following criteria:

Level 1: Complaints involving misunderstandings, communication breakdowns or which can be resolved quickly to the satisfaction of the individual. The individuals involved in the situation must meet with and attempt to resolve the grievance within 14 days of the complaint being made, or in extenuating circumstances, as soon as practicable. If it cannot be resolved at this point, the process will move to Level 2.

Level 2: Complaints involving conflict between an employee and a Level 1 complaint, which have not been satisfactorily resolved. In the first instance the individuals must meet and attempt to resolve the grievance within 14 days of the complaint being made or in extenuating circumstances, as soon as practicable. If this is not satisfactory then a second meeting will be arranged with the Manager or CoM Chair within 14 days of the initial meeting. If resolution cannot be made at this meeting, then the process will move to Level

Level 3: Complaints involving serious allegations of harassment, unprofessional conduct, abuse, mistreatment, or infringement of rights. These allegations will be dealt with as a matter of urgency. In this instance a meeting will be held between the individuals involved and/or their advocate, the Manager or CoM Chair (as appropriate) and an independent mediator.

Complaints at Level 3 will be addressed within 24 hours or in extenuating circumstances, as soon as practicable, and in the instance of a serious complaint about a worker or CoM person, that person shall not have contact with the individual making the complaint.

A suitably qualified mediator will be appointed by the CoM Chair, or, if there is a disagreement between the parties as to the appointed mediator, a mediator may be a person appointed or employed by the Dispute Settlement Centre or Victorian Department of Justice.

The mediator must:

- give all parties every opportunity to be heard.
- allow due consideration by all parties of any written submission.
- ensure that natural justice is accorded to the parties to the dispute throughout the process.
- ensure all parties maintain confidentiality regarding the complaint and its resolution

Participants in the meeting between these parties will make every effort to achieve a mutually satisfactory decision regarding the grievance. If an agreement cannot be reached the parties may seek to resolve the dispute in accordance with the relevant law.

Once the complaint has been resolved or a process to handle the complaint legally has been established the parties involved must sign the DNC Complaint Form which outlines the outcome.

First Aid

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC provides an effective first aid response to help maintain a safe and healthy environment for any person engaged in our organisation. This policy supports our organisation to meet our duty of care to staff and users as well as meet work health and safety regulations.

Policy Description

Application:

This policy applies to all DNC staff and members of the CoM.

Background:

First Aid is the initial care provided to a sick or injured person. First Aid is usually given by someone 'on the spot' and is an essential service provided to any persons who are injured at DNC or associated off-site activities. A person administering First Aid is often not a qualified health care professional and is not expected to perform the duties of one. People administering First Aid provide immediate assistance until a qualified health care professional arrives and takes control of the situation or the person recovers.

Objectives:

DNC provides an effective First Aid response to help maintain a safe and healthy working and learning environment for staff, contractors, DNC users and community members engaged in DNC activities.

To achieve this we:

- Allocate appropriate resources, including first aid equipment, to provide effective first aid responses which reduce, whenever possible, the severity of an injury/illness.
- Apply risk management principles to identify any gaps in first aid provisions and to maintain at least one First Aid Officer.
- Train and roster First Aid Officers to respond promptly to those people who are injured or require first aid.
- Ensure that staff, contractors, DNC users and community members engaged in DNC activities are aware of how and where to obtain first aid assistance.
- Complete Incident Reports for any Incidents requiring First Aid.
- Review Incidents and first aid responses, so that corrective actions can be applied to continuously improve first aid responses and to reduce the risk of injury.

Related Policies and Procedures:

- Code of Conduct Policy.
- Privacy Policy.
- Incident Reporting and Response Policy.
- Safe Workplace Policy.

3.1.3 First Aid Procedures

It is the responsibility of the Manager to ensure that:

- Adequate and appropriate First Aid facilities are provided at DNC or at any DNC off site programs or events.
- All staff are offered First Aid training, with a First Aid qualified staff person on site at all times during business hours or at any off-site event.
- First Aid training is offered to all interested staff.
- First Aid Kits are maintained and kept in a clearly identifiable container, which is prominently displayed.
- First Aid Kits are inspected and updated monthly.
- First Aid Kits include Incident Report Forms 3.81.1, to be completed when any First Aid is administered, including the following information:
 - Name and contact number of the injured person.
 - Date and time of injury.
 - Nature of injury/illness.
 - Treatment provided.
 - Supplies used.
 - Name of First Aider who attended.

Staff are responsible for ensuring their First Aid Qualification is kept up to date, though DNC will cover the costs of maintaining training.

Providing First Aid

A person providing assistance should:

- Assess the situation quickly and check for danger.
- Identify the nature of the injury or illness as far as possible.
- Arrange for emergency services to attend if deemed necessary.
- Manage the casualty appropriately and promptly.
- Stay with the casualty until able to hand over to a health care professional.
- Give further help if necessary or as directed.

First Aid providers should always operate in a manner that ensures their own safety, as well as that of others. This includes awareness of infection control, including:

- Washing hands with soap or applying alcohol-based disinfectant before and after first aid administration.
- Use of disposable gloves when administering First Aid, and use of other protective devices where appropriate, such as eye protection or masks.
- Prompt reporting and medical response if provider sustains a sharps injury.
- Appropriate disposal of any used first aid materials or equipment in secure containers.

First Aid Officers are NOT to administer or dispense any medicines, including insulin injection devices (Auto Pens), paracetamol or other headache preparations.

Qualified First Aid providers are indemnified by DNC in respect of any legal actions taken against them, provided that their first aid assistance or lack of assistance is not proven to be the result of wilful negligence.

First Aid Kit Contents

First Aid Kits are to be stocked with an appropriate amount of equipment and dressing. First Aid Kit contents must be documented in a First Aid Kit List 3.7.1.1 and monitored by a delegated staff member on a monthly basis.

3.2 Health

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC recognises that supporting health and wellness leads to healthier and happier people in our organisation including staff, students and Centre users. Safeguarding health is an important part of our organisational identity and DNC is committed to providing and promoting active living and healthy eating across our community. This policy supports our culture, day to day practices, increased access to health initiatives and the creation of an environment that supports and encourages healthy choices every day.

Policy Description

Application:

This policy applies to all DNC staff, members of CoM and DNC users.

Background:

Our staff and our users benefit from supported health and wellness initiatives within our organisation. The most effective health and wellness initiatives share common characteristics: active engagement of management and staff, commitment to tailored, equitable and appropriately resourced actions and a long-term focus on achieving health across our community.

Increased education and access to health information can improve health outcomes for individuals, particularly when the environment, culture, and practices make healthy options the easy choice.

Objectives:

Well planned initiatives that are tailored to the needs of the workplace don't need to be expensive or resource intensive and can:

- Improve culture and participation.
- Build loyalty and commitment amongst staff and users.
- Reduce staff absenteeism and increase productivity.
- Reduce injury and accelerate return to work.
- Enhance recruitment and retention to staff positions, committee roles, and our community programs.

When applying this policy, DNC will follow these principles:

- Recognise that health is more than just the absence of illness and injury.
- Supportive and engaging work has benefits for individuals, families and the wider community, beyond chronic disease risk reduction.
- Recognise that culture and environment contribute significantly to an individual's ability to make healthy lifestyle choices, including emotional wellbeing.
- Leaders are committed to providing a safe, healthy and supportive environment for our staff in which to work and for our users with a place to attend.
- Leaders are well positioned and will act as advocates and role models of workplace health and wellbeing.
- Commit to providing a supportive culture where healthy lifestyle choices are valued and encouraged.
- Recognise the voluntary nature of participation within health and wellbeing-related activities.
- Commit to providing employees with access to safe and appropriate health and

wellbeing information, activities and services, following recommended good practice, quality service provision, and legislation.

The following objectives have been established to contribute to good health:

- To support opportunities and programs which increase active living choices available in our community.
- To provide access to healthy food choices through foods offered in our organisation and an environment that supports consumption of healthy foods brought from home.
- To promote a smoke-free environment and support staff seeking to quit.
- To promote and provide an organisation that encourages responsibility towards alcohol consumption.
- To support staff and users to participate in regular physical activity and reduce sedentary practices through promotion, education, and access to physical activity and movement opportunities.
- To support staff to avoid illness through encouraging preventative immunisations and by supporting sick staff to staff at home.
- Encouraging physical care in the workplace through regular breaks, safe lifting practices and ergonomic management.
- To support and promote employee wellbeing through appropriate work practices, a positive culture, and strong leadership.

Related Policies and Procedures:

- Incident Reporting and Response Policy.
- Safe Workplace Policy.
- First Aid Policy.
- Event Management Policy.

3.2.2 Health Procedures

- **Healthy Eating** – persons attending DNC are supported to bring food prepared at home for meals or snacks. Where DNC provides food for staff and DNC users the following policies apply:
 - Fresh is best.
 - Avoid frying foods.
 - Provide low sugar options.
 - Avoid overly-processed food.
- **Smoking** - is not permitted on site. Any staff member quitting use of tobacco will receive the support of the organisation.

- **Immunisations** – DNC staff are encouraged to access free immunisations via the health service, including:
 - Adult Diphtheria and Tetanus - required as a booster at age 50.
 - Measles Mumps Rubella – required for those born between 1966 and 1983 who never had a second measles vaccine.
 - Hepatitis B – recommended for general population, especially for first aiders.
 - Annual Influenza vaccination – recommended in May each year.
 - Coronavirus vaccination.

- **Communicable illnesses** – Staff who are suffering from an acute infectious illness should not attend work and should stay away from work for the legislated periods of time, as detailed in their Collective Agreement or other documented medical advice. Staff are entitled to confidentiality regarding any illness.

- **Taking breaks** – Staff are encouraged to take regular breaks:
 - Block out times where short breaks can be taken – 5 minutes around 10am and 3pm can make a big difference to your day.
 - If working at a desk make a habit of getting up every 20-30 minutes - go to the printer, get some water, use the toilet or stretch.
 - When you have the opportunity, go outside. A few minutes of fresh air will freshen you up, and a short walk will get the blood pumping and stimulate your brain activity.

- **Ergonomics** – Desk-based staff are encouraged to access an ergonomic assessment. These may be offered by the Manager if identified as a need, but staff can also request one if they feel there is a need.

- **Manual Handling** – Staff should employ proper processes for lifting. They should seek assistance if manual handling is required, and plan ahead when activities or deliveries require heavy lifting.

- **Hand Washing** - Washing of hands with soap and water and/or hand sanitiser is one of the best and simplest precautions. Hand washing /sanitising should occur:
 - Before preparing food.
 - After going to the toilet.
 - Before (if possible) and after giving first aid.
 - After contact with any body fluids.

- Hand washing is not necessary after social contact.
- **Food handling** – Food production at DNC is done in line with food handling guidelines and under the supervision of suitably qualified staff or tutors.
- **Prevention of Needle-stick Injuries** – It is possible that people may encounter needles at our premises. If a needle is discovered on the property its presence should be brought immediately to the attention of the Manager, who will organise for its disposal. Needles should NEVER be:
 - Recapped by staff when found
 - Broken or bent by hand
 - Removed from disposable syringes after use.

Needles and syringes should be disposed of in an approved sharp safe container. If approved sharp safe containers are not available, a puncture resistant container with wide opening, such as a fruit juice container, would be the next best option.

- **Sunsmart** – Sun protection is required when outdoors particularly between September and April each year. During this period outdoor activities and events should be scheduled to minimise sun exposure- especially between the hours of 11am and 3pm. Water and shade should be provided and all staff must wear sun protective clothing, wide brimmed hats and apply sunscreen 20 minutes prior to sun exposure, re- applying every two hours.
- **Extreme Conditions** - Outdoor events or activities should be cancelled when high risk conditions are forecast.

3.1 Incident Reporting and Response

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC is equipped to identify, plan for and respond to incidents which impact the wellbeing of individuals or our organisation. The purpose of this policy is to ensure DNC utilises a consistent and coordinated approach to incident management which meets our legal requirements, as well as allows the organisation to learn from mistakes and near misses.

Policy Description

Application:

This policy applies to all DNC staff and members of DNC CoM.

Background:

DNC implements strategies to avoid or mitigate the impact of incidents through safety awareness, education and training, as well as through regularly reviewed policies and procedures, including:

- Code of Conduct.
- Staff Selection and Appointment.
- Induction.
- Appropriate Use of Technology.
- Conflict of Interest.
- Continuous Improvement.
- Fraud.
- First Aid.
- Safe Workplace.
- Budget Development and Management.
- Financial Authority.
- Financial Management.
- Purchasing and Debit / Credit Card Use.
- Delegation of Authority.

Incidents must be recognised, responded to and documented in order for our organisation to strengthen and grow.

Objectives:

Broadly, incidents are events which could result in a breach of organisational policy and/or impact the health and wellbeing of an individual or the organisation to the degree that a response is required. Incident categories include:

Category	Symptoms
Unacceptable behaviour	Abusive, violent or intimidating actions or language used by a community member, staff, user, or CoM member in the organisation.

IT Systems Security Event	IT incident likely to have an ongoing impact on the organisation such as privacy breach or cyber security event.
Personal Security Event	Serious injury/illness, assault, sexual assault, theft, suicide, attempted suicide, homicide, lost/missing student, epidemic, serious student or staff misconduct, or drug or alcohol abuse when impacting on academic performance or conduct.
Legislative compliance breach:	Statutory or regulatory, e.g., discrimination and harassment, ethics, integrity, OHS, financial.
Physical / infrastructure security event:	Vandalism, building fire, explosion, bomb threat, arson, traffic accident, accidental property damage.
Natural disaster:	Flood, cyclone, storm, high winds, bushfire, earthquake, or any natural disaster that may cause major damage to property, threaten personal safety, or cause inability for the majority of staff to attend to normal operations.
Environmental:	Chemical, biological, radiological, hazardous material.

DNC recognises that understanding the origins and elements of incidents is essential and therefore the following principles guide incident management response:

- **Openness about failures** – incidents are reported, and the incident acknowledged without fear of inappropriate blame.
- **Emphasis on learning** – DNC focuses on learning from mistakes and employs a culture of continuous improvement.
- **Appropriate action** – DNC will take action to remedy problems, prioritising and resourcing actions where greatest improvements are possible.
- **Accountability** – individuals understand they may be held accountable for their actions.
- **Just culture** – individuals are treated fairly.
- **Cooperation, collaboration and communication** – teamwork is recognised as the best defence. DNC fosters a culture of trust and mutual respect.

Effective management of incidents and issues requires their prompt communication to the Manager. All staff are responsible for commencing or participating in Incident Reporting and response as their training and abilities allow.

Critical Incidents

A Critical Incident is a crisis, which has a stressful impact, overwhelming the usually effective coping skills of an individual or group. Critical incidents are usually outside the

range of ordinary experiences and may have a strong impact on the individual or group. DNC recognises that if not responded to effectively, critical incidents may lead to Post Traumatic Stress Disorder, and is committed to swift and effective response to support individuals impacted by these events.

Critical Incidents are required to be reported to DFFH under the NHCP Guideline via the Critical Incident Reporting Form 3.9.1. These are defined as:

- **Category 1** – Incidents which are the most serious – such as death or severe trauma - and occur at the service or during service delivery.
 - Recommended report within 1 working day.
- **Category 2** – Incidents which involve events that threaten the health, safety and or wellbeing of users or staff.
 - Recommended report within 2 working days.

Related Policies and Procedures:

- Code of Conduct Policy.
- Code of Ethics Policy.
- CoM Charter.
- Staff Selection and Appointment Policy.
- Induction Policy.
- Appropriate Use of Technology Policy.
- Conflict of Interest Policy.
- Continuous Improvement Policy.
- Fraud Policy.
- First Aid Policy.
- Safe Workplace Policy.
- Budget Development and Management Policy.
- Financial Management Policy.
- Delegation of Authority Policy.

3.1.2 Incident Reporting and Response Procedures

An incident may be managed during the normal course of DNC business, may not require completion of the Incident Report 3.9.1.1 and may be managed by the Manager and staff using normal processes and procedures.

Where an incident involves staff or CoM Members, the Manager, or if the Manager is involved, the Chair will decide whether individuals should leave DNC for the remainder of the day, or if their emergency contact person will be called to provide support. In

some situations, incidents involving staff may require implementation of disciplinary action, as per the Performance Management Policy. Extreme incidents may involve immediately implementing dismissal processes for staff members or removal of CoM members from the CoM.

An Incident Report 3.9.1.1 must be completed for any incident that demonstrates or highlights gaps and/or areas for improvement in planning, procedures, communication strategies or is a serious breach of policy. The Incident Report incorporates feedback gathered from those present at the incident and other people impacted by the incident.

The Occupational Health and Safety Act 2004 (OHS Act) mandates reporting by employers to WorkSafe immediately after becoming aware of a workplace safety incident. Failure to report an incident (including death, breaks, and immediate hospitalisation) to WorkSafe is an offence and may result in prosecution. A detailed list of mandatory reporting incidents is located on the WorkSafe website <https://www.worksafe.vic.gov.au/>.

Incident Reports and the DNC response will be documented and recorded in the DNC Incident Register 3.9.1.2. The Incident Register will be reviewed by the CoM annually.

Critical Incident Response

1. Immediate Response.

Staff and Manager should take required action, without putting themselves in danger, to:

- minimise the immediate effects of an incident.
- follow safety procedures to make the area safe.
- arrange any necessary first aid treatment either by taking injured persons to first aid facilities or arranging trained first aiders to attend.
- call police, ambulance and/or medical assistance where required.

The area must be preserved, ensuring that possible evidence is not destroyed prior to the investigation.

The Manager is required to notify the Chairperson of a Critical Incident as soon as practicably possible.

The Manager or Chairperson is required to notify DFFH regional office and commence Critical Incident Reporting as soon as practicably possible.

2. Supporting impacted people

The Manager, or if the Manager is involved and affected by the incident, the Chairperson, is responsible for coordinating support strategies following a critical incident. Strategies include:

- Convene a meeting for those involved as soon as possible.
- Summarize the incident and clarify uncertainties.
- Invite questions and discuss issues of concern.
- Show care and support.
- Draw up a plan of action, taking into account the needs of the workers.
- Make short-term arrangements for work responsibilities.
- Offer information on defusing and debriefing.

3. Defusing the event.

Defusing is designed to bring the experience of the incident to a conclusion and provide immediate personal support and should be provided by an unaffected member of staff who has the appropriate skills to deliver it. In the event that nobody meets these requirements an external facilitator is to be engaged.

The aim is to stabilise the responses of those involved in the incident and allow an opportunity for them to express immediate concerns. This step should take place within 12 hours of the incident. Strategies include:

- Review the event.
- Clarify workers' questions and concerns.
- Encourage workers to talk about what happened.
- Identify current needs.
- Offer workers advice, information, and handouts on referrals and support agencies.
- Arrange debriefing and follow-up sessions if required.

4. Debriefing.

Debriefing is not counselling; it is a structured voluntary discussion aimed at putting an abnormal event into perspective. It offers workers clarity about the critical incident they have experienced and assists them to establish a process for recovery.

The debriefing should be carried out as soon as possible after the event. All those directly involved in a critical incident should be strongly urged to attend. The

location should be comfortable, safe and central. The setting should ensure confidentiality.

Trained de-briefers and support staff should conduct debriefing sessions where possible to help staff to explore and understand a range of issues, including:

- The sequence of events.
- The causes and consequences.
- Each person's experience.
- Any memories triggered by the incident.
- Normal psychological reactions to critical incidents.
- Methods to manage emotional responses resulting from a critical incident.
- An awareness of any legal issues.
- Evaluation of the debriefing session.

5. Ongoing monitoring and support.

With appropriate and responsive critical incident processes, the people affected will be able to integrate the information and in time recover without symptoms. The Manager and staff need to be alert to each other and watch for signs that may be exhibited by staff immediately after an event, or over a period of days or weeks.

Some signs include:

- avoidance of reminders of the incident or inability to stop talking about it.
- increased arousal, restlessness, fatigue, flashbacks, inappropriate emotions, loss of interest in work.
- values may change, avoid people, become pessimistic or bitter.
- preoccupation with incident, even saying 'it's part of the job' while denying the effects.

Where critical incident stress is observed the person affected will be supported to seek Employee Assistance Counselling.

3.2 Induction

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC acknowledges the efficient operation of our organisation relies on preparing and supporting individuals to achieve in the roles they perform. Whether a CoM member, volunteer, or staff member, we ensure people are provided with the training and information necessary to enable them to contribute safely and effectively to the operation of our organisation. This policy supports our staff and CoM members to be provided with accurate information and appropriate guidance to succeed in their roles.

Policy Description

Application:

This policy applies to all DNC staff and members of DNC CoM.

Background:

Induction and orientation are vital to ensure our people feel a part of our organisation – our culture, values, purpose, projects, and the ways we work to keep each other safe and well in the workplace.

Objectives:

DNC prepares staff and CoM Members by providing role-appropriate Organisation Induction and Workplace Orientation. We will ensure all new staff members, CoM members, and volunteers are systematically introduced to their roles, co-workers, and the organisation, and are provided with the information required to perform the duties of their new role.

This will be achieved by:

- welcoming new staff and familiarising them with DNC, including an introduction to our values, strategic priorities, significant policies and procedures, facilities, health and safety information, and other DNC activities and services available to them.
- providing information to enable new staff to perform their job responsibilities.

Related Policies and Procedures:

- Code of Conduct Policy.
- Code of Ethics Policy.

- CoM Charter.
- All Policies.
- Rules of Association.
- Current Business Plan.
- Current Budget.
- Financial Reports.
- Insurance Policy.
- Annual Committee Calendar.
- CHANH Tips for Good Governance.

3.2.1 Induction Procedures

The Manager will be responsible for designing and ensuring delivery of formal induction and orientation to DNC staff and will liaise with the Chair to develop induction for CoM members.

Staff Induction

The Manager will ensure all new staff have:

- their orientation during the first week of employment, preferably on the first day.
- completed OHS inductions in the first week of employment.
- completed an organisation Induction within 1 month of commencing work at the DNC.

