



Policy Summary Booklet

July 2009

Section 1- Organisation Information

1.2 Vision, Mission and Values

This policy's purpose is to outline how Kuranda Neighbourhood Centre (KNC)'s vision, mission and values are developed, reviewed and articulated to key stakeholders.

1.4 Representing Kuranda Neighbourhood Centre (KNC)

In the course of its activities, Kuranda Neighbourhood Centre (KNC) may be asked to comment upon local or regional issues or to provide comment on its position on a variety of matters. The purpose of this policy is to outline who is authorised to represent KNC and in what capacity. This is to ensure that information provided on behalf of the organisation is accurate and released at the appropriate

1.5 Publicity and Promotion

With limited financial resources available to advertise its services, Kuranda Neighbourhood Centre (KNC) must utilise low cost or free methods of promoting itself to people who may benefit from its programs. The purpose of this policy is to outline the approach that will be taken in promoting and publicising KNC's services.

1.6 Conflict of Interest

Actions and decisions taken at all levels in Kuranda Neighbourhood Centre (KNC) need to be informed, objective and fair. A conflict of interest may affect the way a person acts, decisions they make, or the way they vote in group decisions. Conflicts of interest need to be identified and action taken to ensure that personal or individual interests do not affect the organisation's services, activities or decisions.

Declaration and management of conflicts of interest are specifically required for the Management Committee members as part of their legal responsibilities as Committee members.

The purpose of this policy is to assist all stakeholders in the organisation to recognise and take actions to minimise the affect of real or perceived conflict of interest.

1.6.1 Nepotism

Occasionally, when recruiting staff for KNC programs and services, interest may be shown by a person who has a relative already working at or on the Committee of the Centre. The purpose of this policy is to provide strategies for managing such occurrences so that:

- (a) No-one is either advantaged or disadvantaged due to their prior relationship, and
- (b) The Kuranda community can feel confident that the Centre is operating in a transparent and accountable manner.

Section 2 - Incorporation

2.1 Incorporation Requirements

Kuranda Neighbourhood Centre (KNC) gains its legal status through its incorporation under the *Associations Incorporations Act 1981*. The purpose of this policy is to ensure good corporate citizenship through compliance with the Act.

2.1.1 Constitution

The purpose of this policy is to ensure (a) that Kuranda Neighbourhood Centre (KNC) operates within its Constitution and (b) that stakeholders have a framework within which to amend or change the Constitution, as necessary.

2.1.2 Members' Register

The purpose of this policy is to (a) ensure compliance with the Associations Incorporation Act and (b) to keep accurate records of Kuranda Neighbourhood Centre (KNC)'s membership.

2.2 Membership

The purpose of this policy is to ensure that Kuranda Neighbourhood Centre (KNC) attracts and retains an active membership, committed to upholding the mission and values of the organisation.

2.3 Annual General Meeting

The purpose of this policy is to (a) ensure compliance with the *Associations Incorporation Act* and (b) to ensure effective governance of the organisation.

2.3.1 Management Committee Elections

The election of the Management Committee is required by our incorporation under the *Associations Incorporation Act*. The election process also ensures that the members of our organisation have the opportunity to nominate and

select individuals whom they judge to have the required skills and commitment to represent their interests in governing the organisation.

This policy ensures that the Management Committee of Kuranda Neighbourhood Centre Inc. has the necessary skills, knowledge and commitment to serve the organisation and that the organisation complies with relevant legislation.

2.4 Recruitment of Management Committee Members

Whilst it is the responsibility of the members of the Management Committee to recruit new members, all stakeholders of the Association, including employees and volunteers, are encouraged to promote the Association in the wider community with a view to attracting new members to the Management Committee. This policy provides some guidelines for how this is to be done.

Section 3 - Governance

3.1 Governance

This policy will ensure that all Kuranda Neighbourhood Centre (KNC) stakeholders understand that the responsibility for governance of the organisation lies with the Management Committee and what those responsibilities involve.

3.1.1 Organisational Authority

Documented organisational authority ensures that all staff and members of the Kuranda Neighbourhood Centre (KNC) Inc. 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 that appropriate accountability for decisions is maintained.

The purpose of this policy is to outline how a delegation or authority to make different types of decisions is established for relevant positions and is documented.

3.1.2 Policy Development, Implementation and Review

This policy will ensure that Kuranda Neighbourhood Centre (KNC) stakeholders know who is responsible for developing, implementing and reviewing KNC policies and how these processes happen.

3.2 Management Committee Roles and Responsibilities

The purpose of this policy is to ensure that all Committee members understand the roles and responsibilities of their position.

3.3 Management Committee Support

Legislation and policies vest a great deal of responsibility in Management Committees. In practice, staff and volunteers in community organisations are

required to provide support to the Committee in order to ensure that they can fulfil their roles. This policy set out the requirements for secretariat and other support for the Management Committee.

3.4 Management Committee Orientation

By providing new members of Kuranda Neighbourhood Centre Inc (KNC) Management Committee with a comprehensive orientation into their role as members of the governing body, KNC enables them to understand their responsibilities and duties, how the organisation operates, and the expectations the members and staff have of them. This assists them to settle into their role quickly, perform their duties competently, and be a productive member of the governing body.

The purpose of this policy is to ensure that Management Committee members receive a thorough orientation to Kuranda Neighbourhood Centre Inc. their roles and responsibilities as Committee members.

