

Ballarat East Neighbourhood House

Policy and Procedure Manual



Version 1.1: Adopted by the Committee of Management on
16 June 2021

This manual is 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 2019, the Committee of Management approved a complete review and rewrite of the Policy Manual. Version 1 is the first stage of this two-year 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,

Glen Crompton
Chair, Committee of Management

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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 Ballarat East Neighbourhood House Inc. (BENH) users with an understanding of the philosophies and general operations of the Ballarat East Neighbourhood House Inc.

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

Ballarat East Neighbourhood House Inc. 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 Houses Victoria (NHV) Community Development Practice Model and Sector Principles.
- Learn Local Committee of Management (CoM) Workbook.
- BENH Rules of Association - adopted 12 May 2021.
- Collective Agreements, Industry Awards and National Employment Standards.
- Department of Health and Human Services/ Department of Families, 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 to which we, as a community and as an organisation, hold ourselves.

Our Purpose:

Neighbourhood Houses are collaborative endeavours, built on the passion and commitment of many. Ballarat East Neighbourhood House Inc. (BENH) exists to increase the social and economic participation of all people in our community.

Ballarat East Neighbourhood House Incorporated is a public institution which has the charitable purpose of advancing social and public welfare by;

1. Advancing mental health and preventing social isolation;
2. Providing a physical location where it supports individuals to undertake activities, or work on projects, in the company of others.

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 provide an annual review of this manual.
- Staff must read and indicate a clear understanding of their responsibilities under this manual.
- Team and Project Leaders must ensure all staff under their control are briefed on the terms of this manual and this is documented with a signed acknowledgement.
- BENH 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 BENH.

All BENH 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 BENH policies (Section 1)
3.3				BENH 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 BENH Users
5.7				Staff who work with or manage volunteers
Section 6				Staff involved in Finance
6.7				Staff purchasing for BENH

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	Australia and New Zealand Banking Group Limited
APP	Australian Privacy Principles
ATO	Australian Taxation Office
BENH	Ballarat East Neighbourhood House Inc.
BENH Rules	Ballarat East Neighbourhood House Inc. Rules of Association - adopted 12 May 2021
CAV	Consumer Affairs Victoria
CBA	Commonwealth Bank Group
CVV	Card Verification Value is the 3 or 4 digit number on the back of 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
DHHS	Department of Health and Human Service (Victorian Government)
DFFH	Department of Families, Fairness and Housing (Victorian Government)
EFT	Electronic Funds Transfer
EFTPOS	Electronic Funds Transfer at Point Of Sale
FAC	Funded Agency Channel
IT	Information Technology

IP	Intellectual Property
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 Houses 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
WWC	Working With Children

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 BENH 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.
BENH users	All people who attend BENH activities and programs and who use BENH facilities including students, clients, volunteers and visitors.
Card holder	A BENH employee or Committee member who has been issued with a BENH 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 BENH including facilities maintenance, IT services, cleaning and financial services. It does not include people who deliver services, programs, or projects on behalf of BENH (see 'Staff').
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 BENH.
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.
Employees	A person employed for wages or salary under an award or agreement.
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 or organisation's behavior 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 DHHS / DFFH under the NHCP.
Payment / receipt methods	BENH 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 you from which your 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 BENH 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 BENH. 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 BENH.
Quote	A quotation giving the estimated cost for a particular job or service.
Refund	Refund means re-crediting a payment made to BENH.
Requestor	A staff member authorised to create purchase orders.
Resources	Human, financial, physical and knowledge factors that provide BENH 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 BENH • a volunteer, including placement students • an apprentice or trainee • a fixed term contractor who delivers BENH 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 BENH including facilities maintenance, IT services, cleaning, or financial services (see 'Contractor').</p>
Student	A learner who is undertaking study or training at BENH.
Supplier	A person or organisation that provides something needed such as a product or service to BENH.

Technology	Methods, systems and devices which are the result of scientific knowledge being used for practical purposes, e.g. computers, training materials, phones or 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.

Document Control Register

Policy Number	Name	Version	Date Ratified	Review Date
V 1.0	BENH Policy Manual	1	20/3/2020	16/09/2020
V 1.1	BENH Policy Manual – fix minor errors and formatting	2 of all policies	16/06/2021	16/06/2022
	BENH Policy Manual			

Section 1: Policy and Procedure Development

Relevant standard, legislation, or controls

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

1.1 Policy Development

VERSION NUMBER	2		
DATE RATIFIED	16/06/2021	DATE FOR REVIEW	June 2022

Policy Declaration

BENH maintains an up-to-date, comprehensive Policy and Procedure Manual to guide the practice of staff, CoM members & BENH users. 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 BENH policies and procedures. It applies to anyone 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 policies 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 BENH 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 each Policy.

Key procedures related to policies are included below the policy and are denoted by the relative Document Number e.g. 1.1.1

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

BENH policies are inclusive and accessible, incorporating:

- 12 point Arial 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. Policy and 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, kept in the staff office and online at <http://www.ballarateastnh.org.au>.

Policy Development process (Governance):

- BENH Manager and/or CoM prepare draft policy.
- Feedback is collected from users to ensure continuous improvement of the manual.
- Draft is distributed to the CoM for consideration prior to the committee meeting.
- Draft policy is discussed at 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.
- For a policy to be approved it must be included in the minutes of the CoM meeting.
- When a policy is approved it is updated in the BENH Policy and Procedure Manual and a hardcopy replaced in the office and soft copy updated on <http://www.ballarateastnh.org.au>.
- Once a policy is available electronically staff and CoM members are advised of its availability and it is included in all future inductions for staff, committee members and volunteers.