The Manager will ensure existing staff commencing in a new role at DNC will have the appropriate induction to enable them to perform their new role.

CoM Induction

The Chair will ensure an orientation occurs as soon as possible after new CoM members are elected at the AGM or are co-opted during the year.

Volunteer Induction

We recognise commitment builds over time, and our induction processes must be responsive to volunteer interests and engagement in our organisation. Volunteer induction and orientation will be scaled to their anticipated contribution and term of involvement. For instance:

- 1 day-4 weeks volunteers - role specific orientation and general housekeeping information, provision of Volunteer Information Sheet 3.10.1.1 on key rights and responsibilities within the organisation and Code of Conduct sign off.
- 1 month-3 month volunteers (including community-based orders, student placement or mutual obligation roles) – role-specific induction, provision of

Volunteer Information Sheet 3.10.1.1, Code of Conduct Sign Off, Code of Ethics Sign Off, and provision of key workplace policies.

- 3+ month volunteers – full induction.

We understand volunteers can be deterred by too much paperwork and strive to find the right balance between an engaging and enjoyable organisation and one that provides a safe and protective environment for all.

Induction and Orientation

Whilst the orientation process will be different for everyone, it is expected the Manager will

- introduce people to their colleagues and other DNC Users.
- allocate a workspace (if applicable).
- give access and passwords to the relevant DNC systems (if applicable).
- give a tour of DNC amenities and facilities e.g., lunchroom, bathrooms etc.
- discuss expectations (dress codes, use of technology, behaviour, etc).
- explain the Emergency Procedures, First Aid and Incident Reporting and Response processes.
- discuss training and professional development opportunities (if applicable).
- advise of any specific work and break times.
- provide an Induction Kit consisting of:
 - DNC background, purpose, values, organisational structure
 - DNC Policies and Procedures
 - Specific contracts, terms and conditions relevant to the role, including payroll procedures and payroll details, expense reimbursement, etc
 - Specific role-related information
 - Induction checklist 3.10.1.2

3.3 Leave and Wellbeing

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC is committed to the wellbeing of our staff to support the delivery of our goals and values, encouraging and enabling a balanced approach to work and life. Our staff are encouraged to make use of the leave entitlements available to them through their award or collective agreement, including taking breaks away from the workplace to maintain their physical and mental health. This policy outlines DNC’s commitment to staff in utilising leave arrangements to maintain a balanced approach to work, family and personal needs, as well as the duties of staff to ensure leave is used appropriately and responsibly.

Policy Description

Application:

This policy applies to employees on part time or full-time contracts, and to casual employees as required. It does not apply to volunteers.

Background:

Everybody is entitled to a workplace which is supportive, positive, and which promotes a healthy lifestyle. DNC employees are appointed under the Neighbourhood Houses and Adult Community Education Centres Collective Agreement. DNC supports staff to access and utilise leave entitlements to enable a balanced and healthy lifestyle.

Objectives:

All DNC employees are provided information regarding the employee conditions, including leave entitlements, outlined in the collective agreement as part of their contract at the time of appointment to their role. These may include, but are not limited to:

- Annual Leave.
- TOIL.
- Personal Leave, which may encompass Sick Leave, Carer's Leave, Compassionate Leave.
- Long Service Leave.
- Maternity Leave.
- Paternity/ Co-Parent Leave.
- Adoption Leave.
- Court Appearance Leave.
- Ceremonial Leave (unpaid).
- Cultural Leave (unpaid).
- Family Violence Leave.
- Training and Professional Development Leave.

Staff are strongly encouraged to familiarise themselves with their entitlements as defined by the collective agreement and discuss any queries or clarifications with the Manager.

Holidays, whether spent at home or elsewhere, are times to switch off and rejuvenate. Staff should not conduct work-related activities during their leave time.

Related Policies and Procedures:

- Code of Conduct Policy.
- Code of Ethics Policy.
- Recruitment and Appointment of Staff Policy.
- Overtime and Time off in Lieu Policy.
- Flexible Working Arrangements Policy.

3.3.2 Leave and Wellbeing Procedures

In regard to DNC Leave arrangements, unless legislation or collective agreement supersedes the DNC Leave and Wellbeing Policy, the following apply:

- Before applying for leave, employees should discuss the timing of the leave request with the Manager, or in the case of the Manager, the Chair. Leave may be denied if the operational implications of the leave timing will impact the ability of DNC to deliver work requirements.
- All leave applications must be submitted to the Manager, or in the case of the Manager, the Chair, on the Leave Application Form 3.11.1.1 in a timely manner, unless exceptional circumstances occur. No leave is finalised until it has been approved by the Manager and the employee is notified in writing.
- Where exceptional circumstances exist, the employee must make every effort to notify the Manager of the situation by other methods (email, phone call, text message) and complete the relevant paperwork as soon as possible.
- Only apply for the leave accrued. The amount of accrued leave each person has available can be found on their payslip. Leave will not be granted in arrears.
- Accrued annual leave must not be in excess of six weeks for full time employees, pro-rata for part-time employees. If an employee accrues more than six weeks annual leave, they may be requested by the Manager, or in the case of the Manager, the Chair, to negotiate a reduction by taking annual leave or paying out to reduce the accrued leave.
- TOIL can be accrued to a maximum of two weeks.
- As a general rule, annual leave will not be paid out, unless in exceptional circumstances at the mutual agreement of the Manager and the employee, or in the case of the Manager, the Chair.
- Staff must allocate annual leave (or the equivalent TOIL) to the shutdown period between Christmas and New Year, with consideration to public holidays and any special leave arrangements defined by the collective agreement.
- Annual Leave Loading, where it applies, will be paid out to staff upon termination of their role with DNC.
- Some leave applications may be requested to provide evidence to support the

application, in accordance with the award or agreement and at the discretion of the Manager.

- Purchased Leave, where it is available, should be negotiated with the Manager and documented in an annual agreement via Purchased Leave Form 3.11.1.2
- Public Holidays are provided as defined by the award or collective agreement and legislative public holiday arrangements. Some public holidays which fall when the Centre is open can be negotiated with the Manager to take alternative days in lieu.
- Long Service Leave will be paid out according to the entitlement, unless otherwise negotiated by the employee. Other Long Service Leave payment arrangements could be:
 - Half pay rate, doubling the length of leave entitlement.
 - Double pay rate, halving the length of leave entitlement.
- Leave Without Pay applications may be made by any employee at DNC. The Manager, or in the case of the Manager, the Chair, will fairly consider any Leave Without Pay application in the best interest of the employee and the organisation. Consideration of Leave Without Pay Applications will include:
 - Amount of time requested.
 - Timing of leave requested.
 - Nature or purpose of the leave.
 - DNC's ability to deliver outcomes related to the employee's role for the period of the leave request.
 - Ability to backfill the employee's role during their absence.
- DNC is committed to supporting individuals experiencing situations of violence or abuse in their personal life constituting family violence that may affect their attendance or performance at work. DNC condemns all forms of violence including family violence.

DNC recognises that if you are experiencing family violence, you may require support and we are therefore committed to providing support for you, through adjusted hours, implementing the Flexible Working Arrangements Policy, ability to attend appointments and access to support services.

3.4 Marketing and Communications

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC is committed to communicating and enhancing our image in the community through clear and consistent marketing that is strongly connected to our organisation’s purpose, branding, and strategic priorities. The purpose of this policy is to ensure marketing and communications opportunities are efficient and effective, improving the visibility of DNC in the community by ensuring all information follows the DNC branding and design guidelines and avoiding miscommunication.

Policy Description

Application:

This policy applies to all DNC staff engaged in marketing or communication activities on behalf on DNC, and any public documentation produced by DNC.

Background:

Our brand and our messaging identify our organisation in the community. Whether through advertising, media relations, brochures, and other printed publications, webpages, direct mail, or other means, the consistent application of strategies to promote and protect the DNC brand is of vital importance to the organisation.

Objectives:

Successful marketing strategies and communications efforts ensure consistent and coordinated strategies. For DNC to communicate clear messaging it is essential that the marketing and communications activities reflect the organisation’s purpose, vision, and values and are developed and delivered in line with the DNC branding and design styles.

The MANAGER will be responsible for the production and distribution of brand and design style guidelines and updates as appropriate. Staff will operate under this direction with regard to editorial style, brand guidelines, and organisational marketing messages.

All DNC external communications activities should be coordinated with and approved by the MANAGER or as delegated. These activities include, but are not limited to:

- Publications including print and electronic publications.
- Merchandise.
- Logos.

- Advertising.
- Media Relations including distribution of press releases.
- Films.
- DNC webpage.
- Signage.
- Event management.
- Sponsorship.
- Social media.
- Market research.

When developing marketing materials, the Manager will take into consideration:

- whether to use electronic or hard copy materials.
- the cost, sustainability and environmental impact of the material.
- how to maximise the impact for the target audience.

Partners and Sponsors

DNC has a range of partners and sponsors who require their branding to be used on marketing materials. The Manager will ensure DNC:

- adheres to external branding requirements and style guides for these organisations.
- gains relevant approval for the use of logos, templates etc.
- maximises the benefits of promoting these partnerships and sponsors in DNC marketing activities.

Copyright

DNC is required by copyright legislation and ethical considerations to recognise and protect intellectual property – both its own and the rights of others. All staff are required to observe applicable copyright laws and regulations in the production of DNC materials.

Media Spokesperson

The Manager or the Chair are the spokespersons for DNC depending on the issue. No member is to speak as a representative of the organisation without prior consent of the Chair.

Related Policies and Procedures:

- Code of Conduct Policy.

- Code of Ethics Policy.
- CoM Charter.
- Induction Policy.
- Social Media Policy.
- Privacy Policy.

3.4.2 Marketing and Communications Procedures

Use of Style Guide

The DNC Style Guide 3.12.1.1 provides guidelines for the way materials and documents should be presented to communicate and identify our brand in the community and with our stakeholders. The DNC Style Guide ensures that staff can create material for DNC which is clear, cohesive, and reflects the DNC style and ensures brand consistency.

The DNC Style Guide 3.12.1.1 is developed and maintained in reference to:

- Neighbourhood Houses Victoria Style Guide.
- Learn Local Style Guide.
- Standards for Communications Accessibility.

Use of Logo

The name and logos of DNC may only be used for authorised purposes, which include:

- Any internal or external publication or signage.
- DNC website and social media pages.
- Merchandise.
- Films and still images.

The DNC logo, along with its accepted variations, is the primary graphic mark for DNC. It is designed to promote the visual identity of our organisation and connects us with the other neighbourhood houses in our community.

The DNC logo is applied to all print and electronic materials representing the organisation. The DNC logo may not be modified through changing typefaces, proportions, or other design alterations. Use of the logo on publications not belonging to DNC must be authorised in writing by the Manager.

Social Media

As per the Social Media Policy, DNC encourages and supports the use of social media for engagement opportunities with our community, and promotion of its events, services, and

programs.

The purpose of using these communication channels is to support DNC's purpose and to promote programs and events of interest to the community. Additionally, social media can add value by communicating relevant and engaging content that strengthens the organisation's brand.

The Manager must be consulted prior to creating any form of social media account involving DNC. DNC encourages staff and student representatives to use social media with the due exercise of discretion, thoughtfulness, and respect for the organisation and the social media community, and in accordance with the Code of Conduct Policy, Privacy Policy, and any other relevant DNC Policies.

Confidential or proprietary information should never be shared publicly on social media channels.

General Guidelines:

- Be inclusive, responsive, respectful, and friendly.
- Look for collaboration or cross-promotion opportunities.
- Encourage communication with the audience – don't just broadcast.

DNC's social media accounts may choose to share related social media content generated by other organisations, clubs, and societies which supports the purpose, activities, and values of our organisation.

Film Production

Films produced for external audiences must be approved by the Manager prior to publishing. Films must be produced in accordance with the Code of Conduct Policy, the Privacy Policy, Brand Guidelines, and any other relevant DNC Policies.

Any request by an outside production company to film at DNC should be referred to the Manager.

Website Management

The DNC website must maintain site-wide consistency with regard to navigation structure, location of the DNC logo, footer, and contact information.

The DNC website adheres to the highest level of quality, reflecting DNC's image and purpose, and abides by established standards and DNC policies and guidelines.

Photo and Recording Permission

DNC recognises that using images and recordings of people from our community builds a sense of connection and inclusion with our community. Therefore, DNC's policy is to use photographs and audio or visual recordings of staff or DNC users for publicity purposes in print or online media.

Any person (or parent or guardian of a person under the age of 18) not willing to have their image used for these purposes is able to opt-out by removing themselves from the vicinity where photos or recording is taking place, or by advising the photographer, filmmaker or DNC staff that they do not wish to be included. Failure to do so will be interpreted as consent and the images or recordings maybe published by DNC.

To ensure DNC users are aware of this policy DNC:

- Displays signage in the entrance way and prominent positions in every room regarding the photo and recording policy.
- Notifies DNC users when photographers and/film makers are in the vicinity for publicity purposes.
- Requires photographers or filmmakers to be aware of the opt-out policy and offer it where appropriate.
- In relation to children, is especially vigilant that parents and guardians are aware of and comfortable with any images or recordings being taken.
- Uses Consent Forms for any major marketing and communications campaigns.

Newsletters and Direct Marketing

Use good judgment when writing content. Where possible, link newsletter stories back to the website. All text should be spell-checked and punctuated correctly using the DNC brand and design style guide.

Where data is collected, such as through online surveys, it must be managed in accordance with the DNC Privacy Policy.

Advertising

All advertising (including for recruitment of personnel) placed on behalf of DNC in any publication or electronic medium and paid for from DNC funds must be approved by the Manager.

Any sponsors who collaborate with DNC events must sign a contract particularising what they will provide, and what DNC will offer in return (e.g., a logo on all

promotional material for the event or having the DNC user on-site during the event).

The event project manager will be responsible for ensuring all documentation is completed and submitted to the Manager for sign off.

Publications

Any person producing a publication on behalf of DNC will:

- Design and lay-out publications ensuring brand and design style guides are adhered to.
- Ensure marketing messages are consistent with organisational objectives.
- Target messages appropriately for the intended audience.
- Use the DNC logo in a clear and consistent manner.
- Gain written permission from the copyright owner for inclusion of any information subject to copyright.

Any person producing a publication for DNC is responsible to ensure all details including copy are correct on promotional material. The publication must be reviewed and approved by the Manager prior to publication.

DNC publications and promotional posters can be distributed in brochure stands and poster displays around the community. A list of all locations where DNC publications are distributed is maintained by the Manager.

Emergencies

In the event of an emergency the safety and welfare of staff, volunteers and DNC users will always be of the utmost importance. If possible, the Manager will attend the site of the emergency as soon as possible to assist with media enquiries. Any other staff person should avoid speaking to the media without permission from the Manager or the Chair.

It is not appropriate to comment on the possible cause of the emergency or the extent of the damage or injury. Comments should be limited to an expression of concern about the safety of others, an indication of what is being done to keep others safe, and what is being done to support others e.g., provision of counselling. It is also inappropriate to comment on matters currently under police investigation, likely to be part of a police investigation or subject to legal proceedings.

3.5 Organisation Structure

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC clearly articulates the relationships between the various roles which form the structure of our organisation, to ensure all parties can understand and identify the part they play. This policy supports our staff and CoM members to understand the organisational structure of DNC.

Policy Description

Application:

This policy applies to all DNC staff and members of DNC CoM.

Background:

Individuals within our organisation and the relationships between them play a vital role in the delivery of our services and the sustainability of DNC into the future. Articulation of DNC's structure serves to identify the roles and relationships all individuals should be aware of.

Objectives:

Committee of Management

DNC is an incorporated association, ABN91 523 232 008. It is governed by an elected Committee of Management. This skills-based CoM is a representative and collective body which must abide by the following policy requirements:

- Each Committee member should become familiar with the DNC Rules (as soon as practical).
- CoM members and former CoM members must exercise their powers and discharge their duties in accordance with the DNC CoM Charter.

Composition of Committee

- Chair.
- Secretary.

- Treasurer.
- General Members.

Strategic Responsibilities

The CoM is required to collectively set the strategic direction, mission, vision, values, and operational plan to meet the centres' needs. This should be done in consideration of legislative requirements and contractual obligations for the organisation.

Compliance Responsibilities:

The CoM must ensure that DNC is compliant with:

- NHCP Guidelines.
- DFFH Service Agreement Information Kit.
- Learn Local Committee of Management Capability Framework.
- Consumer Affairs Victoria.
- Australian Tax Office.
- Australian Charities National Commission.
- Occupational Health and Safety Act 2004.

Employment Responsibilities:

The CoM is responsible to:

- Manage the recruitment and employment of the Manager.
- Provide employment support to the Manager in accordance with the Performance Management Policy.
- Oversee the correct management of DNC staff by the Manager, in accordance with DNC People Policies (Policy and Procedure Manual Section 5).
- Avoid any direct or indirect management of DNC staff. All feedback and management relating to DNC staff occurs via the MANAGER, unless authorised by the CoM in exceptional circumstances.

Manager

It shall be the responsibility of the MANAGER to address key management and operational issues within the direction and the policies endorsed by the CoM, including:

- Developing and implementing organisational strategies and making recommendations to the CoM on significant strategic initiatives
- Managing staff, including determining terms of appointment, evaluating performance, and developing and maintaining succession plans for staff
- Developing the annual budget and managing day-to-day operations within the budget.
- Maintaining an effective risk management framework.
- Keeping the CoM and regulators informed about any developments with a material impact on the organisation's performance.

- Managing day-to-day operations in accordance with Code of Conduct, Code of Ethics and DNC Policies.
- Develop leads as required to meet and deliver contracts or specific programs within the organisational budget and resources available. New positions or significant changes to positions must be approved by the CoM.
- Oversee volunteer recruitment and management.

Related Policies and Procedures:

- Code of Conduct Policy.
- Privacy Policy.
- Induction Policy.
- Conflict of Interest Policy.
- Feedback and Grievance Policy.
- Child Safe Policy.
- Performance Management Policy.
- Safe Work Policy.

3.5.1 Organisational Structure Procedures

1. A copy of DNC’s Organisational Structure Policy will be provided to all staff and CoM members on commencement, in accordance with the Induction Policy.
2. Any new roles in development will be created and allocated in reference to the DNC Structure as part of the Recruitment and Appointment of Staff Policy and within the organisation budget framework.
3. The addition of programs or initiatives which extend the organisational structure beyond the current organisational delegations are subject to approval by the CoM, in accordance with the Funding Submission Development, Sign-off and Management Policy.

3.6 Privacy

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC is committed to protecting and upholding the right to privacy of DNC users, staff, CoM members, and representatives of agencies we deal with. In particular DNC is

committed to protecting and upholding the rights of our users and staff to privacy in the way we collect, store, and use information about them, their needs, and the services we provide to them.

This policy requires staff and CoM members to be consistent and careful in the way they manage what is written and said about individuals and how they decide who can see or hear this information.

Policy Description

Application:

This policy applies to

- all records-whether hard copy or electronic-containing personal information about individuals, and to interviews or discussions of a sensitive, personal nature.
- the whole DNC website and services provided, and documentation completed via the website. By accessing the DNC website, you are agreeing that your usage is subject to this Policy.

Background:

DNC will follow the guidelines of the Australian Privacy Principles (APP) as set out in the Privacy Act 1988 (Cth) (amended by the Privacy Amendment (Enhancing Privacy Protection) Act 2012).

To comply with our obligations under the APP, we have a Privacy Policy which sets out how we manage privacy in our organisation. For more information please contact the Manager about the policy.

Objectives:

DNC will ensure:

- It meets its legal and ethical obligations as an employer and service-provider in relation to protecting the privacy of DNC users and organisational personnel.
- DNC users are provided with information about their rights regarding privacy.
- DNC user and organisational personnel are provided with privacy when they are being interviewed or discussing matters of a personal or sensitive nature.
- All staff, CoM members and volunteers understand what is required in meeting these obligations.

This policy conforms to the federal *Privacy Act (1988)* and the National Privacy Principles which govern the collection, use and storage of personal information.

(Note: The Federal Privacy Act does not apply to organisations with an annual turnover under \$3m, but many funding contracts require that funded organisations comply with the Privacy Principles).

Related Policies and Procedures:

- Code of Conduct Policy.
- Code of Ethics Policy.
- Social Media Policy.
- Recruitment and Appointment of Staff Policy.
- Feedback and Grievance Policy.
- Incident Reporting and Response Policy.

3.6.1 Privacy Procedures

Dealing with Personal Information

In dealing with personal information, DNC staff will:

- ensure privacy for DNC users, staff, volunteers, and CoM members when they are being interviewed or discussing matters of a personal or sensitive nature.
- only collect and store personal information that is necessary for the functioning of the organisation and its activities.
- use fair and lawful ways to collect personal information.
- collect personal information only by consent from an individual.
- ensure people know what sort of personal information is held, for what purposes it is held, and how it was collected, used, disclosed, and who will have access to it.
- ensure personal information collected or disclosed is accurate, complete, and up-to-date, and will provide access to any individual to review information or to correct wrong information about themselves.
- take reasonable steps to protect all personal information from misuse and loss and from unauthorised access, modification, or disclosure.
- destroy or permanently de-identify personal information no longer needed and/or after legal requirements for retaining documents have expired.

Responsibilities for Managing Privacy

All staff are responsible for the management of personal information to which they have access, and in the conduct of research, consultation, or advocacy work.

The Manager is responsible for content in DNC publications, communications and website, and must ensure the following:

- Appropriate consent is obtained for the inclusion of any personal information about any individual including DNC personnel.
- Information being provided by other agencies or external individuals conforms to privacy principles.
- That the website contains a privacy statement that makes clear the conditions of any collection of personal information from the public through their visit to the website.

The Manager is responsible for safeguarding personal information relating to DNC staff, CoM members, volunteers, contractors, and DNC members.

Privacy Information for DNC Users

Prior to the initial interview, DNC users will be told by administration staff what information is being collected, how their privacy will be protected, and their rights in relation to this information.