3.5 Management Committee Training and Development

By providing members of the Kuranda Neighbourhood Centre Management Committee with ongoing opportunities for training and skill development, we enable them to further develop their capacity as Management Committee members. This assists them to perform their duties well, to be an effective member of the governing body, and to provide our organisation with informed governance.

This policy ensures that Management Committee members have access to training and development opportunities relevant to their position.

KNC is committed to providing effective training and development for all members of our Management Committee.

Specifically, we will:

- Identify and review training and development needs within the management committee
- Establish a budget for the provision of training and development
- Establish training and development priorities
- Provide training and development opportunities.

3.6 Management Committee Members' Code of Conduct

Management Committees operate most effectively if everyone is aware of the expectations of them. To clarify expectations, the following Code of Conduct for Management Committee members has been developed.

3.7 Management Committee Meetings

The purpose of this policy is to ensure that

- (a) KNC complies with its legislative requirements,
- (b) that processes are in place for timely and efficient decision making, and
- (c) there is consistency in Management Committee meeting processes.

3.7.1 Reports to the Management Committee

The purpose of this policy is to ensure that the Management Committee is provided with timely, accurate information on which to make its decisions.

3.8 Decision Making

The purpose of this policy is to ensure that decisions are made during and between meetings that fulfil the Committee's fiduciary duty and the principles of good governance.

3.9 Sub-Committees and Working Groups

The purpose of this policy is to outline the circumstances in which sub-committees and working groups will be utilised by the Management Committee and the terms of reference under which they operate.

3.10 Management Committee Review

KNC conducts its business in a complex and constantly changing regulatory and business environment. It is important that the Management Committee review its own performance and those of its Committees from time to time, with a view to achieving and maintaining a high level of performance in such an environment.

Section 4 - Funding

4.1 Service Agreements

The purpose of this policy is to ensure that key stakeholders are aware of where the responsibility for compliance with Service Agreements lays, and steps that can be taken to ensure that compliance occurs.

4.2 Applying for Funding

This policy is to ensure that all applications for funding

- Reflect KNC's Vision, Mission and Values, and
- Are presented in a professional manner

4.3 Accountability Requirements

This policy will ensure that all current funding accountability requirements are known by relevant personnel, and adhered to.

4.4 Fundraising

Fundraising is an excellent method of helping to raise funds for projects and other purchases where funding is insufficient. It can also be quite rewarding and a lot of fun, however it must be undertaken within certain criteria. This policy outlines that criteria.

Section 5 - Financial Management

5.1 Bank Accounts

The purpose of this policy is to ensure that KNC's bank accounts are operated in compliance with relevant legislation, funding body requirements and principles of sound financial management.

5.2 Financial Management and Delegations

A financial management and delegations policy guides how an organisation safeguards the funds that it manages by providing guidelines for who can approve expenditure, ensuring that financial records are kept to a proper standard and preventing fraud or mismanagement. This ensures that the organisation protects and make the best use of its available funds.

In managing its finances well, the organisation also provide accountability to its members for the use of organisational funds and to funding bodies or donors for the funds they have provided.

The purpose of this policy is to outline relevant financial controls and delegations, and how safeguards are set to prevent fraud and financial mismanagement. It sets out clearly in the procedures the guidelines for financial processes, taking into consideration the skill levels of those involved in financial tasks.

5.3 Budget

In managing organisational funds, it is critical that the Kuranda Neighbourhood Centre (KNC) plans the income and expenditure to be expected and assess the effect that this will have on the organisation's financial position. Setting an annual budget provides the organisation with a way of planning the finances for the year ahead and then monitoring what happens. This enables staff and

Management to adjust their activities, operate within available funds, and ensure that KNC remains financially healthy.

The purpose of this policy is to outline the processes that are in place for developing, overseeing, monitoring and regularly reviewing the organisation's budget for each financial year. It also outlines the format and the frequency of budget reports and who they are distributed to.

5.4 Financial Reports to the Management Committee

Financial reporting is a key feature of transparency and accountability. The foundation of financial reporting is the presentation of regular financial reports to the Management Committee by the Treasurer, assisted by key staff members.

5.5 Audit

As a community organisation, Kuranda Neighbourhood Centre (KNC) receives funding from and on behalf of the community to provide its services and activities. In order to ensure accountability and transparency in the management of this funding a process of checking and monitoring of income and expenditure must occur through internal and external audits. This policy outlines the processes to be used for these.

5.6 Payment of Employees

The purpose of this policy is to outline the principles and processes that support the payment of KNC employees.

5.7 Purchasing

The purpose of this policy is to ensure that KNC

- Abides by principles of sound financial management
 - Presents as a good corporate citizen by supporting local businesses.
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5.7.1 Reimbursement of Expenses

Management Committee members, staff or volunteers may occasionally be required to purchase items on behalf of Kuranda Neighbourhood Centre (KNC). This policy outlines the process to be followed for that person to be reimbursed for this.

5.8 Credit and Store Cards

The purpose of this policy is to:

- Ensure that organisational transactions are carried out as efficiently as possible through the use of credit and store cards.
- Guard against any possible abuse of organisational credit cards.

5.9 Petty Cash

Organisational assets held in their liquid (cash) form represent one of the highest risk areas in an organisation. The purpose of this policy is to outline the processes used to monitor the use of petty cash, to reduce this risk.

5.10 Investments

With much of its funding from government and other sources received in advance, Kuranda Neighbourhood Centre (KNC) has the opportunity to generate additional income through investment of excess funds. This policy outlines the processes used to undertake such investments in a manner that minimise risk and ensures transparency and accountability.