Procedure Development process (Operational):

- BENH Manager is responsible for ensuring procedure is accurately documented and maintained.
- Procedures reflecting policy implementation are maintained in the BENH Policy and Procedure Manual.
- Where procedural changes are being developed the Manager is responsible to confer with Managers of Wendouree Neighbourhood Centre and Ballarat Neighbourhood Centre to ensure best practice and consistency between organisations.

Section 2: Culture Policies

Relevant standard, legislation or controls

- Refer to the Introduction for a full list of foundation principles and standards.
- BENH 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	2		
DATE RATIFIED	16/06/2021	DATE FOR REVIEW	

Policy Declaration

BENH Committee of Management (CoM) members are dedicated to an ethical framework which governs the decisions, direction and policy of our organisation. BENH 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 behavior to ensure ethical conduct, will clearly identify the BENH ethical principles and establish a culture of openness, trust and to emphasise the staff and consumers' expectation to be treated with fair business practices.

Policy Description

Application:

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

Background:

BENH 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. Effective ethics is a team effort involving the participation and support of everyone involved at BENH.

Objectives:

BENH 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 BENH 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 BENH trade secrets and marketing, operational, personnel, financial and technical information integral to the success of BENH.
- not permit impropriety at any time and we will act ethically and responsibly in accordance with laws.
- not use BENH 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

BENH 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.

BENH 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

CoM 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 BENH.
- treat everyone fairly, have mutual respect, promote a team environment and avoid the intent and appearance of unethical or compromising practices.
- ensure people have access to the planning, decision-making, programs and services of BENH 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 BENH stakeholders?
- Would you feel personally concerned if the behaviour appeared in a news headline?
- Could the behaviour adversely affect BENH if all employees did it?

Maintaining Ethical Practices

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

BENH will conduct our business in a manner which reflects our commitment to an individual's basic human rights and social justice principles. We will:

- work to promote equity, access, participation and the rights of people within the 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 all to voice 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	2		
DATE RATIFIED	16/06/2021	DATE FOR REVIEW	

Policy Declaration

BENH staff and committee members uphold our behavioural standards and the BENH Strategic Values, acting in a professional manner when representing BENH in the community.

Policy Description

Application:

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

Background:

BENH 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 values and to act in a professional manner at all times.

Objectives:

BENH Code of Conduct incorporates our commitment to:

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

In our professional conduct, we:

1. Publicly and privately support the organisation and each other, acknowledging the strengths and weaknesses 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. Staff and CoM maybe requested to sign the Conflict of Interest Register Form DR2.4.1.
10. Ensure that all transactions, agreements and records that flow from relationships with BENH'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 BENH 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 BENH 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 or touching).
 - 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 BENH, 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 BENH 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.

2.3 Continuous Improvement

VERSION NUMBER	1		
DATE RATIFIED	20/03/2020	DATE FOR REVIEW	

Policy Declaration

BENH 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 BENH maintains high standards, improves systems and processes, adapts to changing needs and demonstrates organisational improvement.

Policy Description

Application:

This policy applies to all BENH staff, CoM members and BENH 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:

BENH 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 BENH 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 BENH'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

2.4 Conflict of Interest

VERSION NUMBER	2		
DATE RATIFIED	16/06/2021	DATE FOR REVIEW	

Policy Declaration

BENH 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 BENH conflict of interest processes.

Background:

Conflict of interest, both real and perceived, arises when people in positions of authority within BENH 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 declared and 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 conflict of interest, or perceptions of conflicts of interest which could impact them or our organisation.

‘Conflict of Interest’ is defined:

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 BENH.

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 an individual's participation in our organisation.

Committee of Management Conflict of Interest Declaration

Conflict 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 DR-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. These will be recorded in the minutes and if required registered on the Register of Conflict of Interest DR-2.4.1.2.
- The CoM will maintain a Register of Conflicts of Interest DR-2.4.1.2 reported via the Register Form DR-2.4.1.1 and where conflict of interest is declared in the course of CoM business. This will be maintained by the Secretary.
- 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 procedure 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 committee 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

BENH 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, BENH expects all staff members declare their involvement in external activities related to the work of BENH 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 BENH need to inform the Manager where such new employment may conflict with duties as a BENH employee or where such new employment may occur while the employee is expected to be performing BENH 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.

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

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

If a staff or CoM member receives a gift:

- If feasible, the gift is returned.
- If not feasible to return the gift, the Register of Gifts DR-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 BENH.
- 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:

- Gift 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 BENH 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.

Section 3: Whole of Organisation Policies

Relevant standard, legislation or controls

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

3.1 Appropriate Use of Technology

VERSION NUMBER	2		
DATE RATIFIED	16/06/2021	DATE FOR REVIEW	

Policy Declaration

BENH acknowledges technology plays an integral part in our organisation and in the lives of our staff, CoM members and users of BENH facilities. BENH 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 maintain up-to date access.

Policy Description

Application:

This policy applies to all BENH staff, CoM members and users of BENH 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:

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

- Using computers, phones, mobile phones and other hardware.
- Accessing the internet via BENH devices.
- Using personal devices, such as mobile phones or tablets.
- Employing methods, systems and community and sector knowledge.
- Maintaining the integrity of our Intellectual Property (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)

BENH maintains tablets and laptops, a server room with the BENH servers, a multifunction printer and individual computers and laptops for staff and volunteers. Other equipment includes phones, mobile phones, cameras, projectors, iPads and associated devices.

