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PROFESSIONAL CONDUCT AND GOVERNANCE POLICY

Introduction

Governance is concerned with the systems and processes that ensure the overall direction, effectiveness, supervision and accountability of the Foundation.

Board members take ultimate responsibility for the governance of the Foundation. However, governance is not a role for the Board and Board members alone. Governance is also concerned with the way the Board works with staff (where appointed), volunteers, service users, members and other stakeholders to ensure the Foundation is effectively and properly run and meets the needs for which it was set up.

Purpose

The Professional Conduct and Governance Policy is intended to clarify the content of the Foundation's Rules by making explicit the underlying principles of governance approved by the Foundation.

Policy

1. The Board of the Foundation is a representative and collective body.
 - a. It is representative in that no member can be mandated by any external constituency to adopt a particular position if they do not believe it to be in the best interests of the Foundation. Whatever the constituency of any member, all members are committed to acting selflessly and making decisions and voting on governance decisions solely in the best interests of the Foundation.
 - b. It is collective in that while each member should put their point of view and has the right to argue for that point of view and to vote for that position, once a collective decision has been taken Board members are required to support that decision.
2. The function of the Board of the Foundation is to collectively ensure the delivery of its objects, to set its strategic direction, and to uphold its values. The Board should collectively be responsible and accountable for ensuring and monitoring that the Foundation is performing well, is solvent, and is complying with all its legal, financial, and ethical obligations. The responsibilities of the Board that cannot be delegated to any other person or body include
 - a. Compliance monitoring – ensuring compliance with the objects, purposes and values of the Foundation, and with its constitution;
 - b. Organisational governance – setting or approving policies, plans and budgets to achieve those objectives, and monitoring performance against them;
 - c. Strategic planning – reviewing and approving strategic direction and initiatives;
 - d. Regulatory monitoring – ensuring that the Foundation complies with all relevant laws, regulations and regulatory requirements;
 - e. Financial monitoring – reviewing the Foundation's budget, monitoring management and financial performance to ensure the solvency, financial strength and good performance of the Foundation;

- f. Financial reporting – considering and approving annual financial statements and required reports to government;
 - g. Organisational structure – setting and maintaining a framework of delegation and internal control;
 - h. Leadership selection – selecting, evaluating the performance of, and if necessary dismissing the Foundation’s Chief Executive Officer (CEO) (if appointed);
 - i. Succession and remuneration planning – planning for Board, CEO and executive succession, and determining senior management remuneration;
 - j. Risk management – reviewing and monitoring the effectiveness of risk management and compliance in the Foundation; agreeing or ratifying all policies and decisions on matters which might create significant risk to the Foundation, financial or otherwise;
 - k. Dispute management – dealing with and managing conflicts that may arise within the Foundation, including conflicts arising between Board members, staff, the CEO, members, volunteers, or service users;
 - l. Social responsibility – considering the social, ethical and environmental impact of all activities and operations and ensuring that these are acceptable;
 - m. Board performance and composition – evaluating and improving the performance of the Board.
3. **Relationship with management.** The Board should focus on the strategic direction and the core policies of the Foundation, and avoid becoming involved in day-to-day operational decisions. Where individual Board members do need to become involved in operational matters, they should separate their strategic role (where they operate independently of any direction) from their operational role (where they act at the direction of management).

Procedures

- 4. **Internal controls.** The Board should set and maintain standing orders, policies and procedures, and systems of financial control, internal control, and performance reporting. The Board should ensure that there is a system for the regular review of the effectiveness of its financial control, internal control, performance reporting, and policies and procedures.
- 5. **Managing risk.** The Board should undertake a full risk assessment (either periodically or on a rolling basis) and take appropriate steps to manage the Foundation’s exposure to significant risks. The Board must regularly review the risks to which the Foundation is subject, and take action to mitigate risks identified.
- 6. **Board review.** The Board should ensure that there is a system for the regular review of its own effectiveness in meeting its responsibilities.

Responsibilities

- 7. It shall be the responsibility of the Board to establish and maintain standing orders, policies and procedures, and systems of financial control, internal control, and performance reporting.

8. It shall be the responsibility of the Board to clearly demarcate and delegate the functions of any sub-committees, officers, the CEO (if appointed), and other staff and agents.
9. It shall be the responsibility of the Chair to address key management and operational issues within the direction and the policies laid down by the Board, including:
 - a. Developing and implementing organisational strategies and making recommendations to the Board on significant strategic initiatives;
 - b. Making recommendations for the appointment of staff, determining terms of appointment, evaluating performance, and developing and maintaining succession plans for staff;
 - c. Maintaining an effective risk management framework;
 - d. Managing day-to-day operations in accordance with agreed standards for social, ethical and environmental practices.
10. It shall be the responsibility of the Treasurer to develop the annual budget and managing day-to-day operations within the budget.
11. It shall be the responsibility of the Treasurer to keep the Board and regulators informed about any developments with a material impact on the Foundation's performance.

CODE OF ETHICS

Introduction

The Board is committed to ethical conduct in providing the best possible service to the community. This policy has been developed to provide an ethical framework for all Board Members, Staff and Volunteers at the Foundation.

This policy applies to the Board, casual, permanent and contract staff and volunteers.

Purpose

The purpose of this policy is to identify the Foundation's position on ethics and proper practice and to document the standards expected in providing a service to the community.