Section 6 - Service Delivery

6.1 Principles of Service Delivery

For our organisation to deliver high-quality services and activities to our clients, we must be attentive to their needs and strengths, and to the needs of their families and their communities.

Our service delivery policies describe how we take an organised and responsive approach to our core business — the way we assess the needs of each client, plan our individualised service responses including service closure, undertake activities, cooperate with other agencies, and review progress for our clients against their service plans.

Having clear, written procedures for the delivery of services provides clarity to our clients about what they can expect from us, within our resource constraints. Being focused on responsiveness to their needs and strengths at all stages of the delivery of a service helps us to assist each client to work towards the best possible resolution of their needs.

6.2 Client and Community Participation

The purpose of this policy is to outline the steps that the Kuranda Neighbourhood Centre (KNC) takes to ensure that clients are

- Involved in the development, evaluation and improvement of services, policies, etc.
- Involved in the recruitment of staff and volunteers
- Represented on committees, forums, etc.

6.3 Eligibility

Actively orientating our services to our target user group will ensure that appropriate services are provided to the people who need them. A necessary part of making our service accessible is having clearly stated and consistently

implemented eligibility criteria for assessing whether a person is eligible to access our services.

The purpose of this policy is to provide a clear understanding to Kuranda Neighbourhood Centre (KNC) staff, Committee members and the local community regarding who may access KNC services.

6.4 Requests for Service and Referrals

Actively orientating our services to our target user group will ensure that appropriate services are provided to the people who need them.

This policy helps us to:

- (a) Ensure we apply our eligibility criteria consistently and fairly
- (b) Keep appropriate records about our assessment of clients seeking a service
- (c) Maintain effective referral links with other agencies relevant to our target group
- (d) Make appropriate and successful referrals for clients who are not eligible for our service or who would benefit from other services.

6.5 Allocation

The purpose of this policy is to outline the procedures to be used to assess and prioritise the needs of clients who use various KNC services, in addition to setting out how those services are to be provided in the event that demand / need for Kuranda Neighbourhood Centre (KNC) services or activities exceeds the organisation's capacity to meet that demand or need.

6.6 Ending Service Delivery

The purpose of this policy is to outline the procedures required for when a client transitions to another service (usually external) in order to better meet their needs and to ensure that the resulting closure to their current service is

executed in an orderly and organised manner. It will also ensure that the organisation has a process of organised closure of the provision of service to individual clients.

6.7 Collaboration

Collaboration with other service agencies is an important way of ensuring that our clients have access to a full range of well-coordinated services to meet their individual needs, and that service provision is case managed to provide the best possible resolution of their needs.

Having clear procedures for collaboration assists our organisation to work productively with other agencies, ensures clear allocation of roles and responsibilities between us and our partner agencies, and enables us to maintain good working relationships that will benefit our clients.

The purpose of this policy is to outline the approach to be used by the Kuranda Neighbourhood Centre to build relationships with other services which KNC may collaborate with, and to guide the collaboration process.

6.7.1 Auspicing / Sponsoring Unincorporated Groups

As part of its commitment to the Kuranda community, KNC will consider requests to auspice or sponsor unincorporated organisations or projects. This policy outlines the conditions under which this relationship exists.

6.8 Records Management

The purpose of this policy is to ensure that the Kuranda Neighbourhood Centre (KNC) has processes in place to ensure the safe storage and timely and appropriate disposal of records. It is also intended to make sure that client permission is sought to keep files or other collections of their information.

6.9 Community Development and Community Education

For the Kuranda Neighbourhood Centre (KNC) to deliver high-quality community development and/or community education activities, it needs to assess its community development and / or community education priorities, plan for these initiatives, and consult appropriately with the relevant community/ies.

Having clear, written procedures for the planning and delivery of community development and/or community education provides clarity to the community about what they can expect from KNC within its resource constraints. Being focused on responsiveness to community needs and strengths at all stages of an initiative helps KNC to assist a community work towards the best possible resolution of their needs.

The purpose of this policy is to outline:

- How Kuranda Neighbourhood Centre assesses, prioritises and plans community development initiatives with people in the target group, and
- How KNC measures and evaluates the success or impact of community development activities including how feedback from participants and other stakeholders is gathered and analysed.

6.10 Developing New Programs and Activities

The underlying premise of neighbourhood centres is to be as responsive as possible to community needs. This can result in many requests and / or suggestions from the community for programs and activities to be provided by organisations such as Kuranda Neighbourhood Centre (KNC).

The purpose of this policy is to provide a framework for the development of new programs and activities. This will ensure that KNC remains responsive to community needs whilst remaining viable into the future.

Section 7- Planning and Evaluation

7.1 Vision, Mission, Values and Planning

Planning (strategic and operational) provides a framework for an organisation to use to provide direction and focus to the work undertaken. The purpose of this policy is to ensure the organisation maximises resources for achieving identified housing outcomes and the viability of the organisation.

7.2 Data Collection

The purpose of this policy is to ensure that sufficient, appropriate data is collected for the purposes of

- Providing reports to funding bodies that satisfy their requirements
- Informing planning processes such as strategic planning and budgeting.