Privacy for Interviews and Personal Discussions

To ensure privacy for DNC users or staff when discussing sensitive or personal matters, the organisation will:

- conduct all DNC user interviews in the specified interview rooms.
- make phone calls relating to DNC users in the privacy of their offices.
- provide private rooms for all outreach DNC user interviews.
- respect DNC users' privacy when attending outreach locations.

Participants in Research Projects

People being invited to participate in a research project must be:

- given a choice about participating.
- given the right to withdraw at any time.
- informed about the purpose of the research project, the information to be collected, and how information they provide will be used.
- given copies of any subsequent publications.

The collection of personal information will be limited to that which is required for the conduct of the project. Individual participants will not be identified.

Organisational participants in research projects will generally be identified in DNC research, unless the nature of a particular project requires anonymity, or an organisation specifically requests it.

DNC ONLINE

DNC has a website and DNC-identified spaces on blogs and social networking sites such as Instagram, Twitter, Facebook and YouTube. The DNC website refers to this privacy policy and conditions-of-use statement, both of which are linked from the footer of every page on the website.

The website provides online services requiring users to provide personal information. Personal details are maintained on secure servers. Sometimes DNC also invites people to submit comments, photos, or stories via forms on the website. Although users are encouraged not to identify people, the stories may include some personal information. Whenever DNC collects such content, individuals are informed about the purposes for which their content will be used (for example, publication on the website).

Cookies

The DNC website uses 'cookies'. A cookie is a small data structure sent from a web server to the internet browser and saved on your hard drive as a text file. The information is made up of a string of letters and numbers which uniquely identifies your computer and any username or password you may have already registered on the DNC website. The information collected is used to authenticate or identify whether you are registered on the DNC website, without requiring you to re-enter details each time you log on to the website.

Most web browsers are set to accept cookies. If you do not wish to receive cookies, you can disable this function or delete existing cookies in your web browser, although doing so may restrict access to or use of some of the pages on the DNC website.

Cookies are not used to collect and store your personal information. Cookies store information such as your server address, your top-level domain name, the date and the time of your visit to a website, the pages you accessed and downloaded, the address of the last website you visited and the type of browser you are using. If you choose to personalise the DNC website, the cookies will also enable the DNC website to remember your preferred settings for your subsequent visits.

DNC uses this information for monitoring website use to facilitate website management, development and planning.

Online Forms

If you provide personal details during your visit to the DNC website, then DNC staff only use and disclose your personal information for the purpose for which it was collected. Any other type of use and disclosure will require your consent or be in accordance with prescribed exemptions under privacy laws.

For example, if you complete an online form requesting services, unless you give consent to your personal details being used for other purposes, then those details will only be used for the purpose of requesting that service, for a secondary related purpose, or for another that falls within one of the exemptions of use and disclosure in the privacy legislation.

Security of Transactions on the DNC Website

DNC recognises there are risks associated with transmitting information across the Internet and has implemented procedures to maximise security where transactions are undertaken on the website. In these areas, information such as your credit card details are not stored on our Internet server.

Google Analytics

Our website uses Google Analytics, a service which transmits website traffic data to Google servers in the United States. Google Analytics does not identify individual users or associate your IP address with any other data held by Google. We use reports provided by Google Analytics to help us understand website traffic and webpage usage.

By using the DNC website, you consent to the processing of data about you by Google in the manner described in [Google's Privacy Policy](#) and for the purposes set out above. You can opt out of Google Analytics if you disable or refuse the cookie, disable JavaScript, or [use the opt-out service provided by Google](#).

Linking to Other Sites

This Privacy Policy does not extend beyond the DNC website. When linking to other sites you should familiarise yourself with their website privacy statements.

THE PRIVACY CONTACT OFFICER

The Privacy Contact Officer will be the Manager. The Manager will be responsible for:

- ensuring all staff are familiar with the Privacy Policy and administrative procedures for handling personal information.
- ensuring DNC users and other relevant individuals are provided with information

- about their rights regarding privacy.
- handling any queries or complaint about a privacy issue.

How to gain access to your personal information

DNC will provide you with access to personal information acquired or presented about you on the DNC website for the purpose of verification and correction.

If you wish to enquire about the use of your personal information, contact us at:

admin@dncentre.org.au

Or

Manager,
13 Camp Street
Daylesford VIC 3046

3.7 Social Media

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC recognises social media is a rapidly growing and widely used phenomenon, with the capacity to enhance and enrich our community engagement and impact. However, there are inherent risks which must be identified and avoided, for our organisation and for individual staff when communicating via social media for either professional or personal use.

This policy is designed to assist DNC gain the benefits from utilising social media and to help DNC’s staff, CoM members, and DNC itself to consider appropriate and measured engagement with social media. It is also to ensure compliance with confidentiality, governance, legal, privacy, and regulatory parameters pertaining to DNC use of social media.

Policy Description

Application:

This policy covers all forms of social media, social networking, and blogging. There are numerous social networking sites, the more mainstream ones include Facebook, YouTube, Instagram, LinkedIn, Wikipedia, and blogging sites. As technology changes, there may be other forms of sharing social media and social networking, and this policy will cover any form of sharing information by any medium or by any internet site, website, blog, video clip,

social media site, text message, sites such as Facebook, YouTube, Instagram, LinkedIn, or Wikipedia or any similar way, or by any other medium even if not known or devised when this policy was promulgated. In essence, if you are using any form of electronic technology to transmit information (including words, sounds or images) to other persons, that usage will be treated as “social media” and covered by this Policy.

Background:

Whilst DNC accepts and values the role social media plays in society to provide new opportunities for proactive two-way communication, it is necessary for guidelines to be developed to ensure DNC staff and CoM members communicate in a manner which does not pose a risk to the operations, reputation or culture of our organisation, or a risk to the health, safety, or reputation of other DNC staff or users.

Objectives:

Social Media Conduct

DNC recognises social media is built around the concept of a ‘conversation’ and anything posted to a social media site is deemed to be in the public domain. Whether using private or professional social media accounts staff are advised of the following:

- The DNC Code of Conduct, Code of Ethics and Safe Workplace Policies apply on social media platforms - any social media content related to DNC should be positive and welcoming. Bullying, harassing, offensive comments, or disparaging remarks about staff, CoM members, professional peers, other organisations, or centre users will not be tolerated.
- The DNC Privacy Policy applies on social media platforms, personal details should never be disclosed on social media without the permission of the person concerned.
- The DNC Marketing and Communications Policy applies to social media platforms. Photographs, films or other recordings made at DNC are able to be shared on social media, however, caution is advised in relation to the use of images of children. If a person requests their image be removed from social media the request must be fulfilled as soon as possible.
- The internet is not an anonymous tool. Staff must be advised anything written either from employees’ home or work computers can be traced back to the individual, which has the potential to reflect on and damage DNC’s reputation.
- DNC leaves it to the discretion of individual employees in deciding whether to interact with DNC users, colleagues and other people connected to DNC via social networking sites. However, it is understood if staff do make those connections they do so on a personal basis and not as a representative of DNC, and the above restrictions will apply.

- No disparaging remarks or opinions are to be made or expressed about DNC or its products, services or its business methods.

Social Media Perception

How information is perceived by other social media users can have a significant impact on the reputation of our organisation. When providing information via social media platforms:

- Consider if information could be misinterpreted. Be clear and concise and avoid discussing multiple topics.
- Avoid debate or online arguments. Briefly clarify information where needed but do not engage in lengthy conversations online.
- Consider if a personal opinion which contravenes the DNC values, strategies, policies or procedures may be taken to represent those of the organisation.

Use of social media during business hours

Social Media usage for work purposes is encouraged, as this stimulates productivity, motivates and promotes innovation. However:

- Social Media for personal usage by staff is permitted but should be limited to be infrequent and brief. If their work role involves a high degree of computer-based work staff are encouraged to take screen breaks to support their health and wellbeing.
- Staff must recognise social media is a public platform and any references to DNC on professional and personal social media platforms must comply with DNC Code of Conduct and Code of Ethics. It is recommended staff:
 - consider professional online etiquette and manage any social media in a manner which is supportive of DNC.
 - discuss inappropriate social media behaviour or concerns with their manager to ensure safe and comfortably boundaries are in place.
 - be aware negative or defamatory social media activity may lead to disciplinary actions, including, in the extreme circumstance, dismissal.

Use of Social Media Outside of Work

Staff must be aware if they use social media outside of the workplace they are required to act in DNC's best interests and not undermine DNC's interests or reputation.

Inappropriate behaviour or communications can impact upon the organisation and relationships within the workplace and with our community:

- In general, employees should not identify themselves as DNC staff members in their personal social media accounts (Facebook, etc.).
- DNC can monitor the content of any person's public social media content. "Public

social media content” means any social media content that can be accessed by the public generally, and includes tweets, Facebook wall posts and messages sent to groups via LinkedIn.

- DNC Staff and CoM Members shall not publicly post inappropriate content on a social media forum. Inappropriate content includes, but is not limited to, content that:
 - bullies, harasses or discriminates against any DNC staff member, CoM member or centre user.
 - damages DNC reputation or interests.
 - is illegal.

Breach of this Policy or any other DNC Policy on social media platforms may be subject to disciplinary action and possible termination.

Feedback on DNC social media platforms

Regardless of whether it is positive or negative, feedback on DNC social media platforms should be monitored and responded to in accordance with the Feedback and Grievance Policy. The Manager will determine how comments made on the DNC social media platforms will be responded to, ensuring consistency and respect.

Public Dissatisfaction on Social Media

There will be instances where a member of the public uses social media to make comments about matters relating to DNC outside of the DNC social media platforms. Whether the comments are founded or unfounded they should be reported to the Manager. The Manager will evaluate the validity of the comments and whether a response is warranted. Where the comments are found invalid it is recommended that a ‘no oxygen’ approach is taken – avoid making a response and therefore adding fuel to the fire.

If the comments are valid and warrant a response the Manager should attempt to resolve the issue through private channels and avoid public discussion on social media.

Under no circumstances should any staff person or CoM Member discuss negative feedback regarding DNC on social media, unless delegated by the Manager.

Related Policies and Procedures:

- Code of Conduct Policy.
- Code of Ethics Policy.
- CoM Charter.
- Induction Policy.

- Privacy Policy.
- Safe Workplace Policy.
- Marketing and Communications Policy.
- Feedback and Grievance Policy.

3.7.1 Social Media Procedures

- All staff and CoM members will be provided a copy of this policy at Induction, as per the Induction Policy.
- DNC social media accounts can only be established with written authorisation from the Manager.
- The Manager may delegate management of a DNC social media account to an appropriate staff person.
- Where possible, staff who manage a DNC social media site should use an identifiable work email address and or phone number. This may include a general DNC email address.
- Staff managing DNC social media sites need to be aware signing up to using a social media site may require them to agree to an “End User Licence Agreement”, which may give consent to the site’s owner to use DNC material uploaded without DNC consent. Some terms may also attempt to assign intellectual property material to the site.

Any staff or CoM member concerned about comments or conduct on social media which relates to DNC in anyway should take a screen shot of the issue and report their concerns to the Manager.

Section 4: Committee Policies

Relevant standard, legislation or controls

- Refer to the Introduction for a full list of foundation principles and standards.
- DNC Document Register.
- Association Incorporation Reform Act 2012.
- Privacy Act 1988 (Cth).

4.1 CoM Recruitment and Appointment

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

Strong strategies to support recruitment of skilled and passionate community members to the DNC CoM are an important component of meeting the ongoing sustainability needs of the CoM and our organisation. The purpose of this policy is to outline strategies used for recruitment and appointment of new members for the DNC CoM.

Policy Description

Application:

This policy applies to the DNC CoM. The CoM will undertake the following recruitment procedures at least two months prior to the DNC AGM.

Background:

A strong focus on Committee success and a proactive approach to managing our Committee and our Committee recruitment can alleviate much of the pressure and stress caused by the transition of Committee members.

Objectives:

The best recruitment situation creates a skills-based list of potential candidates ready to step into leadership roles in our organisation. DNC is committed to enabling people to lead through our membership base, keeping them informed of key committee activities and including them in in-house celebrations and successes. It is the responsibility of all members to be advocates for DNC and the great work we do in our community, to keep linking people in, joining the member group and making plans to become part of our committee.

Each year DNC will lay the groundwork of an effective and responsive recruitment strategy by:

- Thinking about the direction DNC is heading and what major projects or activities are in store over the next few years.
- Documenting the qualities and skills needed to help lead the community organisation towards its aims.
- Identifying the skills/expertise gaps in CoM membership.
- Deciding whether the CoM could better reflect the diversity of its stakeholders.
- Developing a succession plan for CoM candidates.
- Encouraging potential candidates to become involved with our organisation.

Potential recruits will be required to complete an Application for Nomination to CoM Form. The Chair will contact prospective candidates to ascertain the following information:

- Why they are interested in DNC?
- How much time they can contribute to DNC?

- What skills and experience can they offer?
- What support will they need to become a CoM member?
- What do they want from their CoM service?
- Can they envisage any conflicts of interest that may arise?
- Do they have any previous experience serving on a CoM or in other leadership positions?

The Chair will brief them on current priorities, monthly COM meeting etc. Appointments to the CoM are made each year at the AGM, in accordance with the DNC Rules. Once a CoM Member has been appointed, their success will be supported through implementation of our Induction Policy and the Conflict of Interest Policy.

Related Policies and Procedures:

- Code of Conduct Policy.
- Code of Ethics Policy.
- CoM Charter.
- Rules of Association.
- Conflict of Interest Policy.
- Induction Policy.

4.1.1 CoM Recruitment and Appointment Procedures

Annual Recruitment Procedure

In the months prior to the DNC AGM the CoM will undertake the following actions to support the recruitment of successful committee members:

1. Review committee needs and skills gaps:
 - a. How many people will be standing down from the committee and how many vacancies will this create?
 - b. Conduct analysis of existing and potential members against the strategic plan:
 - What are the key objectives for DNC over the next one to three years?
 - What skills are needed to assist the staff/volunteers/organisation to achieve these objectives?
 - What skills do current committee members offer in these areas?
 - What skills will depart with the retiring committee member/s?
 - Where are the skill and demographic gaps?
2. Review CoM practicalities and demographics:
 - a. Is the CoM the right size? There is no recommendation for committee size,

although typically commitment level is higher in smaller groups, although overload and burn out should also be avoided.

- b. How balanced is the CoM? The CoM needs to comprise a good range skills and interests to cover the different aspects of the organisation.
- c. How representative is the CoM? DNC will, when able, recruit committee members who represent a diverse range of the community, including service users. This may, from time to time, include members of other organisations whose mission statement is compatible with our own.
- d. Desirable personal traits of CoM members? These include the following:
 - i. An ability to work co-operatively: Diversity of viewpoints is actively encouraged in the CoM, but it is also important to know how to work co-operatively and reach consensus on key issues.
 - ii. A personal commitment to the organisation's mission: It is essential that DNC CoM members are committed to the organisation's mission and are prepared to work to achieve objectives.
 - iii. A positive outlook: Members of DNC's CoM offer their services on a voluntary basis and while it is important to take the roles and responsibility of the committee seriously, it should also be enjoyable.
 - iv. Focus on diversity: The members should be from diverse backgrounds, demonstrate understanding of diversity and have appropriate skills and expertise suitable for decision making.

3. Preparation of information for potential candidates. This could include:

- a. What are Neighbourhood Centres?
- b. Our current strategic goals.
- c. Our current main projects.
- d. Recent successes.
- e. How much time is expected of them each month?
- f. Length of term for committee members.
- g. The financial position of the organisation.
- h. Information on Director's insurance.
- i. How many people are on, and could be on, the committee?

4. Create a list of potential candidates. Using the existing knowledge of our community, make a long list of community members who could potentially meet our needs. Discuss the list as a whole committee and filter it down to a short list.

Sources include:

- a. Friends/colleagues/associates of existing, retiring or past committee members, committee members, or volunteers.
- b. People from organisations which have donated funds – community bank, Lions Club, Rotary, Arts Group, etc.

- c. People who use the house.
 - d. Community leaders, including young leaders.
 - e. Indigenous elders.
 - f. Staff or associates of local education providers.
 - g. Members of multicultural organisations.
 - h. Key partners, such as council, health services or counselling.
 - i. Community members already active in committees.
 - j. Business associations – consider tradies, pharmacists or supermarket managers.
 - k. Advertising partners – especially any sponsors.
 - l. Recruitment agencies – volunteer or work placement agencies.
 - m. Professionals with in-demand skills, including accountants, lawyers, marketers, event managers, etc.
 - n. Advertising in local media and online may also provide potential candidates.
5. Select a representative to make initial contact with the short list, it may be the chair, a subcommittee or people who already have connections with individuals. Initial contact should be an opening conversation to assess their interest as well as appropriateness as a committee member.
 6. Depending on the results of the initial contact the potential candidate may be invited to nominate via the Application for Nomination to CoM Form 4.1.1.1 and completion of the CoM Skills Audit Form 4.1.1.2.

If the potential candidate declines, they may be invited to recommend other possible candidates and to participate in our organisation in another way - perhaps on a subcommittee, running a program or by presenting on a topic to the committee, to increase their involvement and interest in DNC as possible future committee members.

Casual Appointment Procedure

Where a vacancy exists on the CoM, it is possible to fill this vacancy outside of the annual recruitment drive if a suitable candidate expresses interest. In this situation the candidate should complete the Application for Nomination to CoM Form 4.2.1.1 and Skills Audit Form 4.2.1.2 and submit to the CoM for the review. Provided this candidate is suitable, the CoM must vote to accept the candidate to the vacancy as a casual appointment until the following AGM where the candidate's application can be formally appointed.

4.2 Delegation of Authority

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

Delegations represent the different acts of authorised designated or assigned actions to different CoM, Manager or staff positions and roles. DNC clearly defines delegations of authority by the CoM and Manager for the efficient delivery of organisational planning and activities. The purpose of this policy is to communicate clear guidelines for delegated authorities for the efficient operation of DNC.

Policy Description

Application:

This policy applies to CoM and staff members nominated by the CoM or Manager to exercise the delegated authority. Staff can only exercise delegations within their area of responsibility.

Background:

Maintaining clear and documented delegation of authority is essential for establishing appropriate boundaries for CoM members and staff for the protection of individuals and our organisation. Documented organisational authority ensures all staff and CoM Members know what decisions they can make and where they must seek approval for actions they wish to take. This safeguards the organisation from decisions being made by unauthorised individuals and ensures appropriate accountability for decisions.

Objectives:

In accordance with DNC Rules, delegations of authority are intended to achieve:

- Efficiency and effectiveness of DNC processes.
- Appropriate officers are provided with the level of authority necessary to discharge their responsibilities.
- Delegated authority is exercised by the most appropriate and best-informed individuals within the organisation.
- Effective internal controls.

Unless otherwise specified in the delegation of authority, a decision to delegate authority may only be made by the CoM.

Delegations are attached to the position occupied, not to the occupant of the position. The

responsibilities of a position appear in their position description. Delegations shall align with DNC Position Descriptions and Awards and Agreements.

There are two key types of delegation:

- **Activity delegations** give a person authority to take or approve actions, other than expenditure of funds, on behalf of DNC.
- **Financial delegations** give authority to approve expenditure up to a specified limit.

Related Policies and Procedures:

- Code of Conduct Policy.
- Code of Ethics Policy.
- CoM Charter.
- Rules of Association.
- Policy Development Policy.
- Conflict of Interest Policy.
- Induction Policy.
- Marketing and Communications Policy.
- Strategy, Business and Risk Policy.
- Organisation Structure Policy.
- Recruitment and Appointment of Staff Policy.
- CoM Recruitment and Appointment Policy.
- Feedback and Grievances Policy.

4.2.1 Delegation of Authority Procedures

Establishing delegations of authority

In broad terms, the following delegations of authority apply. The CoM is responsible for approving items such as:

- The Strategic Plan.
- The Annual Budget.
- Manager appointment.
- Contracts and agreements involving legal obligations.
- Funding compliance.
- Staff work conditions and remuneration rates as documented in an Enterprise Agreement or similar document.
- Opening or closing of bank accounts.
- Signatories to the accounts.

Delegations to members of the CoM, sub-committee, staff, or nominated representative shall be made by resolution of the CoM and recorded in the minutes. Terms of reference need to be clearly stipulated for any sub-committee members:

- Delegations to staff may be made at the discretion of the Manager, within appropriate areas of responsibility.
- A delegation cannot be exercised where the officer holding the delegation has a conflict of interest or where the delegation will result, either directly or indirectly in any tangible benefit to the delegate. In such cases a transfer of the function to another appropriate position must be arranged with the CoM.

Retained Authority

Except in so far as documented in other DNC policies, the CoM retains all financial and other accountabilities. Where such retention is not in accordance with applicable legislation, that legislation will prevail.

In addition:

- A subcommittee may be delegated specific decision-making authority over work they are directing.
- The Manager is usually responsible for approving expenditure within specified limits, staff activity within the agreed organisational plan, staff leave and other entitlements, staff work plans, and client service decisions.
- The signatories to accounts will approve any expenditure above the delegation of the Manager.
- The Manager will have a financial delegation within budget and will approve directly or by delegation all other items as per the Chart of Delegations 4.2.1.1.

Ensuring compliance with delegations of authority

The delegations of authority are documented in the Chart of Delegations 4.2.1.1.

The CoM will monitor compliance with delegations through reports from the Manager. To support compliance, the information on delegated authority should be easy to access when needed and referenced as part of recording major decisions.

Reviewing and adjusting delegations

Delegations of authority will be reviewed and adjusted as the CoM decides in response to specific changes in external requirements, other organisational policies or the scope of services and activities.