Policy

1. The Board and staff of the Foundation have a legal and moral responsibility to manage the Foundation in the best interests of the community it serves. The Board and staff will demonstrate professional ethical behaviour at all times – in their responsibilities to the Foundation, in their professional relationships with each other, and in their professional service to the community – and will be required to adhere to this code of ethics.
2. The Board shall:
 - a. Be diligent, attend Board meetings and devote sufficient time to preparation for meetings to allow for full and appropriate participation in the Board's decision-making.
 - b. Observe confidentiality relating to non-public information acquired by them in their role as Board Members and not disclose such information to any other person.
 - c. Meet regularly to monitor the performance of management and the Foundation as a whole. To do this the Board will ensure that appropriate monitoring and reporting systems are in place and that these are maintained and utilised to provide accurate and timely information to the Board. [Refer to **Professional Conduct and Governance Policy** for more information.]
 - d. Ensure there is an appropriate separation of duties and responsibilities between itself and senior management and that no individual has unfettered powers of decision-making. [Refer to **Professional Conduct and Governance Policy** for related information.]
 - e. Ensure that the independent views of Board members are given due consideration and weight.
 - f. Ensure that stakeholders are provided with an accurate and balanced view of the Foundation's performance, including both financial and service provision.
 - g. Regularly review its own performance as the basis for its own development and quality assurance. Individual Board Members should also review their own performance with a view to ensuring a suitable contribution to Board deliberations and decision-making and, if found lacking, should either pursue training or assistance to improve their performance, or resign.
 - h. Carry out its meetings in such a manner as to ensure fair and full participation of all Board members.

- i. Ensure that the Foundation's assets are protected through a suitable risk management strategy.
 - j. Ensure that personal and financial interests do not conflict with the duty to the Foundation. [Refer to **Conflict of Interest Policy** for more information.]
3. Staff (paid and unpaid) shall:
- a. Publicly and privately support the Foundation and each other, acknowledging the strengths and weaknesses of others and acting with courtesy and respect.
 - b. Act honestly and in good faith at all times in the interests of the Foundation and objects, ensuring that all stakeholders, particularly those who are recipients of services, are treated fairly according to their rights.
 - c. Perform their duties as best they can, taking into account their skills, experience, qualifications and position. They shall act in a safe, responsible and effective manner.
 - d. Be punctual and reliable in their attendance and adhere to their prescribed and authorised hours of duty.
 - e. Comply with the prescribed terms and conditions of their employment or engagement.
 - f. Record their attendance for duty in the manner prescribed.
 - g. Notify the Foundation of any inability to attend duty as early as possible so as not to inconvenience others or delay the work of the Foundation.
 - h. Carry out their duties in a lawful manner and ensure the Foundation carries out its business in accordance with the law, and recognise both legal and moral duties of their role.
 - i. Respect and safeguard the property of the Foundation, the public and colleagues; and observe safe work practices so as not to endanger themselves or others. [Refer to **Occupation Health and Safety Policy** for more information.]
 - j. Maintain confidentiality regarding any information gained through their work and not divulge personal information or the address or phone numbers of Staff, Board or service users. [Refer to **Privacy Policy** for additional information.]
 - k. Ensure that all transactions, agreements and records that flow from relationships with the Foundation's stakeholders will be accurately and openly recorded in the Foundation's books and records, and no entries will be made which obscure the true nature of a transaction.
 - l. Ensure that the Foundation will market its services with integrity and accuracy.
 - m. Ensure that personal and financial interests do not conflict with the duty to the Foundation.
 - n. Undertake no personal or business activities for personal gain while at the Foundation or while conducting business of the Foundation. Procedures associated with such activities will not be carried out on the Foundation's computers without open and express permission of a higher authority.
 - o. Work within the Foundation's policies and principles.

- p. Discuss issues where appropriate with other staff and Board members to determine whether or not a contemplated action is ethical.

Responsibility

- 4. The Chair is responsible for the implementation and review of this policy.
- 5. All Board members, casual, permanent and contract staff and volunteers are responsible for adhering to all applicable clauses.

CONFLICT OF INTEREST POLICY

Introduction

The Board of the Foundation is committed to high standards of ethical conduct and accordingly places great importance on making clear any existing or potential conflict of interest.

Purpose

This policy has been developed to provide a framework for all Board Members in declaring conflicts of interest.

Policy

1. The Board places great importance on making clear any existing or potential conflicts of interest. All such conflicts of interest shall be declared by the member concerned and documented in the Board Conflicts of Interest Register. A Board member who believes another Board member has an undeclared conflict of interest should specify in writing the basis of this potential conflict.

Procedure

2. Members shall declare any conflicts of interest either at the start of the Board meeting concerned or when a relevant issue arises. The nature of this conflict of interest should be entered into the meeting minutes. The interest should also be documented in the **Conflict of Interest: Checklist for the Chair**.
3. Where a conflict of interest or potential conflict of interest is identified and/or registered, the Board member concerned shall leave the room as soon as that item comes up for discussion. The concerned Board member shall not vote on that issue, nor initiate or take part in any Board discussion on that topic (either in the meeting or with other Board members before or after the Board meetings), unless expressly invited to do so by unanimous agreement by all other members present.
4. If a person declares themselves to have existing or potential conflict of interest confidentiality will be respected. If a person alleges that another person has a conflict of interest, whether existing or potential, and if the Board cannot resolve this allegation to the satisfaction of both parties the matter shall be referred to the Chair. The Chair will make a recommendation to the Board as to what action shall be taken.
5. Examples of conflict of interest could be (but are not limited to):
 - a. When a Board member or his/her immediate family or business interests stands to gain financially from any business dealings, programs or services of the Foundation.
 - b. When a Board member him or herself offers a professional service to the Foundation.
 - c. When a Board member stands to gain personally or professionally from any insider knowledge if that knowledge is used to personal advantage.
 - d. Where a Board member has a role on the governing body of another organisation, where the activities of that other body may be in direct conflict or competition with the activities of the Foundation.