7.3 Performance Monitoring and Reporting

Monitoring and reporting on how Kuranda Neighbourhood Centre Inc. (KNC) has performed provides KNC staff, volunteers, Management and members with the information necessary for them to identify required changes and plan improvements in the way they apply their resources and deliver services. This information also enables KNC to be accountable to its stakeholders and clients and to meet reporting obligations under its Service Agreements with the Department of Communities and other funding bodies.

The purpose of this policy is to ensure that Kuranda Neighbourhood Centre

- Complies with funding body requirements with respect to performance and the reporting of it, and
 - Remains transparent and accountable to its members and the wider community in terms of its performance as a community organisation.
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7.4 Evaluation

Evaluation is about worthwhileness. Evaluation attempts to answer questions about such matters as effectiveness, efficiency, adequacy and appropriateness of services.

Evaluating human services is not a simple task. It is complex. There are many uncertainties. Different people can have different views about the same events. People don't always tell the truth. The consequences of human services are usually hard to measure, count or pin down. There is plenty of room for self-delusion.

This policy attempts to provide a framework for the evaluation of KNC's services and activities that is rigorous and meaningful.

Section 8 - Clients Rights and Responsibilities

8.1 Client Service Charter

Kuranda Neighbourhood Centre (KNC) wants the people who use its services to be empowered by this experience. The Client Service Charter makes clear statements about the nature and standard of the service which will be provided to clients, and this assists clients to play an active role in decisions that affect their lives.

The purpose of this policy is to outline the process for

- Developing and reviewing the Client Service Charter
- Ensuring that clients are aware of the Charter

8.2 Client Complaints

Dealing well with complaints and appeals helps us to maintain and improve our service quality and ensure clients have their issues resolved. Complaints and appeals processes give clients a way of expressing any dissatisfaction with our service and of having their concern dealt with quickly and effectively. It also provides us with the opportunity to improve our service delivery. The procedures guide us in responding appropriately and fairly to complaints and to appeals.

The purpose of this policy is to deal with any matters regarding a complaint coming from clients of the Kuranda Neighbourhood Centre (KNC).

8.3 Access and Equity

Actively orientating Kuranda Neighbourhood Centre (KNC)'s services to our agreed target client group will ensure that appropriate services are provided to people who need them. This can be achieved by carefully defining our target client group and then identifying, minimising and, wherever possible, removing barriers to access.

It is the intention of Kuranda Neighbourhood Centre that all people in our target group have equal access to our services.

This policy seeks to ensure that no eligible person shall be denied access to activities, programs or support offered through the Kuranda Neighbourhood Centre.

8.4 Anti-discrimination

The purpose of this policy is to promote equality of opportunity for all people employed or seeking employment within the Port Douglas Community Services Network by protecting them from unfair discrimination in the workplace.

8.5 Privacy and Confidentiality

Kuranda Neighbourhood Centre (KNC) collects and holds personal information in order to ensure that the most effective services are provided to its clients. There must be trust by the client that KNC will hold shared information confidential. These guidelines describe the intentions of KNC in relation to client information and data, how personal information is stored and the purposes for which personal information is used and disclosed.

8.5.1 Access to Confidential Information

This policy's purpose is to ensure that Kuranda Neighbourhood Centre (KNC) stakeholders are aware of the processes to follow if a client wishes to access information held about them. It also outlines the procedure to be followed by clients to have records about them changed; how decisions regarding refusal to have records about them changed; and how an appeal may be made if the client does not agree with that decision.

8.6 Cultural Awareness

An essential skill in the provision of culturally appropriate services, cultural awareness entails an understanding of how a person's culture may inform their values, behaviour, beliefs and basic assumptions.

This policy outlines how KNC seeks to develop and demonstrate this understanding and to ensure services are delivered in a manner sensitive to the social and cultural values of the client and his/her support network.

8.7 Clients With Special Needs

The purpose of this policy is to ensure that people who have particular barriers to accessing services are not unnecessarily excluded from KNC's service delivery.

8.8 Client and Community Feedback

Feedback mechanisms are the starting point for the active engagement and participation of our clients and stakeholders in our service, leading to open and honest communication. Encouraging feedback provides an opportunity for people to praise or criticise our service. Feedback enables our staff and management to have insight into the experience of our clients and stakeholders. Feedback assists us to deliver appropriate and effective services and is an opportunity to continuously improve our services.

The purpose of this policy is to outline the approaches to be taken to ensure that decisions made with respect to planning, service delivery and evaluation are made with due consideration to individual and community feedback.

8.9 Choice and Self-reliance

The purpose of this policy is to outline the methods that the Kuranda Neighbourhood Centre (KNC) uses to make sure that:

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- Information is provided about any choices people may have in the way services are delivered.
 - How people are encouraged and able to participate in the development, implementation and review of the services they receive
 - How the preferences of people using KNC are heard and recorded
 - How client skills and motivation are used to enhance self-reliance and other opportunities for moving towards greater self-reliance are identified and recorded
 - How KNC ensures that it does not impose its own philosophy or values onto the client, and
 - How there is provision for a support person, where required, to participate in decisions and planning that affect them.
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Section 9 - Workplace Health and Safety

9.1 Workplace Health and Safety Obligations

The purpose of this policy is to ensure that all stakeholders are aware of their responsibilities in relation to maintaining the Kuranda Neighbourhood Centre (KNC) as a safe and healthy work environment.

9.2 Fire Safety

Kuranda Neighbourhood Centre (KNC) recognises the responsibility that it has to ensure the safety and well-being of the people who use the service as well as those who work there.