Schedule of Delegations and Authorities

Delegated authorities	Delegated to	Relevant Process
Budgets		
Annual budget approval	<i>Not to be delegated- Committee to ratify</i>	To be ratified by CoM
Approve expenditure of up to 25% in excess of an individual budget item	Committee	To be recorded in Committee minutes
Expenditure		
Commit to expenditure within approved budget	Manager	Invoices/commitments etc signed or authorized by Manager
Approve payments up to \$500	Manager	Manager to counter-sign/record approval
Approve travel disbursements for the Manager, within guidelines and in line with NH&LC Agreement	CoM Chair	Chair to approve claim prior to payment
Approve travel disbursements for staff, other than the Manager, within guidelines and in line with NH&LC Agreement	Manager	Manager to approve claim prior to payment
Approve other expenditure for the Manager, within guidelines and in line with NH&LC Agreement	Chair	Chair to approve claim prior to payment
Approve other expenditure for staff, other than the Manager, within guidelines and in line with NH&LC Agreement	Manager	Manager to approve claim prior to payment
Asset Management		
Loan assets and equipment	Manager	Manager to record loans on register
Dispose of assets	<i>Not to be delegated- Committee to ratify</i>	To be ratified at CoM meeting and recorded on assets register
Financial Reporting		
Submit financial statement for external audit	Treasurer	To be noted at CoM meeting
Staff		
Establish new positions	<i>Not to be delegated- Committee to ratify</i>	To be ratified at CoM meeting
Approve filling of vacant permanent positions & establish selection committee	<i>Not to be delegated- Committee to ratify</i>	To be ratified at CoM meeting
Approve incremental progression in line with NH&LC Agreement & performance review process for Manager	<i>Not to be delegated- Committee to ratify</i>	To be ratified at CoM meeting and approve new pay scale prior to payment

Delegated authorities	Delegated to	Relevant Process
Approve incremental progression in line with Award & performance review process for permanent staff other than Manager	Manager	Manager to approve new pay scale prior to payment

Approve employment of sessional teaching staff and casual employees within approved budgets	Manager	Manager to ensure appropriate contracts prior to payment and that all timesheets are countersigned
Dismissal or suspension of any staff	<i>Not to be delegated- Committee to ratify</i>	To be ratified at CoM meeting
Approve recreation leave, overtime & time off in lieu: Manager	Committee of Management	Committee member(s) to approve taking of leave or overtime or TOIL claim, and ensure in line with NH&LC Agreement, prior to taking and to countersign before payment.
Other staff	Manager	Manager to approve taking of leave or overtime or TOIL claim, and ensure in line with NH&LC Agreement, prior to taking and to countersign before payment.
Approve sick and other leave (eg Carer's and Compassionate Leave) in line with NH&LC Agreement certificate requirements (for sick leave needed after 3 days either in one instance or after 3 single days across one calendar year): Manager	Chair	Chair to approve any payments and ensure appropriate certificates received
Other staff	Manager	Manager to approve any payments and ensure appropriate certificates received
Approve relief/ backfill arrangements for staff leave periods within budget	Manager	Manager to ensure appropriate contracts and to approve any payments prior to payment
Student fees		
Defer, waive or refund student fees	Manager	Manager to report to CoM
Prepare and enter into contracts and funding agreements		
Prepare and submit funding applications and tenders	Manager	Manager to report to CoM

Delegated authorities	Delegated to	Relevant Process
Sign contract, funding agreement or addendum where these have either: <ol style="list-style-type: none"> 1. been previously approved by COM; or 2. clearly relate to core business and strategies set out in the DNC Strategic Plan; or 3. Where the circumstances clearly relate to core business and strategies and the contract or agreement must be signed before the next COM. 	Manager with counter-signing by member of CoM If required by agreement or DNC Rules CoM CoM	To be noted at CoM meeting To be approved at CoM meeting and to be counter-signed by member of CoM If required by agreement or DNC Rules To be approved by CoM and endorsed at next CoM meeting, and to be counter-signed by member of CoM If required by agreement or DNC Rules
Receiving funds, making payments, transferring funds and financial record keeping		
Collect and receive money	All staff and administration volunteers	All monies to be receipted
Approve payments	Manager plus authorised COM cheque signatory	Electronic funds transfer to be authorised by two (2) CoM members or Manager and one (1) CoM member.. Cheques to be authorized by 2 CoM members or Manager and one (1) CoM member.
Approve transfer of funds between DNC accounts	Treasurer	Transfer of funds to be authorized by the Treasurer plus authorized two (2) COM members or Manager and one (1) CoM member.
Enter into investments to amounts endorsed by COM	Treasurer	Transfer of funds to be authorized by the Treasurer plus authorised COM member
Keep correct accounts and books and full details of receipts and expenditure	External Accountants	Accountants to report to Manager and CoM
Monitor income, payments and financial position and report to COM on financial position	External Accountants	External Accountants to report to CoM
Activities and Courses		
Approve and authorise Centre activities and courses in accordance with DNC guidelines	Manager to ensure activities and courses approved are in accordance with DNC guidelines, approvals and registrations	Manager to report new activities to CoM
Determining Student Eligibility		
Completes and approves each Evidence of	Manager or delegate to ensure all	

Delegated authorities	Delegated to	Relevant Process
Eligibility and Student Declaration form.	documentation completed and approved for student eligibility according to VTG guidelines	

4.3 Strategy, Business and Risk

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC prepares for a sustainable and community responsive future through the development of our Strategic Plan, the translation of our Strategic Plan into our Business Plan, and the protection of our Strategic Plan through our Risk Plan. This policy provides guidance in developing, implementing, monitoring, reviewing and protection of DNC's strategic direction.

Policy Description

Application:

This policy applies to the CoM and Manager. The Strategic Plan applies to our entire organisation.

Background:

Our Strategic Plan enables DNC to adapt itself as the environment changes, providing a clear focus for our staff and members to work towards our shared goals. Our strategic planning process is stimulated by the Neighbourhood House Community Development Practice Model:

- **Involving** the community and encouraging participation and inclusion, and valuing diversity and difference at all levels of neighbourhood house operation.
- **Identifying** community needs and aspirations.
- **Determining** appropriate community programs, activities, and services in response to those needs, ensuring that diversity and difference are valued.
- **Partnering** with community organisations, businesses, government and philanthropic organisations to secure appropriate funding and support.
- **Delivering** quality programs, activities and services.

- **Evaluating** the effectiveness of all aspects of neighbourhood house operations, including programs, practice, and governance.

Our Business Plan defines the annual work plan for our organisation to achieve our Strategic Plan.

Our Risk Plan identifies the threats which could prevent the delivery of our Strategic Plan and documents our management approaches to avoid or reduce the impact of these risks.

Objectives:

DNC develops and adopts a Strategic Plan on a multi-year cycle. The CoM reviews the DNC Strategic Plan annually to ensure it remains relevant and appropriate to our organisational context.

The DNC Business Plan is developed annually.

The DNC Risk Plan is a live internal document which is reviewed by the Manager and CoM annually and updated on a regular basis.

Related Policies and Procedures:

- Code of Conduct Policy.
- Code of Ethics Policy.
- CoM Charter.
- Rules of Association.
- Conflict of Interest Policy.
- Induction Policy.

4.3.1 Strategy, Business and Risk Procedures

Strategic Plan

The DNC Strategic Plan is a public document, which includes:

- Our Purpose.
- Our Mission.
- Our Values.
- Description of our organisation and current services.
- Description of our community.
- Several key strategic goals for the multi-year cycle.
- Several measurable objectives for each of the key strategic goals.

The DNC Strategic Plan is developed in reference to:

- Previous Strategic Goals and Achievements.
- Needs analysis, resource planning, and service evaluation.
- Input from staff, partners, and other relevant stakeholders.
- DNC led community consultation and engagement initiative results.
- NHCP Guidelines.
- Hepburn Shire Municipal Health and Well Being Plan.
- Central Highlands Regional Partnership – Regional Priorities.
- Changes in funding, legislative or regulatory obligations.
- Other relevant guiding documents.

The DNC Strategic Plan is developed and adopted by the CoM, in consultation with the Manager, staff, and other stakeholders. An external contractor may be employed to assist the CoM to develop the Strategic Plan, or with a specific component of the plan.

Business Plan

The DNC Business Plan is an internal document which supports the implementation of the strategic goals by operationalising the objectives for each goal. The Business Plan:

- Identifies activities to be completed in the coming year to progress the allocated strategic objectives and meet routine operational needs.
- Allocates strategic objectives to teams or roles within the organisation.
- Defines timeframes for delivery.
- Defines resource requirements (available or required) to meet strategic objectives and routine operational needs.
- Includes opportunity for staff input and feedback on development and review of the Business Plan.

The DNC Business Plan is developed by the Manager in consultation with the staff and is endorsed by the CoM.

The DNC Business Plan is monitored by the Manager and is the basis for reporting by the Manager at CoM Meetings. The Manager is empowered to adjust the Business Plan as required.

Risk Plan

The DNC Risk Plan maintains a register of potential internal and external threats which could impact the delivery of the DNC Strategic and Business Plans, including:

- Description of Risk (events, causes, impacts).
- Related Objectives (business, strategic, project).
- Controls (existing mechanisms to prevent, detect and manage the risk).
- Control Effectiveness Rating (effective, satisfactory, unsatisfactory).
- Level of Consequence in case event occurs.
- Level of Likelihood of the event.
- Risk Rating.
- Risk Owner.
- Risk Treatment Options (accept, avoid, share, reduce likelihood, reduce consequence).
- Risk Treatment Plan.

The Risk Plan is the responsibility of the CoM and is maintained by the Manager.

The Risk Plan should be discussed in conjunction with the Business Plan at CoM Meetings.

Section 5: People Policies

Relevant standards, legislation or controls

- Refer to the Introduction for a full list foundation principles and standards.
- DNC Document Register.
- Association Incorporation Reform Act 2012.
- Fair Work Act 2009 (Cth).
- Fair Work Regulations 2009 (Cth).
- National Employment Standards.
- Neighbourhood Houses & Adult Community Education Centres Collective Agreement 2017.
- Labour Market Assistance Industry Award 2010.
- Carer Recognition Act 2010.
- Privacy Act 1988 (Cth).
- Long Service Benefits Portability Act 2019 (Act).
- Australian Health Management Plan for Pandemic Influenza (AHMPPI).
- Biosecurity Act 2015 (Commonwealth)

5.1 Flexible Working Arrangements

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC recognises that greater flexibility for employees enables employees to provide a higher level of support to our organisation when it is most needed. Defined by the National Employment Standards (NES), Flexible Working Arrangements are valuable guidelines to support the best working relationship between DNC and its employees.

This policy gives effect to industrial obligations regarding Flexible Working Arrangements according to the appropriate awards which support the employment of staff at DNC. Staff may consider the following options for a flexible working agreement request:

- Job share
- Reduced hours
- Flexible hours
- Working from home
- Special leave
- Leave without pay
- Other arrangements to be specified

Policy Description

Application:

This policy makes provision for several options which are available for staff who wish to make flexible working arrangements to assist in accommodating an appropriate balance between work and personal life outside work. In particular, this policy is intended to assist the organisation to implement the requirements of the National Employment Standard regarding requests for flexible working arrangements for staff with at least 12 months' service who:

- are a parent or guardian of a child who is school age or younger.
- are a carer.
- have a disability.
- are 55 or older.
- are experiencing family or domestic violence.

- are caring for or supporting an immediate family or household member who requires care or support because of family or domestic violence.

Background:

Under the NES, Staff may request from their employer flexible working arrangements due to a change in their circumstances. A flexible working arrangement is designed to ensure that staff can achieve work/life balance. Casual staff have limited access to Flexible Working Arrangements under the NES.

Objectives:

Prior to making application for or responding to a request for Flexible Working Hours DNC employees and managers will read the information available on the Australian FairWork Ombudsman website to ensure management of Flexible Working Arrangements are completed in accordance with the most recent rules. The NES will prevail in the event of any inconsistency.

Staff may elect, with the agreement of their manager, to work additional hours as flexible hours. Time Off In Lieu (TOIL) accrued at the initiative of the employee as flexible hours is not Overtime. If not taken, such TOIL will be paid out on termination at ordinary hours' rates.

All Flexible Working Arrangements will be clearly articulated in a written agreement and kept on file with the employee's other employment documentation.

Flexible Working Arrangements are not required where staff work Overtime with the approval of or at the request of their manager. In this instance refer to the Overtime and Time Off in Lieu Policy. Flexible extra hours may only be worked within the ordinary span of hours prescribed by the relevant Award/Collective Agreement (for example, 6am to 8pm Mon to Fri). Flexible extra hours may only be worked to a maximum of 10 hours in a day.

Flexible Working Arrangements are available subject to operational requirements. As a consequence there may be some positions in the organisation where flexible working arrangements will not be available to staff.

Related Policies and Procedures:

- Code of Conduct Policy.
- Code of Ethics Policy.
- CoM Charter.
- Rules of Association.
- Continuous Improvement Policy.
- Induction Policy.

- Recruitment and Appointment of Staff Policy.
- Overtime and Time off in Lieu Policy.

5.1.1 Flexible Working Arrangement Procedures

This information must align with the information in relevant Award/Collective Agreements. The Award/Collective Agreement will prevail in the instance of any inconsistency.

A staff member making a request for flexible arrangements will provide a written proposal using the Flexible Working Agreement Request Template 5.1.1.1 to the Manager.

When requesting any of the above flexible arrangements, the Manager will seriously consider the request, and subject to operational requirements will not unreasonably withhold agreement. It is recognised that agreeing to such requests may require some reasonable accommodation and changes to usual arrangements to be made by the employer.

Consideration of a request may lead to some negotiation and modification of the staff member's original proposal.

In general, requests for flexible arrangements may only be refused on grounds of operational requirements where it can be demonstrated that the proposal will lead to significant adverse consequences for the organisation such as:

- the burden of additional costs.
- detrimental effect on the ability to meet customer demand.
- inability to reorganise work among existing staff.
- detrimental impact on quality.
- detrimental impact on performance.
- insufficiency of work during the periods the staff member proposes to work.
- planned structural changes.

Before responding in writing to a request for Flexible Working Arrangements the Manager will meet the staff member to explore any alternative arrangements that may work better, or if it is appropriate to trial the arrangement first.

DNC will respond to a written request using the Flexible Working Agreement Response Template 5.1.1.2 within 21 days, in accordance with the National Employment Standards.

Unless otherwise mutually agreed, the maximum amount of TOIL for flexible hours accrued must not exceed the equivalent of two (2) working weeks. Once a staff member's accrued TOIL exceeds this limit, their manager may discuss with the staff member when the TOIL will be taken. If no agreement is able to be reached about when the staff member will use the accrued TOIL in excess of 50% of the TOIL hours, the staff member's manager may direct that it be taken at a time of the manager's choosing, or in exceptional circumstances may authorise that it be paid out. TOIL for flexible hours which is paid out will be at the ordinary time rate.

Where Flexible Working Arrangements are used, it is expected that staff will generally use TOIL rather than paid leave to cover minor absences such as appointments, and to help manage peaks and troughs in workloads.

5.2 Overtime and Time off in Lieu

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC recognises that greater flexibility for employees enables employees to provide a higher level of support to our organisation when it is most needed. The policy seeks to clearly distinguish between arrangements for overtime and flexible working arrangements to:

- Ensure all staff are treated consistently and managers and staff are aware of the procedures for time of in lieu.
- Give effect to industrial obligations regarding TOIL for overtime.

Policy Description

Application:

This policy affects all DNC staff. The policy sets the general parameters for managing TOIL and should be read in conjunction with any relevant Award or Collective Agreement. The Award/Collective Agreement will prevail to the extent of any inconsistency. Furthermore, the specific rostered hours set for each staff member will normally be set out in their contract of employment.

Background:

From time-to-time staff may be required to work outside their rostered hours to accommodate a personal issue, pressing work issue, or attend meetings or training. The CoM recognises that in some circumstances Time Off In Lieu (TOIL) can provide a flexible way to balance both the needs of the Centre and the personal needs of individual staff. TOIL needs to be managed in a way which is industrially fair and beneficial to staff, and which is also operationally and financially sustainable for the Centre. This arrangement is designed to ensure that staff are not working excessive hours and to ensure work/life balance.

It is not expected that TOIL will be a standard or regular occurrence.

Objectives:

Employees who work hours additional to their normal hours of employment may be entitled to TOIL under their relevant Award or Agreement, where the additional hours are overtime which has been approved in advance.

Employees may also work some additional hours as part of a flexible working arrangement, with the agreement of their manager, and accrue TOIL on a flexible basis subject to the Flexible Working Arrangement Policy.

Staff who work additional hours to their normal hours of employment may be entitled to TOIL provisions under the Agreement, where the additional hours are overtime which has been approved in advance.

An important objective of this policy is to ensure that staff do not carry an excessive amount of TOIL for greater than 12 months. The organisation reserves the right to review and amend this policy if TOIL accruals across the organisation regularly exceed the limits set by this policy.

Records of TOIL hours, indicating whether for overtime or for flexible hours, are kept on the staff member's timesheet.

Related Policies and Procedures:

- Code of Conduct Policy.
- Code of Ethics Policy.
- CoM Charter.
- Rules of Association.
- Induction Policy.
- Flexible Working Arrangements Policy.

5.2.1 Overtime and Time Off In Lieu (TOIL) Procedures

This information must align with the information in relevant awards/agreements. The Award will prevail in the instance of any inconsistency.

- Overtime may only be worked with the prior approval of the relevant manager. It is intended that overtime will only rarely be required to be worked.
- A staff member who is required to work overtime may be granted TOIL for overtime subject to agreement between the staff member and their manager. This should be determined before any overtime is approved.
- Approved TOIL for overtime accrues as detailed in the relevant award or collective agreement
- TOIL can be accrued and taken only with the prior approval of the Manager.
- If individuals choose to stay late to complete work, then that is their own choice and cannot be taken as TOIL.
- TOIL should be calculated in 15-minute intervals and can be claimed where the additional time worked exceeds 30 minutes, in the first instance.
- TOIL must be recorded on the staff timesheet and signed by an employee's supervisor or Management at the time it is accrued or taken.
- TOIL can only be accrued and taken in accordance with this policy.
- TOIL leave must be taken at a time approved by the staff member's direct manager.
- TOIL should be redeemed as soon as possible after it has been accrued, and all TOIL must be taken within 12 months of being accrued.

5.3 Performance Management

VERSION NUMBER	1
DATE RATIFIED	DATE FOR REVIEW

Policy Declaration

DNC's performance management approach is designed to provide a vital link between the DNC Business Plan, its vision and guiding principles, and individual staff members. Our performance management approach supports great workplace culture and staff wellbeing by enabling clear communication, troubleshooting and goal setting to enable our staff and our organisation to achieve success. This policy ensures that performance management of staff is clearly defined and is applied consistently across the organisation.

Policy Description

Application:

This policy applies to all DNC staff and any persons involved in conducting performance management activities at DNC. Volunteers who do not have an ongoing position (e.g. once-off event volunteers) may request to participate in a performance review in order to obtain feedback and experience regarding their position and performance.

Background:

DNC staff are our most vital resource. We strive to maintain our positive work culture, which reflects our Code of Ethics and Code of Conduct. We ensure our organisational goals are linked to the individual performance of our objectives of our staff, facilitating the flow of strategy into action.

Objectives:

In line with our Continuous Improvement Policy, DNC is committed to the growth and development of our organisation. We believe our staff are our most important asset, and that investing in their professional development and workplace understanding is a direct investment in our community.

Performance management is part of the day-to-day responsibilities of the Chair, the Manager and team leaders - encouragement, positive feedback and attention to detail is essential in supporting people to succeed.

DNC is also committed to an annual Performance Review Cycle, where deeper exchange of information, ideas and opportunities is enabled via the Manager. For this to occur, the Manager is responsible to ensure:

- All staff are provided with a copy of the Performance Management Policy at staff induction, and staff are annually familiarised with the procedures for performance review, performance counselling and disciplinary action.
- During the first month of a staff person's commencement in a role their manager will work with the staff person to develop a Goal Performance Plan (GPP) 5.3.1.1, which will outline the staff person's goals and objectives and individual development priorities for a 12-month period, in line with their Position Description and the DNC Business Plan. Consideration should also be given to the individual's long-term career objectives. The GPP will be updated during the Financial Year Period.
- Annual Performance Review with each staff member will be completed within an established eight-week performance review period during each financial year using the Performance Review Template 5.3.1.2. Progress reviews may be conducted on

an informal basis more frequently throughout the financial year.

- Periodic assessment and discussion of performance will be carried out throughout the course of the review period between the Manager and staff on an “as needed” basis.

The CoM is responsible to ensure a similar process is negotiated and implemented for the Manager.

Satisfactory completion of the annual performance review will determine the ability of employees to move up a level within the pay schedule appropriate to their award. Where employees have achieved satisfactory performance, they are eligible to be back-paid the difference in wage to the anniversary of their commencement date.

Unsatisfactory performance at performance review may result in the following:

- Provision of professional development.
- Performance counselling.
- Agreement to address performance within a specified period.

If the staff person enters into an agreement to address performance and meets the requirements of the agreement with the agreed timeframe, they are eligible to move up a level within their pay schedule. If the staff person does not enter into an agreement or does not meet the conditions of the agreement, then they are not eligible to move up a level within their pay schedule.

Related Policies and Procedures:

- Code of Conduct Policy.
- Code of Ethics Policy.
- CoM Charter.
- Rules of Association.
- Continuous Improvement Policy.
- Induction Policy.
- Recruitment and Appointment of Staff Policy.