Conflict of Interest: Checklist for the Chair

Introduction

This checklist is to be used by the Chair of the Board of the Foundation each meeting to record conflicts of interest identified by Board members. Completed checklists should be stored with the minutes of each meeting.

The checklist should be used in conjunction with the Board **Conflict of Interest Policy**.

Purpose

This checklist has been developed to provide consistency in documentation of conflicts of interest relating to Board meetings.

Following the opening of the meeting ask all the members to declare any potential conflict of interest arising out of any of the issues to be put to the meeting.

Date of Meeting: / /20

Name of Member: _____

Issue of Conflict: _____

Note the disclosure of the conflict of interest and the decision of the Board on how to deal with this conflict.

Record Response _____

Ensure that the minutes record the declaration of interests declared at this meeting.

Dated the _____ day of _____ 20__

Signed: _____ Position: _____

WORKPLACE OCCUPATIONAL HEALTH & SAFETY POLICY

Introduction

The Foundation and its senior management are committed to ensuring the health, safety and welfare of the working environment for its staff, volunteers, contractors and visitors. As a consequence of this, the Foundation encourages all of its staff to regard accident prevention and working safely as a collective and individual responsibility.

Purpose

The purpose of this policy is to ensure staff members and volunteers are aware of their responsibilities as employees/volunteers of the Foundation and under associated legislation, and are committed to ensuring the health and well-being of staff, volunteers, contractors and visitors. In fulfilling this responsibility, all members of the Foundation have a duty to provide and maintain, so far as practicable, a working environment that is safe and without risks to health.

Policy

1. The Foundation recognises its moral and legal responsibilities to provide a safe and healthy work environment for its employees, volunteers, contractors and visitors. The Foundation further endeavours to ensure that their operations do not place the wider community at risk of injury or illness.
2. The Foundation is committed to:
 - a. Undertaking risk management activities to adequately manage risks to persons in the work environment, including review of changes to work methods and practices;
 - b. Compliance with all relevant legislation standards, and other requirements to which the Foundation subscribes;
 - c. Ensuring that all plant, equipment and substances are safe and without risk to health when used in accordance with standard operating procedures;
 - d. Maintaining safe systems of work, the work premises and the work environment, including systems to adequately manage emergency response;
 - e. Providing adequate facilities to protect the welfare of all employees;
 - f. Providing appropriate OH&S training to all employees and volunteer workers;
 - g. Providing information and supervision for all staff and students enabling them to work and study in a safe and healthy manner;
 - h. Consulting with all employees and contractors to enhance the effectiveness of the OH&S Management System;
 - i. Providing adequate resources to facilitate the fulfilment of the Foundation's OH&S responsibilities;
 - j. Regularly reviewing and evaluating Health and Safety Management systems, including audits and workplace inspections;
 - k. Establishing measurable objectives and targets to ensure continued improvement aimed at elimination of work-related injury and illness.

3. If required by State Legislation, the Foundation will establish and maintain an Occupational Health and Safety Committee.

Responsibilities

4. The Chair as the responsible officer will be accountable for providing a healthy and safe workplace for employees and will ensure adequate resources are provided to meet the health and safety objectives and implement supporting strategies. In particular, the Chair will ensure:
 - a. appropriate health and safety policies and procedures are developed and implemented to enable the effective management of health and safety and control of risks to health and safety;
 - b. mechanisms are provided which enable the identification, development, implementation and review of appropriate health, safety and welfare related policies and procedures;
 - c. mechanisms are provided to enable employees and their representatives to be consulted on any proposals for or changes to the workplace, work practices, policies or procedures which may affect the occupational health, safety and welfare of employees;
 - d. managers are provided with the necessary knowledge and skills to effectively enable them to carry out their health and safety responsibilities;
 - e. mechanisms are provided to enable the assessment of managers' and supervisors' health and safety performance;
 - f. occupational health and safety performance is an integral component of the Foundation's business and financial plans;
 - g. mechanisms are provided to regularly monitor and report on health and safety performance;
 - h. annual health and safety strategic plans are developed and implemented to meet health and safety objectives;
 - i. Occupational Health and Safety Policy is reviewed annually to ensure it remains accurate and in line with legislative requirements.
5. The Resident Donor Representative will be held accountable for coordinating the Foundation's management of health and safety on behalf of the Chair. The Resident Donor Representative shall:
 - a. coordinate the identification, development, implementation and review of health and safety-related policies and procedures;
 - b. assist managers and supervisors in the identification, assessment and selection of measures to control hazards and risks to health and safety;
 - c. assist Managers and Supervisors in monitoring and evaluating hazards and risk control measures;
 - d. assist Managers and Supervisors in the identification, development and provision of appropriate health and safety-related information, instruction and training;
 - e. monitor and advise on legislative and technical changes relating to health and safety;