The Manager is responsible for all IT, including:

- Hardware purchases and maintenance.
- Software licencing and access to software.
- Maintenance of technology and liaison with IT contractors and technicians.
- Providing advice to BENH regarding IT issues.
- Providing IT induction and support to staff and volunteers.
- Information management.
- Security and virus protection.

The Manager is responsible for backing up documents and files in the daily server backups and for ensuring staff responsible for data are trained to conduct and monitor

back-up procedures. Back up onto portable hard drives will be done in daily and monthly rotation to ensure a backup to the current day's data is always available.

BENH technology procedures are applied as:

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

Standard Use of Technology

Any person using technology at BENH 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. BENH 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 using 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 IT Manager or Manager.
 - 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 BENH 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, gambling, 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 BENH, including online shopping.
- When using the internet be alert to possible scams, spam, malware and other viruses which could negatively impact BENH software or hardware.

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

Personal devices are welcome at BENH 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 BENH or other people.
- Record or photograph other people without their consent.
- Download or upload inappropriate, illegal, or obscene material whilst at BENH or when using BENH 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 BENH must be discussed and approved by the Manager, e.g. project management software.

Personal use of technology in the workplace (whether on BENH 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 BENH.
- Not decrease BENH 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 BENH 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 please refer to the Social Media Policy.

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

3.2 Child Safe

VERSION NUMBER	2		
DATE RATIFIED	16/06/2021	DATE FOR REVIEW	

Policy Declaration

BENH 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 BENH users on how to behave with children in our organisation.

Policy Description

Application:

This policy applies to staff, CoM Members and all BENH 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:

BENH 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.

BENH 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.
- BENH 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.
- Include risk to children in our risk mitigation strategies.
- We conduct regular reviews of our child safety and inclusion strategies to ensure BENH 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

If staff feel uncomfortable with following the Child Safe Procedure for any disclosure they should discuss this with the Manager who will manage the conversation and disclosure with them.

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 in the first instance and if not available to 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 BENH 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.

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

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

BENH'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 BENH 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	2		
DATE RATIFIED	16/06/2021	DATE FOR REVIEW	

Policy Declaration

Events are an essential part of building great communities. BENH 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 BENH in the selection and management of events which:

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

Policy Description

Application:

This policy applies to all BENH staff engaged in event management and support. For the purposes of this policy BENH 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 BENH 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 BENH 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 BENH'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 BENH 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

3.3.1 Event Management Procedures

STRATEGIC ALIGNMENT

Alignment to the BENH goals, purpose, mission and values provides an indication of the sort of role that BENH should have in creating, supporting, or participating in an event. Where BENH 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 BENH is considering supporting or participating in an event coordinated by another group or organisation consideration of BENH purpose, mission and values should provide an indication of the role BENH 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.
- The health and wellbeing impacts will be assessed to ensure safety compliance for everyone involved.
- Staff and volunteers are appropriately screened, trained and protected.

Once identified, risk mitigation factors might include:

- Implementation of partnerships, working agreements or Memorandum of Understanding (MOU) 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 BENH event staff should have a Police Check. Any children's event staff should have a Working with Children (WWC) Check, as per 5.5 Recruitment Policy.

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.

The Event Coordinator is responsible for following all legal directions, obtaining licences and permits and other compliance related requirements for holding an 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 36 degrees or below 5 degrees Celsius.
- Public Directives (e.g. police request).

Leading up to the day of the event, the event coordinator is to monitor 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 on 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:

BENH 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 BENH's goals, purpose, mission and values.
- Financial administration (eg. 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 BENH 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

BENH 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 DR-3.3.1.2 is to be completed in full to ensure all evaluation requirements are met.

3.4 Facility Management

VERSION NUMBER	2		
DATE RATIFIED	16/06/2021	DATE FOR REVIEW	

Policy Declaration

BENH 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 BENH occupies manages our facility.

Policy Description

Application:

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

Background:

As a community based organisation located in a community hub, BENH is responsible for the leasing arrangements of our staff office 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**

BENH is party to a lease for the use of the BENH staff office, 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 negotiate the usage of the facility with the landlord, any changes required and any clauses requiring a financial or resourcing contribution, 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.

Related Policies and Procedures:

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

3.4.1 Facility Management Procedures

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

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

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

The Administration Coordinator 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 Administration Coordinator shall then institute procedures to ensure the User has:

- Undertaken to provide for the avoiding of all foreseeable risks.
- Obtained all the required permits, licences, etc.
- Undertaken to comply with any Public Directives (compliance requirements)
- Adequate insurance cover in place.

Groups will be assessed and required to complete a Facilities Hire Agreement DR-3.4.1.1 and charged a Usage Fee. The Facilities Hire Agreement DR-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. BENH 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 BENH 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 BENH.

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.

3.5 Asset Management

VERSION NUMBER	2		
DATE RATIFIED	16/06/2021	DATE FOR REVIEW	

Policy Declaration

BENH 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 BENH purchases and manages our assets on behalf of the community.

Policy Description

Application:

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

Background:

As a community based organisation located in a community hub, BENH 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 BENH to achieve its operational goals and serve its users effectively.