5.3.1 Performance Management Procedures

Performance Review

Performance reviews are intended to be a constructive process to support two-way communication about the achievement of an individual’s goals. Performance reviews should be seen as:

- an opportunity to recognise and celebrate the contribution of the staff member to the organisation.
- an opportunity to identify and address risks caused by under-resourcing, misaligned expectations, or skill gaps.
- Providing a healthy and supportive work environment

The information and documentation from a performance review is confidential

DNC performance reviews are:

- A consistent, clear, and fair process for all staff.
- Scheduled ahead of time to allow consideration and contribution by the individual staff member.
- To focus on results and outcomes, with a strong link between the staff person's goals, their position description, and the DNC Business Plan.
- To confirm the goals and targets for the next 6-12 months, including training and development.
- To include a review of the staff person's position description and its accuracy, and update if necessary.
- To provide an opportunity for the staff person to provide feedback to the Manager regarding the support they need to be effective in the workplace

Process:

1. Criteria for review are agreed upon using the staff person's position description and areas of responsibility, as well as any all-of-staff criteria identified by the Manager. Usually these are established at the end of the performance review for the next period.
2. Measurements for review should also be identified and defined - simple is best, e.g.: Exceeds Expectations, Highly satisfactory, Satisfactory, Needs some improvement.
3. Recognition of significant actions, duties or contribution the staff person has undertaken outside the previously identified GPP is included in the review discussion.
4. Concerns and difficulties should also be identified, as well as suggestions for training or possible improvements.
5. Staff persons use criteria to review and appraise their own work.
6. The Manager completes a review of the staff person's performance using the Performance Review Template 5.3.1.2
7. Staff person and Manager meet to discuss the results of the separate reviews. Discussion should unpack differences in assessment and identify successes as well

as challenges. The results of the discussion will form the basis of the Goal Performance Plan 5.3.1.1 and appraisal criteria for the next 6-12 months.

Performance Counselling

The purpose of performance counselling is to ensure that when a staff person is not achieving acceptable standards of performance and/or conduct, prompt resolution of the issue is achieved.

The Manager is required to ensure staff perform competently and behave in a manner that complements the mission and values of DNC Code of Conduct and Code of Ethics.

Performance counselling is initiated in instances when performance and/or conduct have been identified as lacking. It is the first step in correcting performance- and conduct- related problems when they begin to cause concern, and ensuring staff have every opportunity to succeed.

The Manager is required to engage in performance counselling with a staff person to:

- Find the cause of the conduct or performance problem.
- Work with the staff person to develop an action plan for improving the identified poor performance and/or conduct.
- Gain the staff person's commitment to the plan whereby the performance and/or conduct is improved.

Upon completion of the performance counselling session(s), the Manager must:

- Document the performance counselling session in writing with both parties signing a copy of the record to reflect a true and accurate reflection of the outcomes achieved in the session. In instances where the staff person refuses to sign a copy of the record, the reason for the refusal must be documented.
- Follow-up the counselling session with an agreed date to review the staff person's progress.
- Place a copy of the performance counselling documentation on the staff person's file.
- Remove the documentation after a period of 12 months, providing that the performance issue has been successfully resolved.

In instances where the counselling process does not achieve the desired results or when a

staff person has clearly breached acceptable standards of DNC, disciplinary action is initiated.

Formal Disciplinary Action

If it becomes clear that staff performance counselling has failed to correct a performance and/or conduct related issue, or where a staff person has clearly breached their obligations there is a requirement to undertake formal disciplinary processes.

When disciplinary procedures are employed, managers must:

- Treat every case on its own merits.
- Seek advice and assistance from a relevant authority e.g. Jobs Australia or an independent consultant.
- Notify the CoM Chairperson of the commencement of formal disciplinary action and the reasons why.

To be certain that a fair and impartial process has been followed when disciplining a staff person, the following guidelines must be adhered to.

- The staff person must be given the opportunity to discuss and respond to performance issues.
- The staff person will be given appropriate support to resolve such performance problems in accordance with DNC and legislative requirements in a prompt manner
- If a staff person's performance does not improve to the required standards or the issue is not successfully resolved then it is possible the outcome may be termination of employment.

Employee performance counselling and/or disciplinary action must take place prior to any decision regarding termination unless a serious breach of DNC policies occurs.

5.4 Professional Development

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC is committed to providing a supportive and rewarding environment for staff and CoM, and recognises that the professionalism, capacity, and commitment of our staff are linked to the ongoing development of their skills and competencies. This policy supports our staff and CoM in their professional and career development and provides guidelines to ensure

fairness and equity in the application of this principle.

Policy Description

Application:

This policy applies to all DNC staff and members of the CoM.

Volunteers who do not have an ongoing position (e.g. once-off event volunteers) may request to participate in a professional development opportunity provided by DNC in order to obtain experience.

Background:

DNC recognises that professional development is vital to workplace wellbeing, productivity, reward, and recognition - whether you are an employee, volunteer or committee member.

Professional development is critical to the achievement of the organisation's mission and continuous improvement in the quality of its programs and services.

Objectives:

All DNC staff and CoM Members receive professional development when they join our organisation. As per our Induction Policy, all DNC staff and CoM members must receive:

- Orientation to DNC
- Induction in DNC goals, policies, and procedures.

Other professional development opportunities are encouraged to extend and enhance individual capabilities and capacity, potentially including:

- On-the-job training.
- Internal and external courses.
- Support for other educational studies.
- Attendance at conferences and seminars.
- Coaching and mentoring programs.
- Networking opportunities.

Staff are encouraged as part of the DNC performance review process to take an active role in their own ongoing professional and career development and to apply their learning to its most effective use.

To achieve this the CoM is responsible to authorise an appropriate expenditure budget to facilitate appropriate professional development opportunities for staff.

The Manager is responsible to administer the annual professional development budget in a manner which is fair and equitable, in the best interests of the organisation and responsive to needs of individual members. Not all professional development will require budget, and other resources may need to be reallocated as is feasible. All professional development should be documented in the staff person's Goal Performance Plan and Annual Performance Review, as per the Performance Management Policy.

Related Policies and Procedures:

- Code of Conduct Policy.
- Code of Ethics Policy.
- Continuous Improvement Policy.
- Induction Policy.
- Performance Management Policy.

5.4.1 Professional Development Procedures

All Staff Professional Development

Professional development initiatives may be identified by the Manager and included in the annual professional development calendar, and where required, budget.

Broadly, professional development initiatives might include:

- Training related to workplace health and safety.
- Sector orientation.
- Skill specific workshops, e.g. community development, volunteer management, etc.

Planning of professional development initiatives must ensure that staff will not be impacted in their Goal Performance Plan delivery.

Individual Staff Profession Development

This policy and other relevant information regarding professional development will be included in the staff induction procedure.

The budget for professional development will be allocated as part of the annual budget process and approved by the CoM.

The CoM is responsible for approving professional development opportunities for the Manager. The Manager is responsible for approving professional development opportunities for staff.

Process

After the budget has been established the Manager is responsible to ensure:

- Staff are advised of the opportunities and constraints related to professional development for the forthcoming year.
- Staff are provided with a copy of the Professional Development Policy and familiarised with the procedures for applying for professional development.

An application for staff to complete professional development is required to be submitted for approval in writing to the Manager. The application should outline:

- Overview of the professional development program, including content, cost, time requirements, etc.
- How the program relates to the individual's goal performance plan, or other identified benefit to DNC.
- Whether position backfilling will be required and is available.

The Manager will consider all applications for feasibility, considering:

- Budget.
- Overall DNC training needs and priorities.
- Impact on the organisation.
- Equity in provision of professional development between employees.
- Whether changes to the individual's conditions of employment (hours of work, leave, use of equipment, etc) are required, and if so, are these achievable.

Where a professional development application is rejected by the Manager a recommendation should be offered to the staff person on how else they might achieve their goal.

Records of professional development will be maintained in the individual's personnel file.

The above procedure should be followed by the CoM in relation to the Manager.

CoM Professional Development

This policy and other relevant information regarding professional development will be included in the CoM induction procedure.

CoM members interested in pursuing professional development related to their governance role should discuss the opportunity with the Chair and Manager.

The Chair, Manager and CoM member will review the opportunities to complete the professional development requested according to resources available, such as internal mentoring, pro-bono training or workshops by partners, coaching or training via Central Highlands Association of Neighbourhood Houses or Neighbourhood Houses Victoria, conferences or other training events.

5.5 Recruitment and Appointment of Staff

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC is committed to best-practice recruitment strategies to attract the best person for a role in our organisation. As a workplace committed to inclusion and diversity our recruitment policy and procedures are efficient, logical, relevant, and succinct. This policy defines the organisational requirements to achieve fair, transparent and effective recruitment practices, which reflect a commitment to diversity and inclusion in our workplace.

Policy Description

Application:

This policy applies to the recruitment of all staff, including employees and volunteers, within DNC.

Background:

DNC is a community organisation, promoting and creating opportunities where people can participate, learn, and connect. It is fundamental for our organisation to demonstrate strong commitment to inclusive recruitment practices to strengthen and grow our organisation.

Objectives:

DNC will ensure it attracts the best available people to ensure an inclusive and diverse workforce by:

- Maintaining clear and succinct, up-to-date Position Descriptions (PDs) which identify and prioritise the most important tasks and capabilities required to perform the role. All PDs include requirement for a Police Check and Working with Children Check (WWCC).
- All position descriptions including a clear commitment to child safety and an awareness of our social and legislative responsibilities to uphold child safety.
- Succession planning identifying timeframes, techniques and people who should be involved in making the appointment.

- Vacant positions are either advertised in a timely and appropriate manner, or where specific skill requirements are identified, individuals may be invited to apply. All vacant position information must accurately reflect the nature of the position and the values of our organisation, and applicant screening requirements.
- Any potential bias being removed from the application process by avoiding requesting information not relevant to the applicant's competency to undertake the role.
- Ensuring that an appropriate staff selection framework is developed for all positions to ensure that objective means of selection are applied to all vacancies. Assessment will include the applicant's suitability to specific and objective key selection criteria which reliably measure and assess their ability to successfully perform the requirements of the position.
- Screening and vetting of applicants to ensure applicants are a good fit for our organisation and can be entrusted with the duties of the position, as well as pass Police Check and Working with Children Check requirements.
- Maintaining confidentiality and the privacy of each applicant at all times.

The CoM is responsible for appointing the Manager. The Manager is responsible for all other appointments within the organisation.

All recruitment and selection procedures and decisions will reflect DNC's commitment to providing equal opportunity by assessing all potential candidates according to their skills, knowledge, qualifications, and capabilities.

Related Policies and Procedures:

- Code of Conduct Policy.
- Code of Ethics Policy.
- Induction Policy.
- Privacy Policy.

5.5.1 Recruitment and Appointment of Staff Procedures

Succession Planning:

- Planning for vacant positions by the Manager, or in the case of the Manager position, the Chairperson, determines an appropriate selection

process, which may or may not include a written application or formal qualifications.

- Ideally the selection panel will reflect the diversity of the community and include an independent panel member. The panel will be briefed against allowing unconscious bias to influence decision making.
- We actively encourage applications from Aboriginal peoples, people from culturally and linguistically diverse backgrounds, and people with a disability.
- Where appropriate, diversity and skill set may be considered as a merit for recruitment purposes.

Selection:

- Selection processes may incorporate a range of techniques for assessment of suitability, such as work simulation, group interviews, or a written key selection response.
- An appropriate shortlisting methodology will be applied by the panel, according to the selection process. The shortlisting process will focus on individual aptitude and ability to complete tasks required.
- Unsuccessful applicants will be notified by letter no later than three weeks after the successful applicant has returned the signed Contract of Employment.
- Staff and volunteers should not be advised of the outcome of the selection process until the chosen applicant has accepted the position in writing.
- All personal documents of job applicants should be retained until probation period has been completed.

Offer of employment:

- The offer of employment should be made first by telephone and, upon acceptance, in writing.
- The offer of employment should include:
 - a Police Check form or electronic link for completion.
 - Request for Working With Children Check.
 - Contract of Employment which includes the starting date of employment, place of employment, hours of work, time in lieu, duties, salary award, dress code, confidentiality, probationary period, remuneration, superannuation, and termination conditions.

- Tax File Number Form.
- Superannuation Choice Form.
- Employee Details form.
- National Employment Standards and Fair Work Statement.
- Other relevant employment documentation.
- The Contract of Employment will become valid once:
 - Contract has been signed by the approved applicant and returned and co- signed by the Manager.
 - Copy of Police Check is provided or completed Police Check form has been submitted.
 - Copy of Working With Children Check is provided, or completed Working With Children Check has been submitted.

Police Checks and Working with Children Checks:

- Positions directly involved with working with children or youth are required to have Police and Working With Children Checks prior to commencement.
- Other positions must obtain police checks as soon as possible; however, employment is subject to a satisfactory police check.
- DNC will pay for a staff police check if the new staff member does not have a current police check available.
- Police Checks must not be more than 12 months old to be considered current.
- Only the Manager will handle police/WWC Checks and records will be kept in a secure location.
- The Manager is responsible for assessing the police check results and the suitability for that person to be employed at DNC and in what capacity, according to the DFFH Service Information Kit.
- Police/WWC checks must remain valid.
- The CoM has the right to request an updated police check from an individual at any time.

Probation

- Successful applications will be employed with a probation period of three months, or six months for the Manager. At the end of the probation period the appointment will be reviewed.
- During the probation period either party can terminate the appointment to immediate effect.

5.6 Safe Workplace

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC is committed to protecting the health, safety, and welfare of staff and others at work. This policy supports DNC to be compliant with the OHS Act 2004 and supports everyone associated with the organisation to take reasonable care for maintaining their health and safety and for minimising the risk of harm at work.

Policy Description

Application:

This policy applies to all DNC staff, volunteers, tutors, contractors and members of the CoM.

Background:

Our organisation plays a vital role in supporting our community's members to grow and succeed. This can only be achieved in an environment where everybody - staff, users, and CoM members feel safe and supported.

Objectives:

DNC has a moral and legal responsibility to provide a safe and healthy workplace. This policy outlines the actions DNC takes to ensure all staff, CoM members and DNC users are able to work in a physically and emotionally safe and supportive environment, through:

- Office environment management.
- Working-alone protections.
- Intolerance of workplace bullying.
- Intolerance of sexual harassment.
- Avoiding work related stress.
- Intolerance of Occupational Violence and Aggression.

All staff and CoM members will be briefed on this policy in accordance with the Induction Policy, and have a collective responsibility to provide and maintain, so

far as is practicable, a working environment that is safe and without risks to health.

Related Policies and Procedures:

- Code of Conduct Policy.
- Code of Ethics Policy.
- Induction Policy.
- Privacy Policy.

5.6.1 Safe Workplace Procedures

Office Environment Management

The Manager will ensure that the physical environment at work is safe, healthy, and regularly maintained.

The Manager is responsible to ensure that the office layout is safe, and that all workers are provided with adequate seating, lighting, heating, ventilation, toilet and kitchen areas, and space free from chemical and noise pollution.

Staff and CoM members will establish warning systems for the office, including verbal codes to alert others in the event of a high-risk event.

The Manager will ensure that there are well-maintained first aid kits available (as approved by an organisation such as Australian Red Cross) in a prominent location.

The local fire authority will be consulted by the Manager as necessary about fire safety measures – including extinguishers and fire blankets, and instructions for their use.

All staff will ensure the safe use, handling and storage of any chemicals or cleaning products used by the organisation.

Staff and CoM Members will document any workplace accidents/incidents, first aid treatments, and health/safety training sessions that are attended in the workplace/externally by workers and/or management.

Working-Alone Protections

The CoM discourages working alone at DNC but will ensure that appropriate safety arrangements are in place should any staff member need to work alone at any time.

Generally, there should be at least two people on duty at the DNC premises at any time.

When there is a specific need for only one worker to be in the DNC facility, the building must be secured in such a way as to prevent access by members or the public or unauthorised persons.

Outdoor and off-site activities should not be conducted in isolation. Where night time classes occur the staff person or tutor should ensure:

- They are parked in a well-lit spot.
- They have access to a DNC duress alarm.
- They exit the facility with a class member, coordinating activities and requesting support as required.
- Once safely in their own vehicle they witness departure of students, offering appropriate and safe assistance if needed.

If a DNC user needs to be transported to another location by DNC staff, DNC staff should endeavour, for their own safety, to find transport options which will not require them to be alone in a vehicle with the DNC user.

Intolerance of Workplace Bullying

In alignment with our Code of Conduct, workplace bullying and other forms of harassment will not be tolerated at DNC. Workplace bullying is characterised by persistent and repeated negative behaviour directed at an employee that creates a risk to health and safety.

Workplace bullying includes the persistent occurrence of:

- Verbal abuse.
- Intimidation and threats.
- Withholding information that is essential for someone to do their job.
- Excluding or isolating others.
- Interfering with someone's personal property or work equipment.

Anyone experiencing bullying should report the incident to the Manager immediately. The Manager will investigate the allegation as soon as practicable and where appropriate will develop recommendations for the resolution of the complaint. Resolution strategies could involve mediation and/or disciplining of the perpetrator.

All staff will have access to information and training about identifying, preventing and responding to workplace bullying.

Intolerance of Sexual Harassment

DBNC considers sexual harassment to be an unacceptable form of behaviour that will not be tolerated. We believe that all people have the right to an environment that is free of sexual harassment.

Sexual harassment means that someone is making unwelcome comments or advances of a sexual nature, or requesting unwanted sexual activity - and you believe that to refuse will lead you to being unfairly treated. It has nothing to do with mutual attraction or private consenting friendships, whether sexual or otherwise. Examples of sexual harassment include:

- persistent unwelcome demands, or even subtle pressures for sexual favours.
- leering, patting, pinching, touching, or unnecessary familiarity.
- jokes, messages or telephone calls of an offensive sexual nature.
- distribution or display of material which is offensive to another.
- sexual assault (also a criminal offence).

Sexual harassment is illegal under the Victorian Equal Opportunity Act (2010) and the Commonwealth Sex Discrimination Act (1984).

The CoM will ensure that there is written information about sexual harassment and avenues for complaint and/or legal redress available to everyone attending DNC.

The Manager will ensure that all staff and DNC users are treated fairly and equitably, that they are not subject to harassment, and that anyone who makes a complaint about sexual harassment is not victimised.

All reports of sexual harassment will be taken seriously, treated with empathy, and investigated thoroughly and confidentially.

Disciplinary and/or legal action will be taken against any person found to have sexually harassed a DNC user, CoM member, staff member, contractor, or anyone else involved in programs and activities conducted by DNC.

Avoiding Work-Related Stress

DNC believes that the best way to prevent and deal with stress is to

acknowledge the potential sources of stress in the total work environment and take action to stop them becoming actual causes of stress.

Some of the ingredients of a stress-reducing work environment are:

- agreeable working conditions.
- effective support systems.
- adequate professional supervision.
- clearly defined roles, positions, responsibilities, and accountability structures.
- realistic workplans, workloads and timelines.
- seeking early professional intervention if difficulties arise and are ongoing.

DNC is therefore committed to providing these conditions in accordance with our Performance Management Policy as well as any others that may be required to prevent and/or manage stress.

The Manager will make available adequate information about a range of stress causes and preventative behaviours/structures to all workers, together with information about appropriate health and support services.

Staff members will be encouraged to attend training on health-related issues, including stress reduction, whenever possible.

Professional Boundaries

Staff must recognise and understand they have a duty of care to DNC users, and the rights and needs of users and communities are always to be respected

To protect staff and DNC users, DNC expects staff to interact with users safely and professionally in relation to the emotional, psychological, intellectual, social, physical, and online space.

In no way does this detract from the need that staff may have to establish rapport with a person in order to provide friendly and accessible services and support.

Therefore, DNC expects staff to observe professional boundaries in their relationships with users and their relatives, friends, visitors and representatives, and that behaviour outside those boundaries should be regarded as potentially abusive, unsafe, and a potential reason for disciplinary action.

DNC recognises it is often difficult to draw precise lines defining appropriate behaviour, so we encourage staff to be transparent in their dealings with DNC

users and others and to discuss with the Manager any difficulties which may arise.

Any member of staff who feels a relationship which might be judged inappropriate is developing should discuss the situation with the Manager. The action to be taken might include:

- varying the staff member's duties in order to limit contact with that person.
- discussing the situation frankly with the person in order to re-establish appropriate boundaries.
- having a chaperone present whenever there is any contact.

Where the overstepping of professional boundaries has resulted in harm to the DNC user, the staff member will be subject to a disciplinary investigation.

Intolerance of Occupational Violence and Aggression

We all have the right to feel safe all of the time. This means not being insulted, threatened, or assaulted.

By adhering to our Code of Conduct DNC aims to:

- restrict the application or escalation of violence or aggressive behaviour, with the objective of defusing the situation.
- protect the right of DNC users, staff and CoM members to feel safe at all times.
- provide support to people involved in a violent or potentially violent situation.
- encourage more acceptable behaviour.
- provide a consistent response to unacceptable behaviour in the workplace and wider community.

Unacceptable behaviour is all behaviour inside the work site/s, in close proximity, by telephone or other technology – that is threatening or discriminatory in any way, and includes any threats, abuse or violence by DNC users or others (including CoM members or staff).

Unacceptable behaviour includes physical violence/assault, threats of physical violence/assault, and any behaviour that leads other people to feel unsafe (e.g. shouting, racist or sexist insults, attempts at self-harm, harassment, refusal to leave).

The environment of DNC will reflect standards expected by law within the general community. Offences of any nature that harm only the offending

individual will be treated with the same flexibility and understanding that would be expected in the home or community environment.

Staff, contractors, and others working here are encouraged to attend specific professional development and training in how to handle unacceptable behaviour.

The physical environment will be organised in such a way as to minimise frustrations and eliminate dangers. Services will be delivered with maximum efficiency and matched with DNC users' needs. Dangerous objects and instruments will be kept in locations that prevent impulsive use of such items.

Violent behaviours will be dealt with in ways that focus on the management of the behaviour. Persistent behaviour of an unacceptable nature may result in temporary or permanent withdrawal of our service/s to the offending individual.

In situations of physical violence, the offending person will be asked to leave immediately, or the worker/s should leave the situation as soon as possible. Other workers must be

alerted, either by use of a verbal or other code if an electronic alarm system is impractical. If the offending person refuses to leave, he/she will be informed that the police will be called. If the worker believes the situation is serious, then the police must be called immediately

In situations where there are threats of violence, the person will be asked to stop the threats, or to leave and come back when this unacceptable behaviour has stopped. If he/she refuses to leave, the worker should leave the room or building if possible or tell the person that the police may be called. Another worker must be informed as soon as possible.