- f. monitor and provide regular reports to the Chair on the Foundation's occupational health and safety performance;
 - g. support employees to follow policies and safe work procedures developed.
 - h. ensure:
 - i. relevant health and safety policies and procedures are effectively implemented;
 - ii. all risks to health and safety are identified, assessed and effectively controlled;
 - iii. the effectiveness of risk control measures are regularly monitored and deviations from standards rectified;
 - iv. supervisors and employees have adequate knowledge and skills to carry out their health and safety responsibilities;
 - v. employees and their representatives are consulted on any proposals for or changes to the workplace, work practices, policies or procedures which may affect the health and safety of employees;
 - vi. all incidents within their area of control are reported and investigated, and basic cause and control strategies are identified.
6. Supervisors or persons with supervisory responsibilities will be held accountable for working conditions under their control to ensure:
- a. relevant health and safety policies and procedures are implemented in their areas of control;
 - b. all risk control measures in their areas of responsibility are implemented, regularly monitored and maintained;
 - c. employees under their control are provided with the necessary information, instruction and training to effectively and safely carry out their jobs.
7. Employees have a legal duty to take care to protect their own health and safety and to avoid adversely affecting the health and safety of any other person. Employees and Volunteers have a responsibility to:
- a. report any incident or hazards at work to their manager or supervisor;
 - b. carry out their roles and responsibilities as detailed in the relevant health and safety policies and procedures;
 - c. obey any reasonable instruction aimed at protecting their health and safety while at work;
 - d. use any equipment provided to protect their health and safety while at work;
 - e. assist in the identification of hazards, the assessment of risks and the implementation of risk control measures;
 - f. consider and provide feedback on any matters which may affect their health and safety;
 - g. ensure they are not affected by alcohol or another drug which may endanger their own or any other persons' health and safety.
8. Contractors and visitors to the Foundation are required to:

- a. comply with the occupational health and safety policies, procedures and programs established by the Foundation;
- b. observe directions on occupational health and safety from designated officers of the Foundation.

Review of Policy

- 9. The Occupational Health and Safety policy will be reviewed annually by the Board. The review will involve assessing the effectiveness of the policy and program by such means as:
 - a. reviewing overall health and safety performance; and
 - b. monitoring the effectiveness of policies and procedures.

Dissemination of Policy

- 10. The Occupational Health and Safety Policy and related procedures shall be displayed in the workplace and all employees and volunteers will be provided with a copy through their supervisor. New employees will be provided with a copy of the policy as part of their induction.
- 11. The Policy will be reviewed on an annual basis to ensure it remains compliant with the relevant State legislation.

Useful Information

- 12. For further information regarding Occupational Health and Safety, please refer to:

STATE	LINK
Vic	http://www.workcover.vic.gov.au
Qld	http://www.workcover.qld.gov.au
Canberra	http://www.workcover.act.gov.au
NSW	http://www.workcover.nsw.gov.au
NT	http://www.worksafe.nt.gov.au/
Tas	http://www.workcover.tas.gov.au/
SA	http://www.workcover.com
WA	http://www.workcover.wa.gov.au

Occupational Health and Safety: Staff Acknowledgement Form

Employee Name: _____

I have received, read and understood the Occupational Health and Safety Policy issued
on _____.(Date)

Completed form to be filed in employee's personnel file

PRIVACY POLICY

Introduction

The Board of the Foundation is committed to protecting the privacy of personal information which the Foundation collects, holds and administers. Personal information is information which directly or indirectly identifies a person.

Purpose

The purpose of this policy is to provide a framework for the Foundation in dealing with privacy considerations.

Policy

1. The Foundation collects and administers a range of personal information for the purposes of providing services under its Objects. The Foundation is committed to protecting the privacy of personal information it collects, holds and administers.
2. The Foundation recognises the essential right of individuals to have their information administered in ways which they would reasonably expect – protected on one hand, and made accessible to them on the other. These privacy values are reflected in and supported by our core values and philosophies.
3. The Foundation is bound by the Tasmanian *Personal Information Protection Act 2004*, as well as other laws, which impose specific obligations when it comes to handling information. The Foundation has adopted the respective Privacy Principles contained in the Tasmanian *Personal Information Protection Act 2004* as minimum standards in relation to handling personal information.
4. In broad terms this means that the Foundation:
 - a. Collects only information which the Foundation requires for its primary function;
 - b. Ensures that stakeholders are informed as to why we collect the information and how the Foundation administers the information gathered;
 - c. Uses and discloses personal information only for the Foundation's primary functions or a directly related purpose, or for another purpose with the person's consent;
 - d. Stores personal information securely, protecting it from unauthorised access; and
 - e. Provides stakeholders with access to their own information, and the right to seek its correction.
5. The Foundation will adhere to the Procedures outlined below.

Procedures

Collection

6. The Foundation will:
 - a. Only collect information that is necessary for the performance and primary function of the Foundation.
 - b. Notify stakeholders about why the Foundation collects the information and how it is administered.
 - c. Notify stakeholders that this information is accessible to them.

Use and Disclosure

7. The Foundation will:
 - a. Only use or disclose information for the primary purpose for which it was collected or a directly related secondary purpose.
 - b. For other uses the Foundation will obtain consent from the affected person.

Data Quality

8. The Foundation will take reasonable steps to ensure the information it collects is accurate, complete, up-to-date, and relevant to the functions the Foundation performs.

Data Security and Retention

9. The Foundation will safeguard the information it collects and stores against misuse, loss, unauthorised access and modification.

Openness

10. The Foundation will:
 - a. Ensure stakeholders are aware of the Foundation's Privacy Policy and its purposes.
 - b. Make this information freely available in relevant publications and on the Foundation's website.

Access and Correction

11. The Foundation will ensure individuals have a right to seek access to information held about them and to correct it if it is inaccurate, incomplete, misleading or not up-to-date.

Anonymity

12. The Foundation will give stakeholders the option of not identifying themselves when completing evaluation forms or opinion surveys.
13. The Foundation will ensure that all members of staff are entitled confidentially to bring to the attention of the Board evidence of misconduct on the part of anyone associated with the Foundation. All reports must be channelled through the Chair (unless it is an issue concerning the Chair, which should be taken directly to another member of the Board).

Making information available to other service providers

14. The Foundation:
 - a. Can only release personal information about a person with that person's expressed permission. For personal information to be released, the person concerned must sign a release form.
 - b. Can release information to third parties where it is requested by the person concerned.