Asset Acquisition

BENH 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 BENH purpose and goals and value for money.

Asset Management

BENH is responsible to ensure assets will be utilised to their fullest potential to maximise usage and economic performance. To achieve this BENH 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.

Asset Disposal

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

BENH provides some assets for hire by the local community and ensures they are fit for purpose and 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

3.5.1 Asset Management Procedures

Asset Acquisition

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

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

Prior to an asset purchase from retained earnings, the Manager must seek the CoM's 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 BENH goals.
- Why the asset must be purchased from retained earnings.
- Proposed budget for acquisition, with external supporting evidence of best value.
- Date for completion or purchase of asset.

Asset Disposal

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 DR-3.5.1.2 form 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 / audited 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.

BENH assets are externally audited yearly to ensure no fraud has occurred. The asset position of BENH 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 BENH facilities.

Asset Hire

To hire a BENH space and/or equipment for a meeting, program or event, the BENH User Agreement:

- Requests all potential users to provide a written request for the use of the BENH's premises/ equipment.
- Requires the proposed use of the facilities/ equipment to be consistent with the objectives of BENH.
- Requests the applicant to specify the purpose of the hire, the proposed times, facilities/ equipment required and the approximate number of participants attending.
- Gives BENH the right to refuse applications which do not comply with BENH's requirements and objectives.

The Administration Coordinator 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 user's capability to use the facilities/equipment.
- The group's ability to provide evidence of satisfactory use of other facilities/ equipment.
- 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 Administration Coordinator 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 an Equipment Hire Agreement DR-3.5.1.3 and charged a Usage Fee. The Equipment Hire Agreement DR-3.5.1.3 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 be levied and is refundable after the Hire Agreement ends, less any charges for cleaning and damage. BENH 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 BENH 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.

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

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.

3.6 Feedback and Grievance

VERSION NUMBER	2		
DATE RATIFIED	16/06/2021	DATE FOR REVIEW	

Policy Declaration

BENH 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, BENH acts fairly to investigate and resolve the issue as soon as practical.

Policy Description

Application:

This policy supports any person making feedback to BENH and is applied to staff and CoM. It defines BENH'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.

Background:

In accordance to our Continuous Improvement Policy, information regarding satisfaction or perspectives people involved with our organisation highlights where BENH is performing well and how we can improve. Feedback, both compliments and complaints, focuses attention to areas where we need it, either to celebrate and encourage, or 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-centered complaints resolution and utilising feedback for continuous improvement.

To achieve this BENH employs the following strategies:

- The management process will be visible and accessible to individuals with BENH users provided information on how and where to provide feedback.
- Recording and responding to all forms of feedback, verbal and written, positive and negative.
- Utilise positive feedback to boost staff moral 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, 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.
- Utilise 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

3.6.1 Feedback and Grievance Procedures

Feedback

BENH 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 DR-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 Feedback & Complaints Form DR-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 Executive Committee.

Compliments may also be featured on our social media, in our brochures or in other communication forms. As per 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 BENH staff or CoM member. Where an informal complaint is made the person receiving the complaint will advise 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 BENH 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 BENH 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:

- BENH Manager
- BENH CoM Chair

Formal Complaints will be forwarded to the person(s) who is the subject of the complaint, as well as 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 practical. If it cannot be resolved at this point, the process shall move to Level 2.

Level 2: Complaints involving conflict between an employee and 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 practical. If this is not satisfactory then a second meeting will be arranged with the Manager or Chair (as appropriate) of the BENH CoM within 14 days of the initial meeting. If resolution cannot be made at this meeting, then the process shall move to Level 3.

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 Chair (as appropriate) and an independent mediator.

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

A suitably qualified mediator will be appointed by the Manager and 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, including themselves, maintain confidentiality regarding the complaint and its resolution.

The meeting between these parties shall make every effort to achieve a mutual 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 finalise the BENH Complaint Form with the outcome and signatures.

3.7 First Aid

VERSION NUMBER	2		
DATE RATIFIED	16/06/2021	DATE FOR REVIEW	

Policy Declaration

BENH 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 BENH staff and members of BENH 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 BENH 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 are needed to provide immediate assistance until a qualified health care professional arrives and takes control of the situation or the person recovers.

Objectives:

BENH provides an effective first aid response to help maintain a safe and healthy working and learning environment for staff, contractors, BENH users and community members engaged in BENH 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 the injury/illness.
- Apply risk management principles to identify any gaps in first aid provisions and to maintain at least 1 First Aid Officer(s).
- Train and roster First Aid Officers to respond promptly to those people that are injured or require first aid.
- Ensure that staff, contractors, BENH users and community members engaged in BENH activities are aware of how and where to obtain first aid assistance.
- Completes Incident Reports for any Incidents requiring First Aid.
- Reviews 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

3.7.1 First Aid Procedures

It is the responsibility of the Manager to ensure that:

- Adequate and appropriate First Aid facilities are provided at BENH or at any BENH off site programs or events.
- Signage clearly displayed advising of First Aid Officer/s.
- 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 staff annually.
- First Aid Kits are maintained and kept in a clearly identifiable container, which is prominently displayed for easy access.
- First Aid Kits are inspected and updated monthly.
- First Aid Kits include Incident Report Forms DR-3.8.1.1, 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. BENH will cover the costs of maintaining training.