The purpose of this policy is to outline the processes to be used to minimise risk to service users and staff in the event of a fire.

9.3 First Aid

The purpose of this policy is to ensure that all stakeholders are aware of the process for receiving minor first aid treatment in the event of sustaining an injury whilst on Kuranda Neighbourhood Centre (KNC) property or involved in one of their activities.

9.4 Armed Hold Up

The purpose of this policy is to ensure that staff take all possible steps to keep themselves safe and free from harm in the event of a hold up.

9.5 Safe Lifting

Kuranda Neighbourhood Centre (KNC) recognises the responsibility that it has to ensure the safety and well-being of the people who use the service as well as those who work there.

This policy's purpose is to ensure that staff understand how to lift safely to reduce injury caused by unsafe lifting practices.

9.6 Outdoor Activities

Queensland has the highest rate of skin cancer in the world. Two out of every three Queenslanders will get some form of skin cancer in their lifetime.

Research suggests that at least two-thirds of all melanomas occurring in Australia could be prevented if children were protected from the sun during their first 15 years.

Skin damage including skin cancer, is the result of cumulative exposure to the sun. Research shows that severe sunburn contributes to skin cancer and other forms of skin damage such as sunspots, blemishes, and premature ageing. Most skin damage and skin cancer is therefore preventable.

Ultraviolet radiation (UVR) levels are highest during the hours between the hours of 10.00 am and 3.00 pm the hours that staff members, volunteers and young people may be participating in activities outside the centre building.

Kuranda Neighbourhood Centre (KNC) recognises the responsibility that it has to ensure the safety and well-being of the people who use the service as well as those who work there.

This policy aims to:

- Provide ongoing education that promotes personal responsibility for skin cancer prevention and early detection
 - Provide environments that support sun smart practices
 - Create an awareness of the need to reschedule work commitments and outdoor activities to support sun smart practices.
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9.7 Smoking in the Workplace

Indoor smoking bans inevitably force people to smoke outside. Therefore the number of people who tend to congregate immediately outside the entrances of buildings can be significant. Smoke drift can occur from these outdoor areas to indoor areas, and people entering and exiting from public buildings through these areas continue to be exposed to tobacco smoke.

There is now overwhelming evidence that passive smoking, the breathing in of other people's tobacco smoke, is harmful to people's health.

Employers have a duty of care under common law plus the *Workplace Health and Safety Act (1995)* to ensure the health and safety of all workers at work. To allow smoking at work conflicts with this legal obligation.

Since 1 January 2005 it is illegal to smoke anywhere within 4 metres of a non-residential building entrance. This policy outlines how KNC will ensure that it complies with the legislation to provide a healthy workplace for staff, volunteers, clients, Committee members and visitors.

9.8 Disposal of Syringes

Kuranda Neighbourhood Centre (KNC) recognises the responsibility that it has to ensure the safety and well-being of the people who use the service as well as those who work there.

The purpose of this policy is to outline the process to be used to ensure the safety of staff and service users in disposing of syringes found on KNC property.

9.9 Working under the Influence of Alcohol or Drugs

Kuranda Neighbourhood Centre has an obligation as an employer and a service provider to ensure the safety and well-being of its employees and clients.

The purpose of this policy is to outline KNC's position on staff being under the influence of illicit drugs and / or alcohols whilst undertaking their duties.

9.10 WH&S Audit

Kuranda Neighbourhood Centre has an obligation to provide a safe and healthy work environment for its staff and volunteers. Identification of existing or potential hazards is a major strategy in prevention of workplace-related health or safety problems.

This policy outlines KNC's approach to hazard identification and rectification through an annual audit.

9.11 Burglary

The purpose of this policy is to provide guidance to any staff member(s) as to their required actions in the event of a burglary at Kuranda Neighbourhood Centre (KNC) premises.

9.12 Infection Control

The purpose of this policy is to minimise the risk of cross-infection in the workplace as a result of germs or bacteria spreading through poor hygiene practices.

9.13 Workplace Bullying

This Workplace Bullying Policy aims to eliminate all forms of workplace bullying as such behaviour is contrary to our core values. It also assists

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- To outline the responsibilities of management, staff and volunteers in contributing to the achievement of a professional and productive work culture, which is characterised by the absence of harassing behaviours; and
 - To reinforce appropriate and ethical standards of workplace behaviour

9.14 Sexual Harassment

The purpose of this policy is

- To outline the responsibilities of management, staff and volunteers in contributing to the achievement of a professional and productive work culture, which is characterised by the absence of harassing behaviours; and
- To reinforce appropriate and ethical standards of workplace behaviour

9.15 Workplace Stress and Burnout

KNC recognises that the work that occurs through the Centre is sometimes stressful and may result in staff becoming burnt out or affected by other mental health issues. The purpose of this policy is to outline some strategies endorsed by KNC to reduce the impact of stress on our staff and volunteers.

9.16 Working Off-site

One of the most high risk activities undertaken by staff from the Kuranda Neighbourhood Centre (KNC) is to meet with clients away from the Centre premises. The purpose of this policy is to outline the strategies to be used by KNC to minimise the risk involved in such activities.

9.17 Aggressive or Angry Clients

The purpose of this policy is to ensure that staff respond to situations of aggressive or violent behaviours from clients in a manner that ensures their own safety and the safety of those involved.

9.18 Critical Incidents

The purpose of this policy is to outline the strategies that are used in the event of a critical incident to ensure the safety of clients, staff, volunteers and visitors to the Centre.