Confidentiality in Reporting Misconduct

15. The Foundation enables staff confidentially to bring to the attention of the governing body evidence of misconduct on the part of anyone associated with the Foundation.
16. All reports must be channelled through the Chair unless it is an issue concerning the Chair which should be taken directly to another member of the Board.

Responsibility

17. The Foundation's Board is responsible for monitoring this policy.
18. The Foundation's Board and all staff members, contractors and volunteers are responsible for the implementation of this policy.
19. The Foundation's Public Officer is responsible for monitoring changes in Privacy legislation and for reviewing this policy as and when the need arises.

STAFF RECRUITMENT POLICY

Purpose

The Staff Recruitment Policy has been established to ensure that the Foundation has the opportunity to attract the best available staff / volunteers for all vacant positions.

Policy

1. The Foundation is committed to providing high quality programs and services to its community. To support the achievement of this objective, the Foundation recognises the importance of employing the most suitable applicant for all vacant positions.
2. The Foundation will ensure it has the best opportunity to attract the best available staff by broadly advertising all vacant remunerated positions and volunteer vacancies.
3. The Foundation will also internally advertise all vacant positions to current staff and volunteers to encourage career advancement, to promote local opportunities and to increase participation.

Gender Equity

4. The Foundation will promote gender equity especially in senior positions in its management and governance.
5. All policies and procedures (including leave options, training and promotion policies) will be aimed at achieving fairness and justice in the distribution of benefits and responsibilities between men and women.
6. Policies and procedures relating to representation on delegations, Boards and other decision-making bodies will clearly state a commitment to achieving gender balance.
7. The use of gender equity is a guiding principle for nomination, selection and/or secondment of staff to senior management positions.
8. Gender equity policies and strategies will be clearly communicated to Board members, paid staff, contractors, volunteers and partner organisations.

Procedures

9. All permanent remunerated positions will be advertised through relevant networks and on relevant websites. Volunteer positions will be advertised as widely as is deemed reasonable.
10. All advertisements must be approved by the Chair and, if the cost exceeds the allocated budget, by the Board.
11. All contact regarding the position is to be directed to the Chair, with all applications marked "Confidential".
12. Basic records of the recruitment process are to be maintained. Records should include information about position descriptions sent, applications received (including applicants' names, addresses and contact numbers), a list of applicants short-listed and interviewed, and a record that applicants have been notified of outcomes.
13. Letters of acknowledgment will be posted to all written applications prior to the short-listing of final suitable applicants.
14. Applicants who do not meet the key selection criteria and are not suitable to be short-listed for an interview will be sent a written rejection letter.

15. The short-listing and interview process will be conducted by a panel which will include the Chair. If an applicant is a family member or friend of a member of the Board or staff, then the panel will be selected accordingly to protect the process and declaration of interest.
16. At the conclusion of the recruitment process, all applications will be filed for five years in the Staff Recruitment File in the Foundation's office.

ACCESS AND EQUITY POLICY

Principles

1. The principles underlying this Access and Equity Policy are:
 - a. Access – As a service provider, the Foundation will make services available to everyone who is entitled to them, free of any form of discrimination on the basis of a person’s country of birth, language, culture, race or religion.
 - b. Equity – As a service provider, the Foundation will develop and deliver services on the basis of fair treatment of all those clients who are eligible to receive them.
 - c. Communication – As a service provider, the Foundation will use all necessary strategies to inform eligible clients of the services available, their entitlements, and how they can obtain them. Providers shall also consult with their clients regularly about the adequacy, design and standard of services.
 - d. Responsiveness – As a service provider, the Foundation will be sensitive to the needs and requirements of clients from diverse linguistic and cultural backgrounds, and be responsive as far as practicable to the particular circumstances of individuals.
 - e. Effectiveness – As a service provider, the Foundation will be focused on meeting the needs of clients from all backgrounds.
 - f. Efficiency – As a service provider, the Foundation will optimise the use of available public resources through a user-responsive approach to service delivery that meets the needs of clients.
 - g. Accountability – As a service provider, the Foundation will have a reporting mechanism in place which ensures it is accountable for implementing access and equity objectives for its clients.

Policy

2. The Foundation acknowledges that its legal and moral responsibilities cover the areas of:
 - a. access in the provision of services offered by the Foundation
 - b. access in employment by the Foundation
 - c. access in the provision of information offered by the Foundation
 - d. access to any training and development offered by the Foundation
 - e. access to events hosted by the Foundation
3. All the Foundation staff shall wherever feasible have adequate support and training to provide services and information accessible to all people.
4. The Foundation will ensure its programs are designed and constructed to provide equal access for all users.
5. The Foundation, in its role as an employer, will ensure all people have equal access to advertised positions, interviews, equipment, office accommodation, staff training and promotion.

6. The Foundation shall wherever feasible assess proposals for any new (or substantially revised) policies or programs for their direct impact on the lives of people from a range of cultural and linguistic backgrounds prior to any decision to pursue such proposals.
7. Any new (or substantially revised) policies or programs that impact in different ways on the lives of people from different cultural and linguistic backgrounds shall wherever feasible be developed by the Foundation in consultation with people from those backgrounds.
8. The Foundation shall wherever feasible for any new (or substantially revised) policies or program initiatives have a communication strategy developed and sufficiently resourced to inform people from relevant cultural and linguistic backgrounds of these changes.
9. The Foundation shall provide resources so that publicly available and accessible information on its policies and programs is where necessary communicated appropriately to people from a range of cultural and linguistic backgrounds, and especially to those identified as having a high level of non-compliance.
10. The Foundation shall institute complaints mechanisms that enable people (regardless of cultural and linguistic backgrounds) to address issues and raise concerns about its performance.
11. The Foundation shall require that any agents, contractors, or partners of the Foundation deliver outcomes consistent with this policy, and shall in bidding for tenders or contracts budget where appropriate for special provision for linguistic and cultural diversity.