In cases of other behaviour that leads people to feel unsafe, the person should be informed that conversation or service provision will not continue until the behaviour has stopped. The person may be asked to leave. If he/she refuses to do so, the worker should leave the situation as soon as possible and inform the person that the police may be called.

In accordance with our Incident Reporting and Response Policy, all the above incidents must be recorded by the worker/s on an Incident Form, and the Chair of the CoM informed as soon as possible.

The CoM and Manager will ensure that workers and others exposed to any such incident have access to professional debriefing within 24 hours of its occurrence. Follow-up discussions and support will also take place, both for workers' well-being and to make necessary preventive changes at DNC, i.e. things that may need discussion include who was involved, what actually happened and why, options open to the worker/s, what has taken place since and what more can be done, and what can be learnt from a particular incident. Workers will also have the option of counselling and other assistance if they require it.

Working from Home

From time to time and with the Manager's approval staff maybe required to work from home. Before working from home staff must complete a Safe Workplace Assessment prior to the commencement of working from home.

5.7 Volunteers

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC recognises the value of volunteers through their contribution and commitment to DNC and the community we serve. DNC also recognises our duty of care to our volunteers and our responsibility to support and protect volunteers in our organisation. This policy ensures that volunteer at DNC are informed, protected and supported in our organisation.

Policy Description

Application:

This policy applies to all DNC staff, including volunteers, employees engaging with volunteers in any capacity and employees in general.

Background:

Many paths lead to volunteering; people may decide to volunteer for their personal interests and values, to meet work or study requirements, or to meet

their agreement with the government or other agencies. Regardless of their original motivation, volunteers make a valued contribution to our organisation and the relationship between DNC and the volunteer should be managed in a way that is mutually respectful, safe and healthy.

Objectives:

Volunteers can come to DNC from a range of avenues, such as:

- Personal interest in making a short- or long-term contribution to the community or sharing their skills and passions.
- Developing work skills and experience to improve employment opportunities.
- Students – individuals filling placement requirements for study to achieve learning objectives and work experience.
- Corporate – individuals or groups making short- or long-term community contribution through volunteering as part of their workplace’s corporate responsibility policy or program.
- Mutual Obligation placement – individuals who receive Newstart, Youth Allowance, Parenting Payments or other benefits who are required to complete activities as part of their agreement.
- Community Based Orders – a person required to complete activities, which may include unpaid community-based work, under the supervision of a probation and parole officer.

DNC acknowledges that volunteer success is reliant on a range of factors which recognise, protect, and support volunteers whilst also ensuring that our organisation is a safe and responsible place for staff and members of the community. No matter how they come to us, DNC treats all volunteers equally, acknowledging their time and contribution and striving to meet their needs and requirements.

Volunteers at DNC must understand that they play an important role in our organisation, and that their behaviour and attitude is a reflection on our organisation. Volunteers should expect to be supported at DNC, but must also support the DNC purpose, values, policies, and processes in order to have a successful experience in our organisation. Where individuals consistently demonstrate that they cannot meet these requirements their volunteer role at DNC may be terminated.

To support volunteer success at DNC the following aspects apply:

Volunteer Culture

Volunteers at DNC are required to be committed to our organisational Code of Ethics and Code of Conduct. These documents are provided to Volunteers as part of their induction and orientation, as per the Induction Policy, and signed acknowledgement of these is a requirement of commencement.

Volunteer Safety

Under Victorian Health and Safety Laws volunteers are entitled to and must comply with the same legal rights and protections as employees. Volunteers at DNC are included in the DNC Safe Workplace Policy, Appropriate Use of Technology Policy, Feedback and Grievance Policy, Incident Reporting and Response Policy and First Aid Policy, with the same protections as employees.

Volunteer Recruitment

Appointing the right person to the job is essential. Recruitment of volunteers is directed by the Recruitment and Appointment of Staff Policy, including management of position descriptions, staff selection screening and probation. Where individuals have placement requirements the agreements negotiated around role and responsibilities may be used in place of DNC documentation. Where users of DNC programs complete their course and continue to volunteer in the organisation, they must be transitioned to a volunteer role via the appropriate documentation and induction processes.

Volunteer Management

DNC recognises that volunteers have freedom of choice, and their success in and loyalty to our organisation depends on volunteers feeling empowered, rewarded and appreciated in their role. However, as a community-facing organisation, all staff, including volunteers, are also responsible to represent the organisation and must be supported to do so accordingly. Management of volunteers is directed by the Performance Management Policy, including processes for performance review, performance counselling and disciplinary procedures. Privacy for staff is outlined in the Privacy Policy.

Where volunteers require feedback or sign off for their workplace, educational institution or other agency the Manager will plan to accommodate these as required.

Volunteer Induction

Establishing great relationships with confident and responsible staff is essential to success for anybody. Volunteers working for a short period of time (less than three days), under the close supervision of a DNC Team Leader, such as for an event or short-term task, should receive a short induction outlining:

- Site orientation.
- DNC Code of Conduct and Code of Ethics.
- Volunteer Policy.
- Information about DNC Policies.
- Any other relevant details identified by the Team Leader.

Any other volunteer should be inducted as per the Induction Policy.

Volunteers and Isolation

Team Leaders and Volunteers must avoid situations where it is necessary for a volunteer to work in isolation. Any person working in isolation is at risk of issues caused by injury, illness, environment, or other people. This should be avoided through forward planning and discussion, using tactics such as:

- Shared program times, e.g. scheduling times and dates for a community bags sewing group.
- Pairing volunteers for tasks, e.g. always have two people go to set up signage and flags for an event.
- Support by friends or family e.g. take a friend when watering the community garden on the weekend – or don't risk going. If working in isolation is the only option, then a risk management plan must be approved by the Manager to ensure safety.

Related Policies and Procedures:

- Code of Conduct Policy.
- Code of Ethics Policy.
- Safe Workplace Policy.
- Appropriate Use of Technology Policy.
- Feedback and Grievance Policy.
- Incident Reporting and Response Policy.
- First Aid Policy.
- Recruitment and Appointment of Staff Policy.
- Performance Management Policy.

- Privacy Policy.
- Induction Policy.
- Staff Position Descriptions.
- Goal Performance Plan (GPP) 5.3.1.1.
- Volunteer Induction Manual.
- Volunteer Program Feedback Form.
- Volunteer Exit Interview.

5.7.1 Volunteer Procedures

Employees and volunteers are encouraged to review information found on volunteeringvictoria.org.au and contribute ideas and improvements to the DNC volunteer program.

All volunteers at DNC are assigned a Team Leader who is responsible for their wellbeing, safety and management in the workplace. This Team Leader may be:

- The Manager
- A Program Facilitator

DNC ensures the Team Leader has enough time to review Not-For-Profit Law's National Volunteer Guide and assess and implement processes and activities to meet key legal obligations for managing volunteers.

Volunteers at DNC are required to:

- Apply for volunteer position as per the Recruitment and Appointment or Staff Processes, or by approaching DNC directly or through a third party (such as a university or other agency), or by transitioning from a DNC program.
- Complete selection and screening requirements in a timely manner.
- Acknowledge and adhere to DNC Code of Ethics, Code of Conduct and relevant Policies.
- Complete a Volunteer Agreement (unless other placement related material fulfills this function).
- Complete any other processes defined by DNC or a third party for volunteer placement.

Volunteers at DNC receive:

- Copy of their Volunteer Agreement and all other relevant documentation as per Induction Policy.
- Opportunity to discuss and plan for their needs and interests for volunteering.
- Position Description, outlining skills and qualifications required for the role (unless other placement related material fulfills this function).
- Welcome Letter.
- Appropriate Induction and Orientation by Team Leader when they commence their role.
- Appropriate Volunteer Induction Manual, providing organisational overview, outlining volunteer's roles and responsibilities, contact details for DNC, out of hours and emergencies and other key information.
- Recognition, through feedback and acknowledgement, such as through media and special events.
- Opportunity to provide feedback to improve DNC's Volunteer Program.
- Supervision, performance review and other performance management, if required or requested.
- Inclusion in professional development opportunities provided by DNC, including- on- the-job training, as appropriate.

Any volunteer arrangement can be ended at any time by either party without notice. However, it is in the best interests of our organisation and our volunteers that individuals cease volunteering via a planned and coordinated process, including:

- Exit interview.
- Thank you letter and certificate.

5.8 Travel

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

BNC recognises staff will need to travel to attend meetings, events, and other activities and to represent our organisation in our community. The purpose of this policy is to outline the requirements, obligations, and responsibilities of staff when travelling for work purposes.

Policy Description

Application:

This policy applies to all DNC staff and members of the CoM.

Background:

DNC staff may be required to travel for a range of reasons, including, but not limited to:

- Attending or providing professional development opportunities.
- Attending meetings.
- Participating in events.
- General DNC business.
- Meeting DNC users.

Objectives:

The Manager is required to authorise any travel which is out of the ordinary or when staff travel outside of Daylesford.

DNC requires:

- Travel costs are kept to a minimum (e.g. economy fares and booking flights in advance to benefit from discounted rates, etc.).
- Where travel by public transport is not practicable staff are permitted limited use of a private vehicle, at the discretion of the Manager.
- When a private vehicle is used, staff are encouraged to carpool if possible.

Staff are expected to act in a manner consistent with the Occupational Health and Safety Regulations which extends to use of private vehicles for DNC purposes.

It is the responsibility of the staff member driving a motor vehicle for business purposes to ensure the following conditions are adhered to.

- The driver has a current Victorian (or interstate) Driver's License.
- The driver maintains a zero drug and blood alcohol level while driving the vehicle with passengers or maintains a legal drug and blood alcohol level while driving the vehicle without passengers.
- The vehicle must have current Third-Party insurance.
- The vehicle must have current Victorian registration and be roadworthy.

DNC will not accept any liability arising out of the use of a vehicle for business purposes. Any fines or infringement notices incurred during use of a vehicle for business purposes will remain the responsibility of the driver.

The conditions and the level of the travel allowance are to be in accordance with the staff allowances and Private Vehicle Reimbursement Rates contained in the relevant award or collective agreement.

Employees are responsible for expenses associated with the renewal of their Driver's License and private vehicle maintenance. When using a vehicle on company business, the employee must comply with motor traffic and vehicle laws.

Related Policies and Procedures:

- Delegation of Authority Policy.
- Financial Management Policy.

5.8.1 Travel Procedures

Staff travel is negotiated at the time of employment, as per the position description and relevant Award for each role. When staff are travelling and are out of the office for work purposes, they are required to advise office staff when they leave and return.

Travel allowances are claimed on the Travel Reimbursement Form 5.8.1.1 in the fortnightly payroll process and are attached to staff timesheets, which are approved by the Manager.

Public transport or other travel tickets may be purchased by the DNC Debit Card, from petty cash, or purchased by staff and claimed for reimbursements. As per the Delegation of Authority procedure, all purchases should be approved by the appropriate Team Leader or the Manager in advance.

5.9 Epidemic/Pandemic Policy

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

The purpose of this policy is to outline the strategies and actions DNC intends to take to prevent the transmission of infectious diseases that are declared epidemics or pandemics, and control the transmission of infectious diseases when a case/s is identified.

Policy Description

Application:

This policy applies to all DNC staff, tutors, contractors and members of the CoM.

Background:

From time-to-time infectious diseases develop into epidemics or pandemics, and create increased risks for the community. These occasions require specific policies targeted at the particular disease in question and general efforts at preparedness.

DNC will:

- Act as far as possible to protect its clients, its staff, its volunteers, and the general public from infection or contagion by epidemics and/or pandemics.
- Facilitate, through its policies and procedures, strategies designed to reduce risks to its clients, its staff, its volunteers, and the general public.
- Comply with all directions from authorised public health officers and recognised medical authorities in relation to the epidemic or pandemic.

Objectives:

DNC will as far as possible plan for and make advance preparations for the possibility that its operations will be affected by an epidemic or pandemic.

In the event of an epidemic or pandemic, DNC will, as far as possible:

1. Assist its clients, staff, volunteers and others, as relevant, to minimise their exposure to the illness concerned.
2. Encourage and assist those who have reason to believe that they are at risk of contracting the epidemic or pandemic to obtain a diagnosis.
3. Support employees, volunteers, contractors and clients to take reasonable precautions to prevent infection or contagion.
4. Provide standard precautions such as personal protective equipment (e.g. masks, soap, and gloves) where needed.
5. Maintain its services and operations (albeit limited) throughout the period of concern.

In the event of an infectious disease being declared an epidemic or pandemic DNC requires people covered by this Policy to take the following precautions

1. Regularly and thoroughly clean your hands with an alcohol-based hand rub or wash them with soap and water.
2. Maintain at least 1 metre (3 feet) distance between yourself and others.
3. Avoid touching your eyes, nose and mouth, or shaking hands with others.
4. Make sure you follow good hygiene, and encourage others to do the same. This means covering your mouth and nose with your bent elbow or tissue when you cough or sneeze, and disposing of used tissues immediately.
5. Stay home if you feel unwell. If you are well enough to work but would like to minimise the risk of infecting others, ask your [manager/ supervisor] whether you can temporarily work from home.
6. Keep up to date on the latest hotspots (cities or local areas where the pandemic or epidemic is spreading widely). If possible, avoid traveling to places - especially if you are more at risk.
7. If you are or are likely to be contagious, notify the Manager and local health authorities as soon as possible. It may be necessary for you to self-isolate by staying at home until you recover.
8. Seek medical advice promptly and follow the directions of your local health authority.
9. Follow any additional instructions from the Manager as legally required for each specific epidemic or pandemic.

Leave and Flexibility

DNC recognises staff may request or require paid and unpaid leave when they are unwell, at risk of or vulnerable to infection, and at risk of infecting others.

Workers may make use of leave consistent with DNC leave policy, relevant industrial instruments and the National Employment Standards (including access to unpaid leave).

DNC may, at its discretion, direct those affected or reasonably at risk of being affected by the pandemic or epidemic, to remain away from the workplace or work remotely.

Where possible during an epidemic or pandemic, DNC will aim to provide workers with flexibility to work remotely and to attend medical appointments.

Related Policies and Procedures:

- Safe Workplace Policy.
- Flexible Working Arrangements Policy.
- Overtime and Time off in Lieu Policy

5.9.1 Epidemic/Pandemic Procedures

In carrying out the procedures listed below, DNC will be guided by the information and directions provided by local health authorities and the World Health Organisation, and its occupational health and safety obligations.

Responsibilities

The Manager will be the Pandemic Officer, or if the Manager is absent, the Manager will appoint a replacement.

The Pandemic Officer is responsible for:

- Ensuring the organisation's Leave and Safe Workplace policies are consistent with the intention of the Pandemic Policy.
- Assessing the organisation's vulnerabilities, in the light of the epidemic or pandemic, to:
 - human resources
 - suppliers of goods and services.
- Preparing a comprehensive Pandemic Emergency Management Plan.

- In the event of an epidemic or pandemic,
 - Giving notice to staff, volunteers, clients, and any persons likely to be affected that epidemic or pandemic procedures are in effect.
 - Bringing into operation the epidemic or pandemic management procedures specified below.
 - Instituting any administrative measures necessary to reduce the impact of the vulnerabilities detailed above.
 - The Pandemic Officer shall familiarise staff/volunteers and others, as relevant, with recommended procedures on epidemic avoidance guidelines (e.g. handwashing, soap, sneezing policy) as appropriate.
 - Working with all sectors of the organisation to identify mission-critical staff and functions.

Staff/volunteers are responsible for abiding by the epidemic procedures specified below, when informed by authorised staff that epidemic or pandemic procedures are in effect. The following procedures apply in the event of the Manager giving notice that epidemic or pandemic procedures are in effect.

Events

The Manager will consider on a continuing basis whether any events involving the attendance of staff or members of the public should be changed, rescheduled or cancelled to minimise the risk of infection.

Work procedures

The Manager will consider on a continuing basis whether:

- it is necessary or appropriate for nominated staff/volunteers to work from home.
- staff/volunteer travel, (or other activities that may cause them to come into contact with other people in Australia or overseas) should be modified or terminated.
- arrangements for staff/volunteers who work with clients or the public should be modified to minimise risks for all parties.

The Manager may require any member of staff to not attend the workplace, and/or to work from home, or, if this is not feasible or appropriate, to take leave as per the Leave Policies.

The Manager may require any member of staff to provide satisfactory evidence that they are fit to return to work.

Contractors and suppliers

The Manager will consider on a continuing basis whether arrangements with existing contractors and suppliers need to be modified or supplemented to ensure uninterrupted service delivery.

Section 6: Finance Policies

Relevant standard, legislation or controls

- Refer to the Introduction for a full list of foundation principles and standards.
- DNC Document Register.
- Association Incorporation Reform Act 2012.
- Australian Accounting Standards.
- Superannuation Act 2005 (Cth).
- Privacy Act 1988 (Cth).
- Australian Consumer Law and Fair Trading Act 2012.
- Long Service Benefits Portability Act 2019 (Act).

6.1 Audit

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC is committed to providing an independent, objective assurance approach to evaluate and improve the effectiveness of risk management, finance, control, and governance processes.

Policy Description

Application:

This policy applies to internal and external audits completed for any compliance purposes.

Background:

DNC audit processes ensure DNC will meet its statutory audit and compliance requirements at all times. In addition, the CoM, Treasurer, or Manager may undertake internal audits designed to add value and improve DNC's operations.

Objectives:

Audits ensure we accomplish our objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of DNC processes. Strong fraud prevention processes will help increase the confidence that CoM members

and other funding stakeholders have in DNC's systems and processes.

The CoM can authorize an internal audit at any time. When conducting an internal audit consideration should be given to the effectiveness of the organisation's internal controls.

The financial statements of DNC are subject to an annual external audit. External audit is conducted by a registered auditor to comply with the relevant statutory requirements, the requirements set out in the DNC Rules and any other relevant requirements.

Any additional audit opinion specifically required by a funder is to be provided by the same registered auditor unless there are extenuating circumstances such as previously documented and agreed contractual obligations or government regulations.

Related Policies and Procedures:

- Financial Management Policy.
- Code of Ethics Policy.
- Asset Management Policy.
- Facility Management Policy.
- Strategy, Business and Risk Policy.
- Delegation of Authority Policy.
- Continuous Improvement Policy.

6.1.1. Internal Audit Procedures

An internal audit may be conducted by the Treasurer or an appointed suitably qualified individual. The internal audit will:

- Examine to what extent DNC has implemented procedures designed to deter and detect financial risk or fraud.
- Undertake a financial risk management review.
- Implement a process for investigating financially related incidents or complaints in a timely manner.
- Monitor the compliance to the Code of Ethics, Finance Policies, and Fraud Policy.
- Determine if the DNC culture and work environment promotes ethical

behaviour and encourages all to communicate any known or suspected wrongdoing to the appropriate person.

A typical review conducted by internal audit involves a detailed review of a process or function to test processes, systems and controls to ensure they are working as desired. This testing can be conducted in a variety of ways, including:

- Observation of procedures in place.
- Review of Documentation.
- Re-performance of an operation.
- Compliance Testing of Transactions.
- Substantive Testing of Transactions.

The results of the internal audit process will be presented to the CoM for action. Any plans for resolution or corrective action of identified risk areas should be completed in a timely manner and compliance should be measured.

6.1.2. External Audit Procedures

The CoM is responsible to appoint and monitor the performance of the external Auditor annually at the Annual General Meeting, in accordance with the Association Incorporation Reform Act 2012 (Act). To maintain independence, the same Auditor may be appointed year to year however no auditor will be appointed for more than five years in a row. An Auditor may not be reappointed until two years after their last five-year appointment.

The external audit period is established in the annual CoM Calendar, in accordance to the reporting timeframes required for compliance purposes. Three months prior to the audit period the CoM will review the terms of engagement of the external Auditors, the scope of the audit and any additional services and monitor external Auditor independence.

If a new Auditor is required, the CoM will determine an appropriate process, in accordance with the Act. The external Auditor is precluded from providing any services that may threaten the independence or present a conflict of interest with their compliance and assurance role.

The following process is undertaken for an external audit:

- The external audit must be planned and executed in order to present results to the CoM for review at the March/April CoM meeting and for adoption at the AGM. Once adopted the Audit report must be submitted to DFFH and DET via the Service Agreement Management System (SAMS) on the Funded Agency Channel (FAC) ported of the DNC My Agency website, and to Australian Charities and Not-For-Profit Commission (ACNC) and Consumer Affairs Victoria (CAV) as required.
- The Treasurer is responsible for engaging the Auditor at a time that is suitable. This must be done in a timely manner to allow the members to approve the appointment at the AGM or if deemed necessary a Special General Meeting.
- At the request of the Auditor, the Manager and the Treasurer will make all documents and information available to the Auditor in order to conduct an audit of the financial affairs of DNC.
- The Manager will negotiate a mutually agreeable time for the Auditor to conduct the audit at a time the Manager is available to assist in the audit process and follow up on any questions regarding financial management. The Treasurer may participate in the audit as the representative of the CoM.
- The appointment of the Auditor for the following year will be determined at a CoM meeting, unless the CoM is required to appoint a new Auditor.
- The CoM will appoint another Auditor, in accordance with the Act, if for any reason the Auditor is unable to perform the duties required.
- The CoM will recommend the appointment of an alternative Auditor if the Manager, in consultation with the Treasurer, determines that the Auditor's performance of their duties is not satisfactory or not appropriately priced; or if the CoM determines that financial probity would be improved by the appointment of an alternative Auditor.

6.2 Budget Development and Management

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

BNC's budget supports the delivery of Strategic Plan vision and goals. The CoM is responsible for adopting and monitoring the budget of the organisation each year as part of its annual business planning. This policy outlines DNC's approach to planning and managing resources efficiently and effectively.

Policy Description

Application:

DNC is committed to effective management and monitoring of DNC's funds and resources. Budget development and management is done in collaboration with DNC staff, the Manager and the Treasurer on behalf of the CoM.

Background:

A formal budgeting process is the foundation for good business management, growth and development. Organisations focused on their strategy and plan know exactly where they want to spend their resources and have a plan to keep them from spending money in areas that do not line up with the vision (what we are trying to do) and mission (why we are doing it).