Providing First Aid

A person providing assistance should:

- Assess the situation quickly – check for danger.
- Identify the nature of the injury or illness as far as possible.
- Arrange for emergency services to attend.
- 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 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 (Epi Pens), paracetamol or other headache preparations without the patient’s consent.

Qualified First Aid providers are indemnified by BENH in respect to 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 DR-3.7.1.1 and monitored by a delegated staff member on a monthly basis.

3.8 Health

VERSION NUMBER	2		
DATE RATIFIED	16/06/2021	DATE FOR REVIEW	

Policy Declaration

BENH recognises that supporting health and wellness leads to healthier and happier people in our organisation. Safeguarding health is an important part of our organisational identity and BENH 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 BENH staff and members of BENH CoM and BENH 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, BENH 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 wider society, beyond chronic disease risk reduction.
- Recognise that culture and environment contributes significantly to individual's ability to make healthy lifestyle choices, including emotional wellbeing.
- Leadership is committed to providing our staff with a safe, healthy and supportive environment in which to work and our users a place to attend.
- Leadership is 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 our health and wellbeing:

- 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 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 supporting sick staff to stay at home.
- Encouraging physical care in the workplace through regular breaks, safe lifting practices and ergonomic management.
- To support and promote employee wellbeing through work practices, a positive culture and leadership.

Related Policies and Procedures:

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

3.8.1 Health Procedures

- **Healthy Eating** – any person attending BENH is supported to bring food prepared at home for meals or snacks. Where BENH provides food for staff and BENH 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 the use of tobacco will receive support of the organisation.
- **Immunisations** – BENH 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.
- **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 relevant Award or Collective Agreement.

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. 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 is one of the best and simplest precautions. Hand washing should occur:
 - Before preparing food.
 - After going to the toilet.
 - Before (if possible) and after giving first aid.
 - After contact with any body fluids.
- **Food handling** – food produced at BENH is done so in line with food handling guidelines and under the supervision of suitably qualified staff or tutors.
- **Prevention of Needle-stick Injuries** – It is possible people may encounter needles at our premises. If a needle is discovered on the property it should be brought immediately to the attention of the Manager or responsible team leader, 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. Between September to April 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 and re-applying every two hours.
- **Extreme Conditions** - Outdoor events or activities should be cancelled when high risk conditions are forecast.

3.9 Incident Reporting and Response

VERSION NUMBER	2		
DATE RATIFIED	16/06/2021	DATE FOR REVIEW	

Policy Declaration

BENH 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 BENH 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 BENH staff and members of BENH CoM.

Background:

BENH 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 Section 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.

BENH 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** – BENH focuses on learning from mistakes and employs a culture of continuous improvement.
- **Appropriate action** – BENH 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. BENH 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. BENH 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 DHHS under the NHCP Guideline via the Critical Incident Reporting Form DR-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

3.9.1 Incident Reporting and Response Procedures

An incident may be managed during the normal course of BENH business, may not require completion of the Incident Report DR-3.9.1.1 and is 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 affected the Chair, will be responsible to decide whether individuals should leave BENH 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 DR-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 DR-3.9.1.1 incorporates feedback gathered from those present at the incident and other people impacted by the incident.

Under the Occupational Health and Safety Act 2004 (OHS Act), there is mandatory reporting by employers to notify 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.

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

Critical Incident Response

1. Immediate Response.

Staff and the BENH 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 any injured persons to first aid facilities or arranging trained first aiders to attend to any injured persons.
- Call police, ambulance and / or medical assistance where required.

The area must be preserved, ensuring that 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 DHHS regional office and Worksafe (as required) and commence Critical Incident Reporting as soon as practicably possible.

2. Supporting impacted people.

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

- Convene a meeting for those involved as soon as possible.
- Summarise 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 it 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 will 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 counseling; 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 settings 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 to watch out for include, a person:

- Avoiding reminders of the incident or is unable to stop talking about it.
- May have increased arousal, restlessness, fatigue, flashbacks, inappropriate emotions, loss of interest in work.
- Values may change, they avoid people, or they become pessimistic or bitter.
- Has a preoccupation with the 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.

3.10 Induction

VERSION NUMBER	2		
DATE RATIFIED	16/06/2021	DATE FOR REVIEW	

Policy Declaration

BENH acknowledges the efficient operation of our organisation relies on preparing and supporting individuals to achieve in the roles they perform. Whether a committee 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.

Policy Description

Application:

This policy applies to all BENH staff and members of BENH CoM. This policy supports our staff and CoM members to be provided with accurate information and appropriate guidance to succeed in their roles.

Background:

Induction and orientation is 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:

BENH 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 BENH, including an introduction to our values, strategic priorities, significant policies and procedures, facilities, health and safety information and other BENH 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
- Central Highlands Association of Neighbourhood Houses Tips for Good Governance

3.10.1 Induction Procedures

The Manager will be responsible for designing and delivering formal induction and orientation to BENH staff and CoM members. This induction is tailored to meet the specific needs of the different roles and needs of BENH.

Staff Induction

The Manager will ensure all new staff have:

- Their orientation during the first week of employment, preferably on the first day.
- Complete OHS inductions in the first week of employment.
- Complete an organisation induction within 1 month of commencing work at BENH.

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

CoM Induction

The Manager will ensure an orientation occurs at the first committee meeting post AGM each year and as required where new members are co-opted to the committee.

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 DR-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 DR-3.10.1.1, Code of Conduct Sign Off, Code of Ethics Sign Off and provision of key workplace policies.