Procedures

12. The Foundation shall where necessary provide for the special needs of clients from diverse cultural and linguistic backgrounds by English or other language assistance through the use of interpreters or facilitators.
13. The Foundation shall where necessary and feasible provide for the special needs of clients in remote areas through developing outreach and community liaison arrangements.
14. The Foundation shall incorporate cultural diversity issues in any training programs it provides.
15. The Foundation staff shall where necessary receive ongoing cultural diversity training so that they develop knowledge and skills to work effectively from a cultural framework.
16. The Foundation shall where necessary provide information in languages other than English, and through print, electronic media, and disability-appropriate methods of communication.
17. The Foundation shall where appropriate consult with other providers and government agencies to ensure co-ordination of services appropriate to clients' needs.
18. The Foundation shall promote diversity in the membership of its Board, committees and working groups.
19. The Foundation shall protect the privacy of individual clients when collecting data. Consideration will be given to:

- f. collecting only data essential to the particular service delivery or evaluation purpose;
- g. guaranteeing anonymity; and
- h. ensuring that all data collection proposals are non-intrusive.

Responsibility

- 20. It shall be the responsibility of the Chair to ensure that the requirements of these procedures are complied with. This policy and these procedures shall be reviewed every year by the Board.

DISCRIMINATION & HARASSMENT

Introduction

1. The Foundation recognises the right of every employee and volunteer to be able to attend work and to perform their duties without being subjected to any form of discrimination or harassment.
2. Equally it is the obligation and responsibility of every employee and volunteer to ensure that the workplace is free from discrimination and harassment.
3. The Foundation is fully committed to its obligations to eliminate discrimination and harassment in the workplace and in customer relations.

Purpose

4. The purpose of this policy is to outline the Foundation's position on discrimination and harassment and to document the process which is to be followed should any grievances arise.

Policy

5. Discrimination in employment is specifically prohibited. The Foundation will not tolerate any form of discrimination, or victimisation under any circumstances. The responsibility lies with every Manager, Supervisor, Employee and Volunteer to ensure that discrimination or victimisation does not occur.
6. Harassment does not have any legitimate workplace function. The Foundation will not tolerate harassment under any circumstances. The responsibility lies with every Manager, Supervisor, Employee and Volunteer to ensure that harassment does not occur.
7. The principles set out in this policy are intended to apply to any work-related context, including conferences, work functions, social events and business trips.
8. The Foundation strongly encourages any employee or volunteer who feels they have been harassed to take action, preferably by making it clear that such behaviour is unwelcome and offensive, and/or to follow the procedures for reporting the behaviour.
9. Any reports of harassment will be treated seriously and promptly with sensitivity and complete confidentiality. Complainants have the right to determine how to have a complaint treated, have support or representation throughout the process, and the option to discontinue a complaint at any stage of the process.
10. The alleged harasser will be given the right to have a support person of their own during any investigation procedures, to representation and advice throughout the process and to respond fully to any formal allegations made. There will be no presumptions of guilt and no determination made until a full investigation has been completed.
11. No employee or volunteer will be treated unfairly as a result of complaining of discrimination or harassment. Disciplinary action may be taken against anyone who victimises or retaliates against a person who has complained of discrimination or harassment, or against any employee who has been alleged to be a harasser.
12. All employees and volunteers reserve the right to seek the assistance of the relevant tribunal or legislative body to assist them in the resolution of any concerns.

13. Managers or Supervisors who fail to take appropriate corrective action when aware of discrimination or harassment of a person will be subject to disciplinary action.

Definitions

14. **Discrimination** is treating an individual with a particular attribute less favourably than an individual without that attribute or with a different attribute under similar circumstances, or seeking to impose a condition or requirement on a person with an attribute who does not or cannot comply while people without that attribute do or can comply.
15. **Harassment** is uninvited, unwelcome behaviour, which does not have any legitimate workplace function. Harassment includes any written, physical, or verbal conduct that from the perspective of a reasonable person is intimidating, offensive or humiliating against another person.

Responsibility

16. It is the Board's responsibility to ensure that:
 - a. it understands and is committed to the rights and entitlements of all employees and volunteers to attend work and perform their duties, without fear of being discriminated against or harassed in any form;
 - b. all reasonable steps to eliminate discrimination and harassment are made;
 - c. all employees and volunteers are regularly made aware of their obligations in relation to providing a workplace free from discrimination or harassment;
 - d. it provides an environment which discourages harassment and victimisation and set an example by their own behaviour;
 - e. all complaints are treated seriously and confidentially;
 - f. it takes immediate and appropriate corrective action if it becomes aware of any offensive action.
17. It is the Employees' and Volunteers' responsibility to ensure that:
 - a. they understand and are committed to the rights and entitlements of all employees and volunteers to attend work and perform their duties without fear of being discriminated against or harassed in any form;
 - b. they provide an environment which discourages victimisation, discrimination and harassment ;
 - c. they immediately report any offensive action.
18. It is the Chair's responsibility to ensure that:
 - a. guidance and education is provided, where requested and/or appropriate, to cases and subsequent decisions relating to discrimination or harassment;
 - b. management, employees and volunteers are aware of their obligations and responsibilities in relation to discrimination or harassment, and the rights and entitlements of their employees;
 - c. ongoing support and guidance is provided to management, employees and volunteers in relation to the prevention of discrimination or harassment.