9.19 Minimum Safety Data Sheets (MSDS)

The purpose of this policy is to outline the purpose and use of Minimum Safety Data Sheets (MSDS).

9.20 Health and Safety Training

Many workplace injuries and accidents can be prevented through ensuring that staff and volunteers are familiar with basic workplace health and safety processes and approaches. This policy outlines Kuranda Neighbourhood Centre's commitment to ensuring that staff and volunteers are familiar with these approaches and processes.

Section 10 - Risk Management

10.1 Risk Management

Clients may experience or be dealing with the consequences of actual or potential harm during their involvement with our service. These incidents may be directly or indirectly related, or entirely unrelated, to Kuranda Neighbourhood Centre's service provision. Whatever the circumstances, Kuranda Neighbourhood Centre (KNC) has a responsibility to our clients, volunteers and staff to ensure their safety and prevent harm whenever this is possible.

It is essential therefore that we identify when and how harm might occur to our clients, volunteers and staff, and design appropriate harm prevention and minimisation strategies.

The purpose of this policy is to outline the methods used to identify and prevent or control risks that may be present for people using or working in Kuranda Neighbourhood Centre.

10.1.1 Risk Management – Child Safety

The purpose of this policy is to outline a framework that Kuranda Neighbourhood Centre (KNC) management and staff can use to

- Identify potential risks to staff, volunteers, clients and the organisation
- Assess the level of risk posed
- Develop strategies to either prevent the risk occurring or to minimise the impact of the risk should it occur

10.2 Responding to Suspicions of Harm Against Children

The purpose of this policy is to ensure that all staff and volunteers at Kuranda Neighbourhood Centre (KNC) have clear guidelines to assist them to respond

to suspicions or allegations of harm to children or young people accessing the service.

10.3 Blue Cards

The purpose of this policy is to outline the requirement for all staff and volunteers working with children and young people under the age of 18 to have a positive notice / Blue Card.

10.4 Responding to Clients at Risk of Suicide or Self-harm

The purpose of this policy is to provide some guidance to staff at Kuranda Neighbourhood Centre (KNC) who may be required to assist a person who is suicidal or at risk of engaging in self-harming behaviour.

10.5 Insurance

The purpose of this policy is to ensure that all relevant personnel are aware of Kuranda Neighbourhood Centre (KNC)'s obligations and requirements in terms of insurance coverage.

Section 11- Volunteers

11.1 Volunteers – Organisational Philosophy

Kuranda Neighbourhood Centre (KNC) relies heavily on the contribution of volunteers to provide the range of services and activities that it offers. The purpose of this policy is to outline the philosophy that underpins the use of volunteer workers within the Centre.

11.2 Volunteers Recruitment and Selection

Volunteers give their time and energy freely to the Kuranda Neighbourhood Centre (KNC) for the benefit of our clients. We have a responsibility to our volunteers and our clients to manage this relationship well, and to base this on an understanding of why we need volunteers and what they want to gain from the experience of volunteering with us.

It is important to design each volunteer job by identifying the tasks that need to be done and the competencies required to do them, and then select the people best suited to undertake the work. We also need to ensure that we meet all legal requirements and obligations under our funding agreements during the selection process for volunteers.

Clear policies and procedures covering volunteer recruitment and selection assist us to manage the process in the best interests of our organisation, our employees and volunteers, and ultimately our clients.

The purpose of this policy is to provide guidelines to KNC staff on the recruitment and selection of volunteers.

11.3 Volunteer Orientation

Kuranda Neighbourhood Centre (KNC) wants its clients to be satisfied with the services provided to them, and all service delivery, administrative and management tasks to be done with the highest levels of competence.

KNC's recruitment policy makes sure that when KNC engages a volunteer, they are suitably experienced and skilled to perform their role well. In every case, however, they need to be introduced to their new role and their new working environment, and sometimes introductory training in new skills is required.

KNC's Volunteer Orientation Policy is an essential component of the way a highly competent and committed work team is fostered.

11.4 Volunteer Support and Supervision

Without appropriate guidance and support, volunteers cannot do their jobs effectively. Employers have a responsibility to provide their volunteers with appropriate management and support.

As an organisation with an active volunteering program, Kuranda Neighbourhood Centre (KNC) needs effective ways to communicate with its volunteers about what they do, how well they are doing it, and whether they are happy with how things are going.

KNC's volunteer support policy puts in place guidelines for how we monitor the performance of individual volunteers (and the teams they work in) and provide appropriate feedback and support.

11.5 Volunteer Training and Development

Kuranda Neighbourhood Centre (KNC) wants its clients to be satisfied with the services provided to them, and all service delivery, administrative and management tasks to be done with the highest levels of competence.

Other policy areas make sure that when KNC engages a volunteer, they are suitably experienced and skilled to perform their role well and then receive appropriate induction. KNC recognises that the working environment and the demands placed on volunteers change over time, and that opportunities to improve knowledge and develop skills are important to enhance job satisfaction and job performance.

KNC's Volunteer Training and Development policy is an important part of how it fosters a highly competent and committed work team.

11.6 Volunteer Recognition

Volunteers are the foundation of Kuranda Neighbourhood Centre's services. Without them, providing KNC's programs and activities would be almost impossible.

The purpose of this policy is to outline the tangible ways that KNC formally and informally recognises the contributions of their volunteers.