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 BENH Users.
- allocate a workspace (if applicable).
- give access and passwords to the relevant BENH systems (if applicable).
- give a tour of BENH 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:
 - BENH background, purpose, values, organisational structure, strategic plan
 - BENH Policies and Procedures Manual
 - Specific contracts, terms and conditions relevant to the role, including payroll procedures and payroll details, expense reimbursement, etc
 - Specific role related information
 - Induction checklist DR-3.10.1.2

3.11 Leave and Wellbeing

VERSION NUMBER	2		
DATE RATIFIED	16/06/2021	DATE FOR REVIEW	

Policy Declaration

BENH 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 your physical and mental health.

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. This policy outlines BENH’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.

Background:

Everybody is entitled to a workplace which is supportive, positive and promotes a healthy lifestyle. BENH employees are appointed under a range of awards and collective agreements which define their entitlements and are governed by the National Employment Standards. BENH supports staff to access and utilise leave entitlements to enable a balanced and healthy lifestyle.

Objectives:

All BENH employees are provided information regarding the employee conditions, including leave entitlements, outlined in their award or collective agreement as part of their contract at the time of appointment to their role. Depending on the nature of their award or collective agreement, 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.
- Other – as deemed by legislation and Fair Work to be required or appropriate e.g. pandemic leave

Staff are strongly encouraged to familiarise themselves with their entitlements as defined by their award or 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

3.11.1 Leave and Wellbeing Procedures

In regard to BENH Leave arrangements, unless legislation or award or collective agreement supersedes the BENH 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 BENH 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 DR-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 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 their award or collective agreement.
- Annual Leave Loading, where it applies, will be paid out to staff upon termination of their role with BENH.
- 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 DR-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 BENH. 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.
 - BENH’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.
- BENH 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. BENH condemns all forms of violence including family violence.

BENH 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.

3.12 Marketing and Communications

VERSION NUMBER	2		
DATE RATIFIED	16/06/2021	DATE FOR REVIEW	

Policy Declaration

BENH 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. This will improve the visibility of BENH in the community by ensuring all information follows the BENH branding and design guidelines and avoiding miscommunication.

Policy Description

Application:

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

Background:

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

Objectives:

Successful marketing strategies and communications efforts ensure consistent and coordinated strategies. For BENH to communicate clear messaging it is essential all marketing and communications activities reflect the organisations purpose, vision and values and are developed and delivered in line with the BENH 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 BENH 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.
- BENH website.
- Signage.
- Event management.
- Sponsorship.
- Social media.
- Market research.
- Email footers.

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

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

- 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 BENH marketing activities.

Copyright

BENH 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 BENH materials.

Media Spokesperson

The Manager is the spokesperson for BENH and is its media representative. This responsibility may be delegated to a CoM member or staff in the absence of the Manager. No CoM member is to speak (includes writing emails, newspapers articles etc.) as a representative of the organisation without prior consent of the CoM Chair.

Related Policies and Procedures:

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

3.12.1 Marketing and Communications Procedures

Use of Style Guide

The BENH Style Guide DR-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 BENH Style Guide ensures staff can create materials for BENH which are clear, cohesive and reflect the BENH style and ensures brand consistency.

The BENH Style Guide DR-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 BENH may only be used for authorised purposes, which include:

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

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

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

Social Media

As per the Social Media Policy, BENH 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 BENH's purpose and promote programs and events of interest to the community. Additionally, social media can add value by communicating relevant and engaging content that strengthen the organisation's brand.

The Manager must be consulted prior to creating any form of social media account involving BENH. BENH 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 BENH 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.

BENH'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 BENH Policies.

Any request by an outside video production company, including a broadcasting companies, to film at BENH should be referred to the Manager.

Website Management

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

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

Photo and Recording Permission

Many of BENH's forms, including registration and enrolment forms, include a standard permission request for BENH to use photos and recordings taken during our activities and events. BENH recognises consent can change and will endeavour at all times to check with participants before any photos and recordings are taken.

BENH recognises using images and recordings of people from our community builds a sense of connection and inclusion with our community. Therefore, BENH's policy is to use photographs and audio or visual recordings of staff or BENH 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

BENH 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 BENH.

To ensure BENH users are aware of this policy BENH:

- Displays signage in the entrance way and prominent positions in every room regarding the photo and recording policy.
- Notifies BENH 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.
- Use 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 BENH brand and design style guide.

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

Advertising

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

Any sponsors who collaborate with BENH events must sign a contract or agreement particularising what they will provide and what BENH will offer in return (e.g. a logo on all promotional material for the event or having the BENH user on site during the event).

The project coordinator will be responsible for ensuring all documentation (e.g. contracts, agreements) is completed and submitted to the Manager for sign off.

Publications

Any person producing a publication (flyers, newsletters, etc.) on behalf of BENH will:

- Design and layout publications adhering to brand and design style guides.
- Ensure marketing messages are consistent with organisational objectives.
- Target messages appropriate for the intended audience.

- Use the BENH logo in a clear and consistent manner.
- Gain written permission from copyright owner for inclusion of any information subject to copyright.

Any person producing a publication for BENH 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.

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

Emergencies and Communications

In the event of an emergency the safety and welfare of staff, volunteers and BENH 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.

3.13 Organisation Structure

VERSION NUMBER	2		
DATE RATIFIED	16/06/2021	DATE FOR REVIEW	

Policy Declaration

BENH 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 BENH.