Objectives:

Annual Budget Development

DNC receives operating funds through a range of grants, funding contracts, donations, sponsors, delivery of fee for services programs, and social enterprise activities. Grants are a primary source of funding for DNC with contracts of different amounts and delivery duration.

The Manager will ensure the budget clearly identifies:

- the different funding sources and their related project budgets.
- recurrent funding and expenditure.
- funding received in advance for projects delivered over multiple years.

To ensure DNC maximises its funding opportunities, the Manager will implement an ongoing program of funding submissions. As a result, income projections may change during a year and impact the CoM's adopted budget. Thus, DNC operates under a budget which is flexible in responding to unforeseen events including possible challenges in cash flow.

Annual Budget Monitoring

The Manager will be responsible for the monitoring of expenditure, reviewing actual against budgeted expenditure. The external accountants will include in the CoM reports any other matters which may impact on the financial operations of DNC.

The CoM shall be responsible for:

- Adopting financial reports presented to the CoM.
- Any variance against budgeted ongoing expenses e.g. rent, wages, etc.
- Retaining the right to amend or remove any authority for ongoing payments.
- Grant authority for any purchases not already approved at budget level or under delegation.

Long term financial responsibility

In formulating DNC's long-term financial budgets and plans the CoM will undertake a review of its financial management strategies and principles as well as financial

management policies and procedures. The CoM should consider investment strategies such as:

- Minimum and maximum levels of retained earnings.
- Capacity of the facilities to meet DNC's strategic goals.
- Amount of funds required to meet the ongoing operational needs of DNC.

Related Policies and Procedures:

- Delegation of Authority Policy.
- Financial Management Policy.
- Program Fees and Charges Policy.
- Strategy, Business and Risk Policy.

6.2.1 Budget Development and Management Procedures

The CoM will:

- Have an Annual Calendar defining the timeframes for the draft budget to ensure it is available in December each year.

- The external Accountants are responsible for ensuring that the budget is reviewed and updated on an annual basis.
- Include Financial Reports as a standing agenda item at all CoM meetings.
- Provide Committee members with information on appointment, and where requested, mentoring or training to ensure they are confident to interpret and monitor DNC finances in a financially sound manner.

Annual Budget Development

When drafting an annual budget, the Manager and external Accountants will consider:

- The goals and objectives outlined in the strategic plan and business plan as the budget provides the financial resources to achieve the DNC vision.
- The legal and financial requirements of funding bodies and other accounting requirements.
- Revenue projections based on historical financial performance, as well as projected contract revenues and grant submissions.
- Fixed and variable operational costs, including expected cost increases and past operational costs.
- National Wage Review increments for salaries or relevant wage increases, revisions to the Agreement, awards, contracts, etc.
- Goal-related projects should be identified in the budget.
- Consideration of the current year financial situation.

The draft budget will be presented to the CoM no later than December of the preceding financial year unless otherwise agreed by the CoM or its representatives. The CoM may accept the tabled Budget or may request variations within the context of the Strategic Plan goals and objectives. If adjustments are required, the new budget will be presented for consideration at the following meeting or via email if requested by the CoM. Once adopted by the CoM, this becomes the official operating budget for DNC for the stated year, and all CoM members and employees must endeavour to work within the financial limits stated or implied by this document.

Grant Acquittals and Carry Forward Amounts

The Manager is responsible for all grants and their acquittals; and will keep a record of the status of all current grants, including funding contracts.

The Manager will ensure all awarded income is spent in accordance with the grant agreements and contracts, and expenditure is in line with the broad structure of the proposed project cost detailed in the proposal or any revised budget.

Where unspent funds are identified during the preparation of the acquittal and or budget the Manager will either

- carry forward unspent funds at the end of the year to continue the project, or
- before the end of the final day of the project liaise with the funding body to determine how these funds are to be spent or returned to the funding body or if they can be kept as retained earnings.

The Manager will provide a regular update to the CoM on the status, including risks of non- delivery, of all current grants.

Funding Submissions

When a funding submission is successful and has a significant impact on the DNC budget or staffing implications, the CoM may request the annual budget be amended to reflect this change.

In the first instance, new funding submissions requiring CoM authorisation are to be signed by the Chair and/or Treasurer, or delegated CoM member. The Manager will provide a report on the budget implications for all active funding submissions and grants at CoM meetings.

Annual Budget Monitoring

Written financial progress reports will be provided to the CoM on a monthly basis by the external Accountants, with support from the Manager. The finance report to the CoM will include the following:

- Budget to Actual Report.
- Balance Sheet.
- Profit and Loss Statements.

- Accounts payable.
- Accounts receivable.
- Other financial related documents requested by the CoM.

The monthly reports will show monthly and year to date expenditure and any variance expenses. The external Accountant will provide a written analysis explaining any reasons for any material differences in projected income or expenditure and the possible effect these variances may have on the financial operations of DNC.

Twice a year (mid-year, and at the end of the year) the Treasurer will develop a report for the CoM to consider the progress of DNC’s financial status against the strategic plan and budget. This report will cover the review of financial matters, recommendations for change or improvement, a statement of the current financial status of DNC and an opinion as to its financial sustainability.

6.3 Financial Management

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC manages a range of financial systems and processes which support the effective and efficient management of DNC resources. DNC will ensure financial management is transparent and appropriately recorded and monitored to minimise its exposure to risk of

theft or fraud. This policy is intended to guide and direct DNC financial management practices.

Policy Description

Application:

This Policy applies to the CoM, the Manager and any other staff member authorised to handle or manage financial transactions on behalf of DNC.

Background:

DNC receives a range of funds to fulfil its mission. In carrying out activities to support its mission, DNC must comply with specific financial administration, accounting, control, management, audit and reporting requirements as specified in legislation and by various government agencies.

Objectives:

DNC uses financial management for planning, organising, directing, and controlling the financial activities such as the utilisation of funds of the enterprise. DNC will apply general management principles to financial resources of the enterprise.

DNC will develop and document financial management practices and controls necessary to meet statutory regulations and legislation which will ensure:

1. No DNC funds may be committed or expended except by Manager approval or a staff member with documented authority to approve, in accordance with DNC Delegation of Authority Policy and Conflict of Interest Policy.
2. DNC funds will only be expended on goods and services for approved DNC purposes. Funds from external sources tied to particular purposes, such as grant funds, must be used only for the specified purposes.
3. All items purchased from DNC funds are the property of DNC, unless there is an agreement in writing to the contrary associated with a particular grant or contract.
4. All DNC assets, however acquired, must be prudently managed and properly documented to meet accounting, regulatory, reporting, and compliance requirements and properly accounted for, in approved asset registers, where required by the Asset Management Procedure.
5. All financial transactions must be properly documented and accurately recorded in a timely manner and in accordance with DNC policies, procedures, and business processes. All members of the DNC community are to act in an ethical and honest manner in all aspects of procurement and financial expenditure involving DNC funds.
6. All users of DNC property must:
 - treat DNC property with care and consideration, in accordance with accepted community standards.

- use DNC property for DNC purposes only, and in accordance with manufacturers' instructions, safe work practices, and any relevant DNC procedures.
 - ensure DNC property is appropriately secure from damage, theft or misappropriation.
7. All members of the DNC community are required to comply with this policy and related DNC procedures and business processes. Failure to do so may result in disciplinary action and/or the withdrawal of DNC privileges, services and facilities.

Related Policies and Procedures:

- Delegation of Authority Policy.
- Financial Management Policy.
- Fraud Policy.
- Asset Management Policy.
- Conflict of Interest Policy.
- Code of Ethics Policy.
- Travel Policy.
- Budget Development and Management Policy.
- Debt Recovery Policy.

6.3.1 Financial Management Procedures

The CoM approves the annual budget which sets the parameters for annual expenditure. All expenditure must be approved by the appropriate delegated person or Manager as per the Delegation of Authority Policy.

The external Accountants are responsible for the oversight of bank reconciliation, accounts receivable, and accounts payable, which are managed by the Manager.

New financial systems must be authorised by the CoM and appropriate procedures developed prior to implementation. The CoM will only consider using a new financial system once a reasonable understanding of its risks and benefits are gained and provided the organisation has the necessary procedures and expertise to manage it.

Financial records will be kept according to the Australian Accounting Standards. Financial records will be archived for a period of 7 years.

DNC has the following systems and procedures to process financial transactions (sales, purchases, receipts, and payments) made using common payment / receipt methods.

6.3.1.1 Cash and Cheque Procedures

Authorised office staff process all incoming payments from customers made by cash, EFTPOS, or credit card by receipting and recording income in the Point-of-Sale System. The Bookkeeper records all monies received in the General Ledger. Staff receipting money will be trained in receiving and recording cash, cheque, and EFTPOS payments.

EFTPOS

DNC uses an Electronic Funds Transfer at Point Of Sale (EFTPOS) machine as a method of payment for goods and services. This enables DNC to use an electronic device to transfer funds from a customer's bank account to the DNC bank account.

DNC's preferred method of payment is by EFTPOS which minimises cash

on hand. Office Staff will ensure:

- all payments to DNC received by payment card are processed on the EFTPOS machine in accordance with the invoicing and cash receipting procedures.
- procedures are in place for all EFTPOS machines to ensure they are not tampered with.
- machines are stored securely when not in use (e.g. when unattended or overnight).
- if payments are made when the card is present (i.e. usually because the cardholder is present in person), process the payment directly on an EFTPOS machine, and not via any other mechanism.
- if payments are made via telephone without the physical card, key the cardholder data received (expiry date and CCV) directly into the EFTPOS machine and do not

write it down. If the data is written down, or captured in any form of voice recording, destroy or delete it without delay when the transaction is processed.

- physical access to the EFTPOS machine must be restricted to staff authorised to use the machine.
- DNC do not accept or transmit payment details via an email, an instant message, a fax on a multifunction device, or a VoIP fax, as these forms of transmission are not secure.
- the EFTPOS machine is settled daily.
- all EFTPOS transactions are recorded on the Daily Banking Form and the settlement slip is attached to this form.
- All EFTPOS refunds must be approved by the Manager.

Cheques

- All Personal Cheques must be approved by the Manager before they are accepted as payment for goods or services.
- Business Cheques are receipted by the office staff or by the Bookkeeper.
- All cheques are processed by the Bookkeeper as a standard procedure.
- All DNC cheques must be signed by two authorised signatories.

When dishonoured cheques become apparent:

- The Bookkeeper will contact the customer to advise that the cheque has been dishonoured and request the bill be settled by electronic funds transfer or credit card.
- If no contact can be made or replacement funds are not received, the Manager will be notified and will review the next step as per the Debt Recovery Policy.

Cash and Petty Cash

DNC keeps all cash received for payment of goods and services in a Cash Drawer which is also used for Petty Cash reimbursements and small purchases.

Staff requiring cash from the Cash Drawer for any reason must complete the required form, have it authorised by the Manager and then request a delegated office staff member to provide them with the cash.

Under no circumstances are unauthorised staff to take money from the Cash Drawer. Only delegated office staff, the Bookkeeper and Manager are permitted

to access the cash in the Cash Drawer. Any staff member taking money from the Cash Drawer without the correct authorisation may be subject to disciplinary actions, including, in the extreme circumstance, dismissal.

The Cash Drawer:

- Is kept in a secure location in the main DNC office.
- Has a cash float of \$100, which maybe increased to \$200 without CoM approval.
- Is replenished by the Bookkeeper as needed.
- Can be used for purchases, which must be authorised by the Manager or their delegate via the Expense Authorisation Form 6.3.1.1.1.
- Can be used for staff reimbursements, which are authorised by the Manager or their delegate via the Expense Reimbursement Form 6.3.1.1.2.
- Is reconciled daily by a delegated staff member. Any discrepancies in the cash balance are reported to the Manager immediately.
- Is reconciled daily and banked weekly, except where the money held exceeds the float plus \$200, in which case banking should be completed on the day.
- Float is banked on the last working day of the calendar year before the Christmas close. The float will be replenished on the first working day of the new calendar year via a DNC Cheque from the Manager or Bookkeeper.
- Cash should not under any circumstances be used for:
 - Salaries or wages.
 - Loans to staff members.
 - Personal expenses.
 - Recurrent expenses.

6.3.1.2 Bank Account Procedures

DNC maintains bank accounts with reputable and ethical financial institutions. The choice of financial institution is made by the CoM. Wherever possible the organisation's banking is to be conducted online. DNC currently banks with Bendigo Bank, and CBA.

Opening Bank Accounts

- A new DNC bank account must have the authorisation of the CoM and be recorded in the minutes of the CoM meeting.
- The Manager will organise with the Bank to open the account.

- For each new bank account opened, the financial system must be updated, and the bank account registered by the Bookkeeper.

Bank Account Authorisation

- For monies withdrawn from any bank account, whether by cheque, EFT or other online payment method, two persons must authorise each payment as per the Delegation of Authority Policy.
- The authorised persons for bank account payments are nominated committee members, the Treasurer, the Bookkeeper, and the Manager.
- Each payment made must be supported by an invoice, receipt, or other appropriate documentation and the authorisations must be attached to this documentation prior to payment.

Variations to Bank Account Terms and Conditions

- Any variations to banking arrangements can be made or varied by the Manager.
- The Bookkeeper is responsible for updating the financial system and/or bank account register with the new information.

Closing Bank Accounts

- Closing a DNC bank account must have the authorisation of the CoM and be recorded in the minutes of the CoM meeting.
- The Manager will organise with the Bank to close the account.
- The Bookkeeper will then finalise all transactions, meet the bank's requirements with respect to account closure, and update the financial system and bank account register.

Bank Account Transactions

Office staff will:

- Daily count all monies received.
- Deposit all money received in the Transaction Account as per DNC Rules.

The Bookkeeper will:

- Investigate unallocated direct deposits or withdrawals of more than one month to determine the source. Where the source cannot be identified,

the deposit or withdrawal will be allocated to a suspense account to keep these funds separate and identifiable.

- Notify the Manager of any unauthorised withdrawals as soon as discovered.
- Ensure all expenditure is made in accordance with the current DNC Delegation of Authority policy.

The Manager will:

- Invest excess DNC funds in a Term Deposit to maximise interest revenue.
- Ensure funds are transferred between the Transaction Account and the Term Deposit Account to meet financial requirements as they arise while also maximising interest revenue.
- Receive delegation to transfer these funds and ensure details are recorded in the finance papers at the CoM Meeting.

Online Banking

- The Manager and the Bookkeeper are the only personnel permitted to complete Online Banking.
- Invoices for payment must be approved by the Manager, or authorised staff member, in writing prior to any payment transaction.
- The Bookkeeper can only complete payment transactions on Manager, or authorised staff member, approved invoices.
- Bank transfers are monitored by the Bookkeeper. The Bookkeeper is responsible for reconciling and receipting all bank transfers.

6.3.1.3 Accounts Receivable and Payable Procedures

Accounts Receivable

Some forms of DNC income arise from the sale of goods or services by DNC to a third party (e.g. surplus assets, student enrolments, social enterprise sales, etc.).

The Bookkeeper will manage all accounts receivable and:

- send out invoices on a monthly basis.

- process payments received and bank deposits.
- maintain documentation.

The Manager will ensure all accounts receivable documentation, including funding contracts and grant agreements, is provided to the Bookkeeper.

When engaging with a customer, supporting documentation must be provided to the Bookkeeper in order to create an invoice to bill a customer. Each customer must have their own customer account in the system through which their invoices will be processed.

Goods and services must not be provided to previous DNC customers where there is doubt regarding their payment capacity.

A DNC Invoice must be created for all transactions involving the sale of DNC goods or services including when a payment is received in advance, paid directly to a DNC staff member on behalf of DNC or in accordance with a contractual undertaking or other mutual agreement. Point of sale transactions which are managed through another process are exempt from this.

DNC's payment terms are 30 days, the Manager can consider a request from a customer for alternative payment terms.

To ensure correct invoicing, the staff member engaging with the customer, must have:

- Written confirmation of what has been agreed between parties e.g. terms of agreement / service contract including total amount and GST treatment.
- Customers' correct address (displayed on a letter, email or written communication).
- Department / school / area if applicable.
- Confirmation of Australian Business Number (ABN).
- Email address of recipient of bill or contact details of Accounts Payable Department.

A credit note is created for the purpose of making an adjustment to an existing invoice e.g. when an error has been made which differs from the agreement in

place or customer expectation, or when further detail like a purchase order number is required to be placed on the invoice.

The Manager must approve all credit notes. The staff member requesting a credit note must ensure the Manager and Bookkeeper have all the relevant to support the credit note and the new invoice is attached. Credit notes must not be created when a debt is no longer recoverable and needs to be written off.

The Manager and Bookkeeper are responsible for debt recovery for DNC as per the Debt Recovery Policy.

Accounts payable

The Bookkeeper will manage all accounts payable and:

- ensure all purchases have the necessary approval before processing.
- process payments to creditors either by cheque or electronic funds transfer (EFT).
- issue a remittance advice to a creditor when an EFT payment is made.

As per the Financial Management Policy, payment authorisation requires two signatures from authorised DNC personnel to be completed, unless a financial delegation has been made for use of a DNC debit card, as per the Delegation of Authority Policy.

For any payment completed on behalf of DNC a receipt or invoice must be provided to the Bookkeeper for reconciliation and/or reimbursement within one month of completing the transaction. If a receipt or tax invoice is missing the personal responsible for the transaction should:

- Request a replacement from the vendor.
- OR, if the above is not possible, complete a Receipt Declaration Form 6.3.1.3.1.

Repeated instances of receipts being lost or not received will be viewed as failure to comply with this policy, which may lead to loss of financial delegation or permission, and potentially reimbursement of payment to DNC.

6.3.1.4 Debit Card Procedures

DNC uses Debit Cards for purchasing goods and services. The CoM is responsible to approve the number of debit cards and the maximum debit card limit.

- Debit Cards are held in the name of the authorised staff member.
- A new card holder will return a signed copy of this policy to the Manager (or Chair, as appropriate), as acknowledgment they have read and agree to abide by the policy.
- From time to time, DNC staff maybe delegated to use a DNC Debit Card not in their name. When this occurs, the staff member must sign the Debit Card Register of Use 6.3.1.4.1 located in the main DNC office.
- No personal expenditure is permitted on a DNC Debit Card.
- The card holder must not obtain cash advances.
- The card holder must ensure the security of their Debit Card at all times. A card holder will, at all times, be held accountable for any and all transactions incurred on their Debit Card unless they have notified the Bank lost/stolen Card area and the Manager if the card is lost or stolen.
- The card holder must seek authorisation from the Manager, or in the case of the Manager the Chair, to complete expenditure beyond the amount delegated by the CoM.

6.3.1.5 Reimbursement Procedures

The DNC Debit Card is the preferred method of payment by staff for DNC purchases. Where staff require reimbursement for expenses incurred on behalf of DNC they must submit to the Manager an Expense Reimbursement Form 6.3.1.1.2.

- Staff are reimbursed when spending personal money to purchase authorised goods or services for reasonable and lawful DNC purposes.
- Reimbursement for use of private motor vehicles by staff on DNC business must be claimed as a Motor Vehicle Allowance - refer to the Travel Policy.
- Amounts under \$100 will be reimbursed in cash, larger amounts will be reimbursed by the Bookkeeper via Direct Debit to the staff member's bank account.

- Staff should gain authorisation from the Manager, or their delegate, prior to completing a transaction which requires reimbursement.
- DNC recognises authorisation is not always possible, however failure to seek authorisation may result in the claim being declined.
- Where staff are expected to claim significant reimbursements, for instance, on meal allowances whilst away for training purposes, a cash advance may be authorised.
- DNC will not reimburse payment for:
 - Expenses claimed by an employee as a tax deduction, such as subscription to a professional journal or laundering uniforms.
 - Expenses normally recoverable from a third party.
 - Expenses that are not incurred for business purposes.
 - Traffic fines and penalties.

Reimbursement for expenses incurred on behalf of DNC by people who are not staff may only be reimbursed by way of an invoice to DNC.

6.4 Fraud

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

The CoM has ultimate responsibility for the prevention and detection of fraud and is responsible for ensuring appropriate and effective internal and external control systems are in place. This policy ensures DNC internal and external controls are in place to prevent fraud.

Policy Description

Application:

This policy applies to any irregularity, or suspected irregularity, involving staff as well as CoM members, DNC users, consultants, vendors, contractors, outside agencies doing business with employees of such agencies, and/or any other parties with a business

relationship with DNC. All staff and CoM members share in the responsibility for the prevention and detection of fraud in their areas of responsibility.

Background:

The DNC fraud policy is established to facilitate the development of controls which will aid in the detection and prevention of fraud against DNC. It is the intent of DNC to promote consistent organisational behaviour by providing guidelines and assigning responsibility for the development of controls and conduct of investigations. Any investigative activity required will be conducted without regard to the suspected wrongdoer's length of service, position/title, or relationship to DNC.

Objectives:

Fraud is defined as the intentional, false representation or concealment of a material fact for the purpose of inducing another to act upon it to his or her injury.

The CoM is responsible for the detection and prevention of fraud, misappropriations, and other irregularities. The CoM, Manager, and Bookkeeper will be familiar with the types of improprieties which might occur within their area of responsibility and be alert for any indication of irregularity.

Actions consisting of fraud, including the terms defalcation, misappropriation, and other fiscal irregularities refer to, but are not limited to:

- Any dishonest or fraudulent act,
- Misappropriation of funds, securities, supplies, or other assets,
- Impropriety in the handling or reporting of money or financial transactions,
- Falsifying timesheets or travel claims by not working actual hours submitted, not working rostered hours or claiming travel not undertaken.
- Profiteering as a result of insider knowledge of DNC activities.
- Disclosing confidential and proprietary information to outside parties.
- Disclosing to other persons securities activities engaged in or contemplated by DNC.
- Accepting or seeking anything of material value from contractors, vendors, or persons providing services/materials to DNC.
- Destruction, removal, or inappropriate use of records, furniture, fixtures, and equipment.
- Any similar or related irregularity.