11.7 Student Placements

Kuranda Neighbourhood Centre (KNC) is committed to providing opportunities for people undertaking studies in relevant fields to complete the "on-the-job" or practical component with KNC.

The purpose of this policy is to outline the processes to be followed for such placements.

11.8 Community Service Workers

The purpose of this policy is to provide some guidance to staff and Management regarding the management and supervision of Community Service Workers from the Department of Corrections.

Section 12- Staff Recruitment and Selection

12.1 Employee Recruitment

It is important to ensure that for each position in Kuranda Neighbourhood Centre (KNC) there is a clear description of the tasks that need to be done and the competencies required to do them, and to then employ the people best suited to undertake the work. KNC also needs to ensure that they meet all legal requirements of employers, and obligations under funding agreements during the recruitment process for employees.

Clear policies and procedures covering recruitment assist KNC to manage the process in the best interests of the organisation as employer, the people who work in it, and ultimately the people who use the service.

12.2 Employee Selection

The purpose of this policy is to provide staff and Management Committee with guidelines for selecting employees for paid work with the Kuranda Neighbourhood Centre (KNC).

12.3 Equal Employment Opportunity (EEO) and Anti-discrimination

The purpose of this policy is to specify procedures to ensure that staff selection and promotion practices within the Kuranda Neighbourhood Centre (KNC) are based solely on merit and are not negatively influenced by factors such as disability, ethnicity, gender, age, religious belief or political affiliations.

The policy has been framed around equal opportunity principles as they are specified in the *Disability Discrimination Act (1992)*, *Sex Discrimination Act (1984)*, *Racial Discrimination Act (1984)*, *Human Rights and Equal Opportunity Commission Act (1986)* and the *Anti-discrimination Act (1991)*.

This policy applies to all of the organisation's programs and activities.

The Equal Employment Opportunity and Anti-discrimination policy at KNC will ensure that its structures and practices are free from direct and indirect discrimination. It refers to all phases of employment including selection and appointment, promotion, training, and terms and conditions of employment. KNC has established policies and procedures that provide a basis for respecting and valuing the diversity of staff by its commitment to prevent and eliminate discrimination on the grounds specified by the various Acts.

12.4 Employee Orientation

The purpose of this policy is to ensure that new Kuranda Neighbourhood Centre (KNC) staff members receive an orientation to the organisation that will assist them to comfortable and supported in the workplace.

Section 13 - Position Descriptions and Conditions of Employment

13.1 Position Descriptions

The purpose of this policy is to outline the processes regarding the distribution and review of staff position descriptions.

13.2 Employment Contracts

The purpose of this policy is to outline the contents of and process for formalising staff employment contracts.

13.3 Probation

The purpose of this policy is to provide a framework for the use of probationary periods of employment within KNC.

13.4 Employee Code of Conduct

As an organisation, KNC wishes to be publically acknowledged as ethical, professional and principled. The Employee Code of Conduct document outlines the standard of conduct expected by all Kuranda Neighbourhood Centre (KNC) staff. This policy outlines the processes used for developing this Code, ensuring that all staff are aware of and comply with it and how it is reviewed.

13.5 Overtime and Time off in Lieu (TOIL)

It is a feature of the Community Services sector that employees may often be asked to work hours over and above those stipulated in their Position Descriptions. The purpose of this policy is to outline how this process will be managed in a manner that ensures that Kuranda Neighbourhood Centre (KNC) can provide a quality service to the clients who use it, whilst still showing due concern for the well-being of staff members.

13.6 Use of Own Vehicle and Vehicle Allowance

Whilst Kuranda Neighbourhood Centre (KNC) has a vehicle which can be used for work-related trips and tasks, there may be instances where staff may be required to use their own vehicles for work-related activities. This policy outlines the process to be used to ensure that staff are not left financial disadvantaged through doing this.

13.7 Leave

This policy outlines the entitlements for paid leave, as well as the guidelines for making an application for leave.

13.8 Staff Use of KNC Resources

KNC has acquired a considerable amount of organisational assets since it began operating. This policy outlines the policy on staff, volunteers and Committee's private use of these assets and the procedures to be followed to ensure that assets are always available in good working order for official organisational use.

13.9 Personnel Records

KNC, as an employer, creates and maintains records of all employees. This policy outlines what information will be kept, who may access personnel files and how that access is managed in a way that preserves staff privacy and confidentiality.

Section 14 - Staff Management and Development

14.1 Employee Reporting

As a community owned and Government-funded organisation, Kuranda Neighbourhood Centre (KNC) must ensure that it has processes in place that allow all paid staff to report on the outcomes that they have achieved on a regular basis.

This policy outlines who these reports are to go to and what information they will contain.

14.2 Higher Duties

In a relatively small organisation such as the Kuranda Neighbourhood Centre (KNC) it is necessary to have clear processes in place as to how work is to continue whilst various staff members are on leave. These processes can double as an opportunity for existing KNC staff members to gain professional development by undertaking higher duties and assist with future succession planning.

The purpose of this policy is to outline how these processes occur.

14.3 Employee Support and Supervision

Work in the community services field has inherent stresses due to lack of resources and the nature of issues which are clients may present with. It is essential that people working in this field receive support and supervision to develop and maintain skills and positive mental and physical health.

Supervision and support are important to ensure that staff are supported in their work and that their work is carried out effectively. Additionally, supervision sessions provide an opportunity to follow through on staff development issues noted in staff performance appraisals.

The purpose of this policy is to ensure that staff have access to adequate supervision and to feel supported.