Policy Description

Application:

This policy applies to all BENH staff and members of BENH 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 BENH into the future. Articulation of BENH's structure serves to identify the roles and relationships all individuals should be aware of.

Objectives:

Committee of Management

BENH is an incorporated association, ABN 55 169 624 154. It is governed by an elected committee of management (CoM). 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 BENH Rules (as soon as practical).
- The CoM is collectively responsible for ensuring BENH complies with the Act and that individual committee members comply with the Act.
- CoM members and former CoM members must exercise their powers and discharge their duties in accordance with the BENH CoM Charter DR-3.13.1.

Composition of Committee

- Chair
- Deputy Chair
- Secretary
- Treasurer
- General Members
- Public Officer (Manager)

Strategic Responsibilities

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

Compliance Responsibilities:

The CoM must ensure that BENH is compliant with:

- NHCP Guidelines.
- DHHS 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.
- National Principles for Child Safe Organisations.

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 BENH staff by Manager, in accordance with BENH People Policies (Policy and Procedure Manual Section 5).
- Avoid any direct or indirect management of BENH staff. All feedback and management relating to BENH staff occurs via the Manager, unless authorised by the CoM in exceptional circumstances.

Manager

The Manager is responsible 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 BENH Policies.
- Develop team leaders' positions as part of the organisational structure as required to meet and deliver contracts or specific programs within the organisational budget and resources available.
- 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

3.13.1 Organisational Structure Procedures

1. A copy of BENH'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 BENH Structure as part of the Recruitment and Appointment of Staff Policy and within the organisation budget and 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.
4. CoM members will be listed on the BENH website.

3.14 Privacy

VERSION NUMBER	2		
DATE RATIFIED	16/06/2021	DATE FOR REVIEW	

Policy Declaration

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

Policy Description

Application:

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.

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 BENH website and services provided and documentation completed via the website. By accessing the BENH website, you are agreeing that your usage is subject to this Policy.

Background:

BENH 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 for more information about the policy.

Objectives:

BENH will ensure:

- It meets its legal and ethical obligations as an employer and service provider in relation to protecting the privacy of BENH users and organisational personnel.
- Users are provided with information about their rights regarding privacy.
- Users 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

3.14.1 Privacy Procedures

Dealing with Personal Information

In dealing with personal information, BENH staff will:

- ensure privacy for BENH 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 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 BENH publications, communications and website and must ensure the following:

- Appropriate consent is obtained for the inclusion of any personal information about any individual including BENH 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 BENH staff, CoM members, volunteers, contractors and BENH members.

Privacy Information for BENH Users

Prior to the initial interview, BENH users will be told by 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 BENH users or staff when discussing sensitive or personal matters, the organisation will:

- conduct all BENH user interviews in the specified interview rooms.
- make phone calls relating to BENH users in the privacy of their offices.
- provide private rooms for all outreach BENH user interviews.
- respect BENH 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 BENH research, unless the nature of a particular project requires anonymity, or an organisation specifically requests it.

BENH ONLINE

BENH has a website and BENH-identified spaces on blogs and social networking sites such as Instagram, Twitter, Facebook and YouTube. The BENH 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. BENH also uses third party software (TidyHQ, Mailchimp, etc.) to manage some activities and endeavours at all times to ensure your personal information is secure.

The website provides online services requiring users to provide personal information. Personal details are maintained on secure servers. Sometimes BENH 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 BENH collects such content, individuals are informed about the purposes for which their content will be used (for example, publication on the website).

Cookies

The BENH 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 BENH website. The information collected is used to authenticate or identify whether you are registered on the BENH 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 BENH 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 BENH website, the cookies will also enable the BENH website to remember your preferred settings for your subsequent visits.

BENH 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 BENH website, then BENH 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 BENH Website

BENH 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 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 BENH 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 BENH website. When linking to other sites you should familiarise yourself with their website privacy statements.

THE PRIVACY CONTACT OFFICER

The Privacy Contact Officer is the Manager. The Manager is responsible for:

- ensuring all staff are familiar with the Privacy Policy and administrative procedures for handling personal information.
- ensuring BENH users and other relevant individuals are provided with information about their rights regarding privacy.
- handling any queries or complaints about a privacy issue.

How to gain access to your personal information

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

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

reception@ballarateastnh.org.au

Or

Manager
Ballarat East Neighbourhood House Inc
PO Box 1443, Ballarat East 3354
0422 612 052

3.15 Social Media

VERSION NUMBER	2		
DATE RATIFIED	16/06/2021	DATE FOR REVIEW	

Policy Declaration

BENH 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 both our organisation and individual staff when communicating via social media for either professional or personal use.

This policy is designed to assist BENH gain the benefits from utilising social media and to help BENH's staff, CoM members and BENH 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 BENH 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, including but not limited to 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 BENH 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 BENH 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 BENH staff or users.