Irregularities concerning an employee's moral, ethical, or behavioural conduct should be resolved by the Manager. Any fraud by any staff member shall constitute grounds for dismissal, and if deemed appropriate may lead to criminal or civil proceedings.

Related Policies and Procedures:

- Financial Management Policy.
- Audit Policy.
- Recruitment and Appointment of Staff.
- CoM Recruitment and Appointment Policy.
- Performance Management and Dismissal Policy.
- Facility Management Policy.
- Asset Management Policy.
- Strategy, Business and Risk Policy.
- Travel Policy.

6.4.1 Fraud Procedures

The CoM shall adopt finance strategies and risk management strategies (detailed in the DNC Risk Register) designed to encourage fraud prevention including:

- Monthly reconciliation of all bank accounts and other accounts.
- Presentation of financial reports to CoM at every meeting, including the provision of bank statements.
- Surprise internal audits.
- Conducting an annual external audit.
- Appropriate procedure for accountable sign off for electronic or cheque payments.
- Implementing and monitoring processes for secure cash handling and reconciliation.
- Maintaining control over access to DNC resources, such as technology, equipment, and stationery.
- Ensuring keys are managed and stored in an appropriate manner.
- Ensuring the building is never left unlocked without staff members on site.
- Protection and regular updating of access codes to the building and any code protected secure areas (including online spaces).

The Manager will ensure there are mechanisms in place within their area of control to:

- Assess the risk of Fraud, including an assessment criterion on the Risk Register, for business management and project management risk areas.
- Educate staff about fraud prevention and detection, with Fraud Prevention training offered as needed.
- Facilitate the reporting of suspected fraudulent activities.

Recruitment strategies for CoM and Staff shall incorporate fraud prevention via:

- Ensuring applicants undergo police checks where required by the duties of the position.
- Where appropriate, contacting previous employers and referees.
- Including fraud prevention and detection issues in relevant development and induction activities.

Confidentiality

Any irregularity detected or suspected must be reported immediately to the Manager, or if the Manager is suspected of being involved in the fraud, the CoM Chair, who coordinates all investigations both internal and external. The complainant may remain anonymous. The Manager will treat all information received confidentially. Any person who suspects dishonest or fraudulent activity should not attempt to personally conduct investigations or interviews/interrogations related to any suspected fraudulent act.

Investigation results will not be disclosed or discussed with anyone other than those who have a legitimate need to know. This is important in order to avoid damaging the reputation of persons suspected but subsequently found innocent of wrongful conduct and to protect DNC from potential civil liability.

Fraud Investigation

The Manager, with the CoM Chair, has the primary responsibility for the investigation of all suspected fraudulent acts as defined in the policy. If the investigation substantiates the occurrence of fraudulent activities, the Manager will issue reports to the CoM. Decisions to prosecute or refer the examination results to the appropriate law enforcement and/or regulatory agencies for independent investigation will be made in conjunction with the

CoM, as will final decisions on disposition of the case.

The Investigator, whether the Manager, CoM Chair or an external investigator will have:

- Free and unrestricted access to all DNC records and premises, whether owned or rented.
- The authority to examine, copy, and/or remove all or any portion of the contents of files, desks, cabinets, and other storage facilities on the premises without prior knowledge or consent of any individual who might use or have custody of any such items or facilities when it is within the scope of their investigation.

Great care must be taken in the investigation of suspected improprieties or irregularities to avoid mistaken accusations or alerting suspected individuals an investigation is under way.

All inquiries concerning the activity under investigation from the suspected individual, their attorney or representative, or any other inquirer should be directed to the CoM Chair. No information concerning the status of an investigation will be given out. The proper response to any inquiries is: "I am not at liberty to discuss this matter." Under no circumstances should any reference be made to "the allegation," "the crime," "the fraud," "the forgery," "the misappropriation," or any other specific reference.

The reporting individual should be informed of the following:

- Do not contact the suspected individual in an effort to determine facts or demand restitution.
- Do not discuss the case, facts, suspicions, or allegations with anyone unless specifically asked to do so by the CoM Chair.

Where an investigation of fraud has been established the matter will be referred to police. Any action taken by police will be pursued independently of any employment-related investigation by DNC.

If an investigation results in a recommendation to terminate an individual, the recommendation will be reviewed for approval by the CoM Chair, if necessary, by outside counsel, before any such action is taken. The decision to terminate a staff member is made by the Manager and CoM Chair.

6.5 Program Fees and Charges

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC ensures fees and charges are established in accordance with current legislation, funding agreements, and regulations. This policy outlines the basis on which DNC collects fees from students, provides services to partners, and operates its community and social enterprise activities.

Policy Description

Application:

This policy applies to all DNC staff who must know DNC program fees and charges and the processes for administering these fees, including refunds of fees.

Background:

DNC provides a range of service activities and operates a social enterprise. Whilst many DNC activities are free, DNC endeavours to recover costs from the sale of goods and services to DNC users where possible.

Objectives:

The Manager is responsible for setting program fees and charges, reviewing them as part of the annual budget development process. The CoM authorises program fees and charges when it adopts the annual budget.

Fees and Charges are categorised as:

- Adult, Community and Further Education (ACFE) and Training fees.
- Provision of community goods and services eg photocopying; laminating.
- Project activities eg social enterprise catering, produce sales.
- Fee for Service activities eg project staff on secondment, third party accredited training, DNC third party project delivery partnerships.

Adult, Community and Further Education and Training

DNC delivers ACFE and training to students who are required to complete an enrolment form before undertaking any course. Unless otherwise nominated on the enrolment form and agreed to by the third party, the student is liable for payment of the nominated course fee.

In circumstances where a third party is paying the fee, the third party must previously have nominated they agree to incur the expense, preferably via a purchase order, signing the enrolment form, or other written authority. It is the responsibility of the student to gain the financial support of the third party. In the absence of a signed authority from the employer, the student will be invoiced.

DNC can set ACFE course fees and charge for additional costs, such as for materials and administration, however there is a maximum fee limit regulated by the Department of Education (DET). This information is located in the DET Pre-accredited Guidelines on the Learn Local website.

DNC acknowledges, in certain circumstances, a participant may seek full or partial refund of fees paid. We will ensure refund applications are handled in a timely manner and in accordance with the Financial Management Policy.

If DNC cancels a course after a student has paid, we will offer the student:

- Deferral to a later course.
- A refund of the course fee.

Related Policies and Procedures:

- Delegation of Authority Policy.
- Financial Management Policy.
- Budget Development and Management Policy.
- Feedback and Grievance Policy.
- Debt Recovery Policy.

6.5.1 Program Fees and Charges

6.5.1.1 Program Fees and Charges Procedures

The Manager uses informed discretion in setting the price of goods or services, bearing in mind the overarching responsibility to ensure DNC's resources are appropriately applied. To ensure DNC improves customer relations and maintains a reputation as a business which deals fairly with customers, competitors and suppliers alike DNC complies with the Australian Consumer Law and Fair-Trading Act 2012.

When setting a fee or charge, consideration is given to:

- if the goods or service attract GST.
- direct costs of the goods and services (materials and staff time).
- indirect costs (DNC overheads such as utility costs and rent).
- sound commercial principles, including market forces.
- factors that might support a price that is less than the cost of producing the goods or services, including:
 - whether the person accessing the goods or services does not have the capacity to pay.
 - whether the transaction is non-routine and immaterial in amount.
 - whether the ongoing administrative costs of charging and revenue collection exceed the expected revenue benefits.
- being clear and fair, meaning there is a healthy balance between DNC and the consumer.
- providing Itemised receipts for all cash payments.

We also ensure refunds and exchanges are offered if DNC goods:

- are faulty.
- don't match the product description.
- are unfit for their intended purpose.

6.5.1.2 ACFE and Training Fee Procedure

Schedule of Course Fees

- DNC fees will be payable by a student as set out in a Schedule of Fees which will be reviewed annually and be published online and in relevant publications. The Schedule of Fees will be published prior to the opening of enrolments.
- The administration of fees payable as specified in the Schedule of Fees is the responsibility of the Manager who will determine:
 - the method of advice of fees payable.
 - the date for payment of fees.
 - the circumstances in which a fee may be waived or deferred by way of a payment plan, if appropriate.
 - a student's eligibility for a refund or waiver of the whole or portion of the fees paid.
 - administrative and miscellaneous charges.
- DNC may set out charges for goods and services for:
 - equipment or items which become the physical property of the student and are not consumed during the program of study (i.e. 'tools of the trade').
 - food, transport, and accommodation costs associated with the provision of field trips that form part of the course or program.
- DNC may set student services and amenities fees.
- Students may incur costs associated with their own personal professional accreditation, including, for example, an accredited training course.
- Office staff will determine from the enrolment form how the student will pay for their course.
- The Manager has discretion to waive the fee and or the payment terms where the student would otherwise be prevented from participating.
- Office staff and Bookkeeper will take cash payments and raise invoices for student enrolment in accordance with the requirements of the Financial Management Policy

Refunds

The Manager or delegated staff member may refund relevant fees to a student in accordance with this policy.

- A student excluded, suspended, or expelled under a DNC policy or procedure is not entitled to a refund (except where any Commonwealth or

State legislation or code of practice provides otherwise).

- Fee refunds are not automatic and must be applied for in writing.
- Approved fee refunds are only processed after the fees have been cleared through the bank account.
- Where the student ceases training of their own volition prior to the midway point of the program (defined as midway through unit completion, or midway through time period of course, whichever is the earlier), the maximum fee refund will be 50% of the total fee payment.
- Where the student ceases training of their own volition after the midway point of the program as defined above, no refund is payable.
- Actual attendance in class by the student will not be considered when assessing a refund request.
- Refunds will not be issued after course commencement except in exceptional circumstances or where funding guidelines stipulate this requirement.
- In exceptional circumstances a participant may apply in writing for special consideration of a refund for the following:
 - bereavement
 - hospitalisation and/or unexpectedly having to assume carer's responsibilities.
- DNC will not issue refunds for:
 - a change in working hours.
 - inconvenient travel.
 - moving interstate.
 - job change.
 - change of career direction or change of mind.

Grievances

A student may seek a review of a decision to refuse a refund of student fees in whole or part under the DNC Feedback and Grievance Policy.

6.6 Debt Recovery

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC will treat debtors and third parties with fairness, respect, and courtesy. We

will not harass or coerce them, treat them unconscionably, or mislead them about the nature of their debt, their legal obligations, or any possible outcomes if the debt is not paid. DNC will not pursue a person for a debt unless we have reasonable grounds for believing the person is liable for the debt. The purpose of this policy is to ensure the efficient and effective recovery of outstanding debts while maintaining a quality customer service.

Policy Description

Application:

This policy applies to all DNC debtors for outstanding charges and other accounts receivable owed to DNC. DNC may at its sole discretion, on a case by case basis, alter the way the process outlined in this Policy is conducted to ensure it suits the particular circumstances of the outstanding debt.

Background:

DNC clients experience high levels of socioeconomic disadvantage so DNC will endeavour to give clients access to our goods and services at fair and reasonable prices. We will commence a debt recovery escalation process with a friendly conversation and reminder with our debtors, and if required only then follow through to a letter of demand and bad debt collection for an outstanding payment.

Objectives:

The key objective of the Debt Recovery Policy is to:

- ensure a fair, consistent and accountable approach to DNC's debt management and collection practices.
- recognise the importance debt recovery has on the capacity of DNC to deliver services.
- maximise the collection of outstanding debts.
- establish timelines of communications and debt collection itself, which will deliver consistency of service.
- maximise the cost effectiveness of collection processes.

The Manager is responsible for overseeing Debtor Management. Early intervention is a primary goal with outstanding debts reviewed on a regular basis by the Manager, and Treasurer. Decisions will be made as to the most appropriate debt recovery action after this review. This can include:

- Issue of regular reminders.
- Personal contact with the debtor.
- Referral of matter to debt recovery agents.

Accounts statements and/or copies of outstanding invoices are to be sent to all debtors on a monthly basis.

A clear collection procedure is to be used for the timely and efficient administration of debtors. An invoice will be issued as soon as practicable in accordance with contract conditions or other arrangements.

Related Policies and Procedures:

- Delegation of Authority Policy.
- Financial Management Policy.
- Feedback and Grievance Policy.

6.6.1 Debt Recovery Procedures

The following procedures will be followed to recover outstanding amounts:

- Debts due and payable. Normal payment terms will be 30 days from the invoice date
- Debts 30 days and over. If a debt is unpaid at month end and still outstanding after a further 30 days, another copy of the invoice will be sent with a reminder sticker for the debtor to pay within 14 days.
- Debts 60 Days or over. If the reminder invoice is unsuccessful and the debt is still outstanding after 60 days, a second invoice is to be sent with the credit terms sticker on it, stating the rules of credit.
- Debts 90 Days or over. If the second reminder invoice is unsuccessful and the debt is still outstanding, a third invoice is sent out with a Final Notice sticker (“Final Notice! Payment within 7 days or legal action will be taken”). A Debt Collection Agency Letterhead with warning letter is to be sent with invoice.

Debt Collection Agency

If the final letter does not produce settlement, the debt will be referred to the Debt Collection Agency as appointed by the Manager for recovery action. Prior to this action, it should

be determined whether it is uneconomic to finalise recovery action due to the relatively small value of the debt. If so, the debt should be written off.

Dispute Settlement

Where payment of an outstanding debt is being disputed by a debtor, the Manager will consult with the CoM Treasurer and may then attempt to mediate a solution or alternatively proceed to recommend write-off of the debt. The Manager may accept a reasonable request for the payment of an outstanding amount by instalments, provided that a reasonable progress payment is made promptly within a specified date.

Any instalment repayment program is to be documented in writing and agreed by both the debtor and the Manager. An explicit term of any such arrangement is that the failure by the debtor to pay any instalment on or before the due date will render the full amount of the debt then outstanding, immediately due and payable.

Writing Off Debts

Before a debt may be regarded as irrecoverable, one of the following conditions must be satisfied:

- The debtor cannot be located.
- It is uneconomic to finalise recovery action due to the relatively small value of the debt.
- The medical, financial, or domestic circumstances of a particular debtor at that time does not warrant the taking of recovery action or further recovery action.
- Legal proceedings through the courts have proved, or on legal advice or advice from Debt Collection Agency, would prove unsuccessful.

When, in the opinion of the Manager, a debt is considered irrecoverable, the matter is to be referred to the Treasurer for write-off.

When a debt has been written off, the external Accountant is to make all necessary entries in the accounting system. Details of written off debts are to be held on file.

On no account will a debtor be informed that an outstanding debt has been

written off. If the circumstances of a debtor change, then further action to recover the debt should be taken if it is considered financially viable to do so.

6.7 Purchasing and Procurement

VERSION NUMBER	1		
DATE RATIFIED		DATE FOR REVIEW	

Policy Declaration

DNC requires the procurement of goods and services to support activities and deliver services to the DNC community. The purpose of this policy is to ensure all procurement decisions and consequential processes must be made in accordance with DNC's Policies and Procedures regardless of the funding for the procurement.

Policy Description

Application:

This policy applies to any person with authority to spend or approve spend of DNC funds through purchasing or procurement activities. It is important all staff who commit to expenditure are aware of the obligations under this Policy.

Background:

Effective internal control procedures must be implemented and maintained by DNC to ensure all purchasing and procurement activities of DNC are authorised in accordance with the delegated authorities and business requirements within a documented process.

Objectives:

The Manager is responsible for DNC purchasing and procurement as per the Delegation of Authority Policy.

A purchase can only be approved and committed following approval of funds expenditure from the appropriate delegate.

Goods and services must only be purchased to support a DNC activity, and not for the benefit of individual staff members or external entities.

When purchasing items DNC will ensure goods and services:

- are obtained expeditiously and economically, considering compatibility with existing equipment and facilities and the ongoing asset maintenance and storage requirements.
- represent good value for DNC and are in keeping with DNC purpose.
- comply with any regulatory or other obligations.
- are able to be funded.
- are obtained by a process that treats suppliers equitably and fairly and provides a clear audit trail.

Procurement of goods and services should be through a Purchase Order or on a DNC Debit Card, where applicable. Examples of goods and / or services items include:

- the supply of a specified quantity of tangible materials (e.g. milk, stationery, consumables) at a set time or at periodic intervals.
- the supply of a less tangible commodity or service, such as advertising placement.
- the maintenance of property and equipment.
- the leasing of equipment.
- assets as defined in the Asset

Management Policy. The only exceptions are:

- Goods which are more efficiently acquired through petty cash (maximum value of \$100 excluding GST) as per petty cash procedures.
- Goods or services which are initially purchased at staff member's own expense, and for which reimbursement is sought as per reimbursement procedures.
- Direct invoice procedures have been put in place as part of lease, MOU, or contract arrangements (energy insurance, advertising and other services).
- Legal, Professional and Human Resource services.

This policy applies to payments that are not strictly for goods and services provided by third parties as DNC requires an invoice in order to generate a payment to them for system, regulatory and audit reasons. These items include:

- a cost contribution by DNC to a partner organisation in respect of a shared endeavour
- a donation by DNC to a third party.

Payments to contractors and consultants can only be made if they are a bona fide contractor and no Superannuation or Payroll Tax obligations would arise as a result of the payment.

Preferred Suppliers

The Manager will maintain a list of preferred suppliers, who:

- Provide best value for money based on price, reliability, transaction costs, risk and ongoing support.
- Where possible are local businesses, or businesses who have local content, in order to support the Daylesford 'Buy Local' campaign.

Nothing in this policy prevents the Manager or other delegated staff from negotiating with a supplier to obtain a more favourable price or service for a purchase.

Related Policies and Procedures:

- Delegation of Authority Policy.
- Financial Management Policy.
- Asset Management Policy.
- Conflict of Interest Policy.
- Audit Policy.
- Fraud Policy.
- Code of Ethics Policy.
- Budget Development and Management Policy.

6.7.1 Purchasing and Procurement Procedures

When purchasing an item for DNC, the staff member will:

1. Determine how much money is available to purchase the item. Project staff will use their project budget to determine their purchase funding. Staff without an expenditure delegation authority must have Manager approval for their purchase prior to making the purchase. Under no circumstances

are staff to split a purchase into two or more purchases to avoid a Delegation of Authority expenditure threshold.

2. Identify the preferred supplier. When there is no preferred supplier, or there is a good reason not to use the preferred supplier, staff must seek an exemption from the Manager.
3. Negotiate with the supplier
Evaluate the purchase with the following principles:
 - Value for money: This goes to fitness for purpose, price and quality, and includes whole-of-life costs such as installation, operation, maintenance, and disposal.
 - Supplier reputation and reliability: This is important for managing risk, and may be important for matters such as quality, delivery, and fixing faulty products. Suppliers must be able to supply the goods/services within the required timelines.
 - Warranties: What type of warranties are offered? Does the warranty extend for a reasonable period beyond the delivery time?
 - Support and maintenance: What type of ongoing support and/or maintenance is offered, at what cost, and over what period?
4. Obtain a single documented price for the goods or service required. Suppliers must provide valid tax invoices which comply with the ATO requirements. These must have a description of the items and may be a quote, copy of a catalogue, internet price, or past receipt or invoice.
5. Determine how the purchase will be made.
Confirm the above steps have been completed before making the purchase either by:
 - Debit Card or Petty Cash as per the Financial Management Policy
 - Invoice.
6. Create a Purchase Order for the supplier when purchasing with an Invoice. Staff are required to create a purchase order for the purchase of all goods and services, apart from goods and services exempt in this policy. Staff will:

- Complete the Purchase Order.
 - Provide the Manager with a copy of the Purchase Order and all relevant documents
 - The Manager will approve the purchase, when a staff member does not have an Expenditure Delegation
7. Receive and check goods and service ordered.
Once goods and services are received the staff member will confirm the quantity, quality, condition and compliance with order specification.
8. Partially received goods and services.
The staff member will follow up the supplier regarding undelivered or partially delivered goods and services. If goods are returned, the staff member will ensure there is a receipt or other evidence the items have been returned. If the goods and services have been paid for a credit or credit note must be received.
9. Paying Supplier Invoices.
Once the staff member has confirmed the goods and services are received as ordered they refer the invoice to the Manager who will authorise payment. The Manager must receive a copy of any credit or credit note received.

Register of Documents

1. Conflict of Interest Register Form 2.4.1.1
2. Register of Conflicts of Interest 2.4.1.2
3. Register of Gifts 2.4.1.3
4. Event Checklist 3.3.1.1
5. Event Evaluation Template 3.3.1.2
6. Facilities Hire Agreement 3.4.1.1
7. Purchase a New Asset 3.5.1.1
8. Change of Asset Status 3.5.1.2
9. Equipment Hire Agreement 3.5.1.3
10. Feedback Register 3.6.1.1
11. BNC Feedback Form 3.6.1.2
12. First Aid Kit List 3.7.1.1
13. Critical Incident Reporting Form 3.9.1
14. Incident Report 3.9.1.1
15. BNC Incident Register 3.9.1.2
16. Volunteer Information Sheet 3.10.1.1
17. Induction Checklist 3.10.1.2
18. Leave Application Form 3.11.1.1
19. Purchased Leave Form 3.11.1.2
20. BNC Style Guide 3.12.1.1
21. CoM Form 4.1.1.1
22. CoM Skills Audit Form 4.1.1.2
23. Chart of Delegations 4.2.1.1.
24. Flexible Working Agreement Request Template 5.1.1.1
25. Flexible Working Agreement Response Template 5.1.1.2
26. Goal Performance Plan (GPP) 5.3.1.1
27. Performance Review Template 5.3.1.2
28. Travel Reimbursement Form 5.8.1.1
29. Expense Authorisation Form 6.3.1.1.1
30. Expense Reimbursement Form 6.3.1.1.2

31. Receipt Declaration Form 6.3.1.3.1
32. Debit Card Register of Use 6.3.1.4.1
33. Independent Trainer Agreement
34. Pandemic Emergency Management Plan Template 5.9.1.1