14.4 Employee Performance Appraisals

Without appropriate support and guidance, employees cannot do their jobs effectively. Employers have a responsibility to provide their employees with appropriate management and support.

As an employer, Kuranda Neighbourhood Centre (KNC) needs effective ways to communicate with the people who work for us about what they do, how well they are doing it, KNC's expectations and requirements of their work performance, and their perspective on how they are working.

This employee performance appraisal policy puts in place guidelines for how KNC establishes appropriate work goals for each individual and team, monitor the performance of individual employees and the teams they work in, provide feedback to employees, and provide opportunities for resolving any problems employees or their managers identify.

14.5 Employee Performance Management

This policy outlines the principles which underpins performance management and outlines processes for ensuring that a high standard of performance comes from KNC staff.

14.5 Staff Training, Education and Development

Kuranda Neighbourhood Centre (KNC) wants its clients to be satisfied with the services provided to them, and all service delivery, administrative and management tasks to be done with the highest levels of competence.

Other policy areas ensure that when someone is employed they are suitably experienced and skilled to perform their role well and then receive appropriate induction. KNC recognise that the working environment and the demands placed on employees change over time, and that opportunities to improve knowledge and develop skills are important to enhance job satisfaction and job performance.

Our training and development policy is an important part of how we foster a highly competent and committed work team. The purpose of this policy is to outline KNC's position on training and development of its workforce.

The purpose of this policy is to set out procedures for the organisation to meet its commitment to staff development and training. It applies to all staff, programs and activities of KNC.

14.6 Employee and Volunteers Disputes and Grievances

Employers have a responsibility to provide their employees and volunteers with appropriate ways to resolve complaints and disputes involving them. As an employer, Kuranda Neighbourhood Centre (KNC) needs effective ways to resolve disputes with and between its employees and volunteers, and to minimise the adverse effects on the employees and volunteers concerned and on clients and others in the organisation. As far as possible, KNC also needs to ensure a positive outcome for any complaint or dispute.

Effective guidelines for how KNC provides opportunities for resolving any problems employees or volunteers may have, and how KNC deals with concerns about conduct, will assist all stakeholders to act fairly and maximise the likelihood of positive resolutions to these issues.

The purpose of this policy is to provide a framework for the resolution of disputes between staff members or volunteers at Kuranda Neighbourhood Centre or between staff members / volunteers and the Management Committee.

14.7 Misconduct

The purpose of this policy is to:

- Define what constitutes misconduct and serious misconduct
- Clearly state KNC's position on employee misconduct
- Outline a process for dealing with staff misconduct.

14.8 Employee Termination and Exit

The purpose of this policy is to outline the processes for termination of employment at KNC, either instigated by KNC or the employee, and the necessary exit procedures.

Section 15 - Asset Management

15.1 Asset Management

An asset management policy guides how organisations purchase and maintain equipment and other assets. This ensures that purchases are made wisely, making the best use of available resources, and provides protection for these investments by insuring and maintaining them in good working order.

In managing its assets well, Kuranda Neighbourhood Centre Inc. (KNC) also provide accountability to its members for the use of organisational funds and to funding providers for assets they have funded.

15.2 Computer / Internet Usage

Because of the potential for misuse of computer equipment and internet access it is important to outline the limitations for this use by Kuranda Neighbourhood Centre (KNC) staff and volunteers. The purpose of this policy is to outline these limitations.

15.5 Intellectual Property

As a community-owned, non-profit organisation, the Kuranda Neighbourhood Centre (KNC) recognises that its resources must be used for the express purpose of its mission and must be allocated wisely. This policy supports KNC's mission while it encourages and supports the intellectual property rights of staff, volunteers and members of the Association, including its facilities, equipment, and all other resources.

15.4 Vehicles

The purpose of this policy is to ensure that Kuranda Neighbourhood Centre (KNC) vehicles are maintained in good condition and are available for use by KNC staff as often as possible.

Section 16 - Administration and Office Procedures

16.1 Correspondence

In an organisation such as KNC, it is important that a record of inward and outward correspondence be maintained to ensure that incoming and outgoing information is tracked and losses or misplaced items minimised. This policy outlines the process to be followed to ensure this.

16.2 Keys

The purpose of this policy is to outline the process to be followed to ensure that all keys to KNC premises and other assets are accounted for and security of these assets are not compromised.

16.3 Telephone Messages

The purpose of this policy is to outline the process to be used to ensure that KNC staff, volunteers and Management Committee members receive telephone messages accurately and in a timely manner.

16.4 Opening and Closing

As a community-owned organisation with a commitment to the principles of access and equity, Kuranda Neighbourhood Centre (KNC) endeavours to have its opening hours at times that meet the needs of the Port Douglas region, whilst recognising that it has limited resources which must be carefully managed. The purpose of this policy is to outline how decisions about opening hours are arrived at and reviewed and the procedures for opening and closing the Centre and other KNC programs.

16.5 Centre Hirers

Kuranda Neighbourhood Centre is a valuable community asset, providing a comfortable, centralised and safe meeting place for community members. This

policy outlines the process adopted by KNC to facilitate the use of the Centre by community groups and professional services.

Section 17- Program Specific Policies

17.1 Emergency Relief

Kuranda Neighbourhood Centre distributes Emergency Relief assistance to assist people in dire financial need. The purpose of this policy is to outline the principles and standards that underpin this program and to provide guidelines for equitable, socially just distribution.