Objectives:**Social Media Conduct**

BENH 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 BENH Code of Conduct, Code of Ethics and Safe Workplace Policies apply on social media platforms - any social media content related to BENH 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 BENH Privacy Policy applies on social media platforms, personal details should never be disclosed on social media without the permission of the person concerned.
- The BENH Marketing and Communications Policy applies to social media platforms. Photographs, films or other recordings made at BENH 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 BENH's reputation.
- BENH leaves it to the discretion of individual employees in deciding whether to interact with BENH users, colleagues and other people connected to BENH 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 BENH and the above restrictions will apply. BENH does not recommend BENH users to do this due to the difficulties this can create managing personal / work place boundaries for those you interact with.
- No disparaging remarks or opinions are to be made or expressed about BENH 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 BENH 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 use by staff is permitted but should be limited to be infrequent and brief use.
- Staff must recognise social media is a public platform and any references to BENH on professional and personal social media platforms must comply with BENH Code of Conduct and Code of Ethics. It is recommended staff:
 - Do not use break time to access their personal social media if their work role involves a high degree of computer-based work, staff are instead encouraged to take screen breaks to support their health and wellbeing.
 - Consider professional online etiquette and manage any social media in a manner which is supportive of BENH.
 - Discuss inappropriate social media behaviour or concerns with the Manager to ensure safe and comfortable boundaries are in place.
 - Be aware that negative or defamatory social media activity may lead to disciplinary action.

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 BENH's best interests and not undermine BENH'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 BENH staff members in their personal social media accounts (Facebook, etc).
- BENH 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.

- BENH 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 BENH staff member, CoM member or centre user.
 - damages BENH reputation or interests.
 - is illegal.

Breach of this Policy or any other BENH Policy on social media platforms may be subject to disciplinary action, including in extreme circumstances, dismissal.

Feedback on BENH social media platforms

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

3.15.1 Social Media Procedures

- All staff and CoM members will be provided a copy of this policy at Induction, as per the Induction Policy.
- BENH social media accounts can only be established with written authorisation from the Manager.
- The Manager may delegate management of a BENH social media account to an appropriate staff person.
- Where possible, staff who manage a BENH social media site should use an identifiable work email address and or phone number. This may include a general BENH email address.
- Staff managing BENH social media sites need to be aware signing up to use a social media site may require them to agree to an “End User Licence Agreement”, which may give consent to the sites owner to use BENH material uploaded without BENH 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 BENH 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 foundation principles and standards.
- BENH Document Register
- Association Incorporation Reform Act 2012
- Privacy Act 1988 (Cth)

4.1 CoM Recruitment and Appointment

VERSION NUMBER	2		
DATE RATIFIED	16/06/2021	DATE FOR REVIEW	

Policy Declaration

Strong strategies to support recruitment of skilled and passionate community members to the BENH 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 BENH CoM.

Policy Description

Application:

This policy applies to the BENH CoM. The CoM will undertake the following recruitment procedures at least two months prior to the BENH 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 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. BENH is committed to enabling people to lead through our membership base, keeping them informed of key committee activities and including them in house celebrations and successes. It is the responsibility of all members to be advocates for BENH 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 BENH will lay the groundwork of an effective and responsive recruitment strategy by:

- Thinking about the direction BENH 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 DR-4.1.1.1 and the CoM Skills Audit Form DR-4.1.1.2. The CoM, or an appointed subcommittee, will examine these documents carefully and consider the following with each applicant:

- Why they are interested in BENH?
- How much time they can contribute to BENH?
- What skills and experience they can offer?
- What support they will need to become a CoM member?
- What do they want out of 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?

Appointments to the CoM are made each year at the AGM, in accordance with the BENH Rules. Once an appointment has been confirmed, the member will be contacted by the BENH CoM Chair and provided details regarding meeting attendance.

Once 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 BENH 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 & how many vacancies will this create?
 - b. Utilise an agreed Committee Assessment Tool (a list of these can be found in DR-4.1.1.3) – complete this to identify gaps in skills and attributes.
 - c. Conduct analysis of existing and potential members against BENH strategic plan:
 1. What are the key objectives for BENH over the next one to three years?
 - ii. What skills are needed to assist the staff/volunteers/organisation to achieve these objectives?
 - iii. What skills do current committee members offer in these areas?
 - iv. What skills will depart with the retiring committee member/s?
 - v. 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 of skills and interests to cover the different aspects of the organisation.
 - c. How representative is the CoM? BENH 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 is it 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 BENH CoM members are committed to the organisation's mission and are prepared to work to achieve objectives.
 - iii. A positive outlook: Members of BENH'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, demonstrated 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 houses?
 - 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 your 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 initial contact the potential candidate may be invited to nominate via the Application for Nomination to CoM Form DR-4.1.1.1 and completion of the CoM Skills Audit Form DR-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. This increase in their involvement and interest in BENH may lead to 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	2		
DATE RATIFIED	16/06/2021	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. BENH 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 BENH.

Policy Description

Application:

This policy applies to CoM and staff members/incumbents of positions 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 is maintained.

Objectives:

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

- Efficiency and effectiveness of BENH processes.
- Appropriate levels of authority as provided in order 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 BENH 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 expenditure of funds, on behalf of BENH.
- **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 BENH 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 DR-4.2.1.1.

Ensuring compliance with delegations of authority

The delegations of authority are documented in the Chart of Delegations DR-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.

4.3 Strategy, Business and Risk

VERSION NUMBER	2		
DATE RATIFIED	16/06/2021	DATE FOR REVIEW	

Policy Declaration

BENH 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 BENH'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 BENH 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:

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

The BENH Business Plan is developed annually.

The BENH 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 BENH 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 BENH Strategic Plan is developed in reference to:

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

The BENH 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 BENH 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 funding agreement obligations and 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 Business Plan.

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

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

Risk Plan

The BENH Risk Plan maintains a register of potential internal and external threats which could impact the delivery of the BENH 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.