Procedures

Complaints Procedures

19. Current legislation states that it is illegal to discriminate, victimise, harass or vilify on the basis of:
 - a. sex;
 - b. sexual harassment;
 - c. pregnancy;
 - d. potential pregnancy;
 - e. marital/domestic status;
 - f. disability;
 - g. race, colour, national extraction, social origin, descent, and ethnic, ethno-religious or national origin;
 - h. age, compulsory retirement;
 - i. family responsibilities, family status, status as a parent or carer;
 - j. racial vilification;
 - k. homosexual vilification;
 - l. HIV/AIDS vilification;
 - m. religious belief or activity;
 - n. political belief or activity;
 - o. physical features;
 - p. industrial activity;
 - q. employer association activity;
 - r. trade union activity;
 - s. breastfeeding;
 - t. sexuality;
 - u. transsexuality;
 - v. transgender;
 - w. profession, trade, occupation or calling;
 - x. medical record; and
 - y. criminal record.
20. Discrimination and harassment can occur at any level of the organisation, can be experienced by both men and women and may involve a co-worker, a volunteer, Supervisor, Manager, service provider, client or customer. Lack of intent is no defence in discrimination or harassment cases.
21. Formerly agreed behaviour may be found to be harassment or discrimination when it continues after a request from the recipient for the behaviour to stop, or at the point it becomes intimidating, offensive or humiliating.

22. Employees or volunteers who believe they are the subject of discrimination or harassment should take firm, positive and prompt action.
23. If deemed appropriate the employee or volunteer should make the perceived harasser(s) aware that they find their behaviour offensive, unwelcome, unacceptable, and that it needs to stop immediately.
24. If the behaviour continues, or if the employee or volunteer feels unable to speak to the person(s) directly, they should contact their Manager or the Chair. The Manager or Chair will provide support, and ascertain the nature of the complaint and the wishes of the complainant. The complainant does not have to request a full formal investigation if they will be satisfied by less formal treatment of the issue.

Intervention

25. The Manager or the Chair will explain the employee or volunteer's rights and responsibilities under Foundation policy, procedures and EEO/anti-discrimination legislation.
26. Intervention may be done through a process of either mediation or conciliation. During Intervention the respondent will be made aware of the allegations being made against them and given the right to respond.
27. The Manager or the Chair should clarify the complaint and obtain a step by step account of the incident. In serious cases, more than one interview may be necessary.
28. The Manager or the Chair will document all such interviews accurately and avoid irrelevant information. This will include parties involved, timing, location, and nature of conduct complained against.
29. Records are to be kept and filed in a confidential and secure place. These records should be kept for a period of seven years. Under no circumstances will records be placed on the complainant's personnel file.
30. The Manager or the Chair will organise an investigation, which in most cases may involve but is not be limited to:
 - a. a private interview to ascertain the facts and what the complainant expects to happen as a result of making the complaint;
 - b. an interview with the alleged harasser(s) to ascertain their defence;
 - c. interviews with other employees, volunteers or individuals who may be able to assist;
 - d. examination of any relevant documents;
 - e. determination of previous behaviours or issues.
31. On completion of the investigation the complainant and the Manager or the Chair will determine a course of action to be taken.
32. Possible course of actions may include, but not be limited to, any combination of the following:
 - a. counselling;
 - b. disciplinary action against the harasser (e.g. demotion, transfer, suspension, probation or dismissal);
 - c. official warnings that are noted in the harasser's personnel file;

- d. disciplinary action against the person who complained if there is strong evidence that the complaint was vexatious or malicious;
 - e. formal apologies and undertaking that the behaviour will cease;
 - f. conciliation/mediation conducted by an impartial third party where the parties to the complaint agree to a mutually acceptable resolution;
 - g. reimbursing any costs associated with the discrimination or harassment;
 - h. re-crediting any leave taken as a result of the harassment;
33. Outcomes will depend upon factors such as:
- a. the severity and frequency of the discrimination or harassment;
 - b. the weight of the evidence;
 - c. the wishes of the person who was subjected to discrimination or harassment;
 - d. whether the harasser could have been expected to know that such behaviour was a breach of policy;
 - e. the level of contrition;
 - f. whether there have been any prior incidents or warnings.
34. The Manager or the Chair will advise all relevant parties of the outcome.

Procedures for Dealing with Criminal Conduct

35. Some forms of severe harassment, e.g. physical attack, obscene phone calls, may constitute criminal conduct. While the Foundation is committed to treat most harassment complaints internally as far as possible, this type of conduct is not suited to internal resolution. Such complaints should be treated by the criminal justice system. Employees or volunteers should be advised of the option of police support or intervention. It is not the obligation or duty of the Foundation to report such matters to the police on behalf of the complainant.

EQUAL EMPLOYMENT OPPORTUNITY (EEO)

Introduction

1. The Foundation recognises that Equal Employment Opportunity is a matter of employment obligation, social justice and legal responsibility. It also recognises that prohibiting discriminatory policies and procedures is sound management practice.
2. This policy has been designed to facilitate the creation of a workplace culture that maximises company performance through employment decisions. These decisions will be based on real business needs without regard to non-relevant criteria or distinctions, and will ensure that all decisions relating to employment issues are based on merit.
3. This policy is designed to ensure that the Foundation complies with all of its obligations under relevant legislation.

Policy

4. The Foundation is an equal opportunity employer and will provide equality in employment for all people employed or seeking employment. Every person will be given a fair and equitable chance to compete for appointment, promotion or transfer, and to pursue their career as effectively as others.
5. In all cases performance and competence are to be used as the basis for performance assessment, training and development opportunities and promotions.
6. This policy is to be used in conjunction with the Discrimination & Harassment Policy.

Definitions

7. **Equal Employment Opportunity** is ensuring that all employees are given equal access to training, promotion, appointment or any other employment related issue without regard to any factor not related to their competency and ability to perform their duties.
8. **Victimisation** happens where an employee is treated harshly or subjected to any detriment because they have made a complaint of discrimination or harassment. Victimisation will also happen if a person is subjected to a detriment because they have furnished any information or evidence in connection with a discrimination complaint.

Responsibility

9. It is the responsibility of the Chair to ensure that:
 - a. all Managers, supervisors and staff are aware of their obligations, responsibilities and rights in relation to Equal Employment Opportunity;
 - b. any matter which does not comply with the principles of equal employment opportunity are identified and addressed as promptly and sensitively as possible;
 - c. ongoing support and guidance is provided to all employees in relation to Equal Employment Opportunity principles and practice.
10. It is the responsibility of the Board to ensure that:
 - a. it understands and is committed to the principles and legislation relating to equal opportunity and that they are applied in the workplace;
 - b. all decisions relating to appointment, promotion and career development are made without regard to any matters, other than the individual's inherent ability to carry out the job;

- c. it provides an environment which encourages EEO and sets an example by its own behaviour;
 - d. all staff are aware of the EEO policy.
11. It is the responsibility of all Employees, Contractors and Volunteers to ensure that they treat all colleagues and customers with respect and professionalism without regard to non-relevant criteria or distinctions.

Procedure

12. Managers must make all decisions relating to appointment, promotion and career development without regard to any matters, other than the individual's inherent ability to carry out the position. Any concerns or queries should be directed to the Chair.
13. Employees who believe they being treated unfairly as a result of discrimination should notify their manager or the Chair.

TRANSPARENCY AND ACCOUNTABILITY POLICY

Introduction

1. The Foundation wishes to be proactively concerned with its relationship with its clients, its members, its stakeholders, and the general public. The Foundation realises the importance of transparency in its operations, and wishes to withhold from public scrutiny as little of its operations as is possible.

Purpose

2. The purpose of this policy is to:
 - a. Indicate which documents and materials produced by the organisation are presumptively open to members and/or the public;
 - b. Indicate which documents and materials produced by the organisation are presumptively closed to members and/or the public;
 - c. Specify the procedures whereby the open/closed status of documents and materials can be altered.

Policy

Board

3. All Board deliberations shall be open to the public except where the Board passes a motion to make any specific portion confidential.
4. All Board minutes shall be open to the public once accepted by the Board, except where the Board passes a motion to make any specific portion confidential.
5. All papers and materials considered by the Board shall be open to the public following the meeting at which they are considered, except where the Board passes a motion to make any specific paper or material confidential.

Client Records

6. All client records shall be available for consultation by the client concerned or by their legal representatives.
7. No client records shall be made available to any other person outside the organisation.
8. Within the organisation, client records shall be made available only to those persons with responsibilities for that client, except that
9. Client records shall be made available to the Board when requested but should be where possible rendered anonymous.

Staff Records

10. All staff records shall be available for consultation by the staff member concerned or by their legal representatives.
11. No staff records shall be made available to any person outside the organisation.
12. Within the organisation, staff records shall be made available only to those persons with managerial or personnel responsibilities for that staff member, except that
13. Staff records shall be made available to the Board when requested.

Member and Donor records

14. All member and donor records shall be available for consultation by the members and donors concerned or by their legal representatives.
15. No member and donor records shall be made available to any other person outside the organisation.
16. Any member shall be entitled to receive on request a list of members with contact addresses.
17. Within the organisation, member and donor records shall be made available only to those persons with managerial or personnel responsibilities for dealing with those members and donors, except that
18. Member and donor records shall be made available to the Board when requested.

Administrative records

19. All records and materials not falling into the categories above may be released to the public at the discretion of the Secretary, who shall take into consideration
 - a. a general presumption in favour of transparency;
 - b. the relevant provisions of the Associations Incorporation Act regarding information to be made available to members;
 - c. the marketing, commercial, legal, and administrative interests, priorities, and resources of the organisation, including commercial confidentiality and copyright issues.

Procedures

Requests for access

20. Any request for access to records or materials shall be made in the first instance to the Secretary.
21. Where requests are made for client files or staff files by any person not the client or staff member, the Secretary shall inform the client or staff member and allow them to make any submissions they wish.
22. The Secretary may, where appropriate, consult with the Chair or the Board.

Procedures for access

23. Requests from members shall be subject to no charges, and the names and addresses of members shall be given in hard copy format and (where available) in electronic format.
24. For all other requests, the Secretary shall allow access to approved organisation records and materials under such conditions and according to such arrangements as he/she sees fit.

Record keeping

25. The Secretary shall report to every meeting of the Board on the number, nature and outcome of requests for records or materials since the previous meeting.
26. The Secretary shall ensure that membership applicants and prospective clients are aware of and consent to the organisation's Access to Information Policy.

BRIBERY AND CORRUPTION POLICY

Purpose, Aims and Objectives

1. The Foundation has a legal, corporate and ethical responsibility to ensure it is not knowingly providing support in a transaction involving the offer, giving or receiving of a bribe. This policy is designed to ensure all Foundation staff and its agents are aware of, and have procedures for dealing with, such situations should they be encountered.
2. The Foundation will oppose and not be a willing party to wrongdoing, corruption, bribery, or other financial impropriety in any of its activities. It shall take prompt and firm corrective action whenever and wherever wrongdoing is found among its governing body, paid staff, contractors, volunteers and partner organisations.

Overview

3. The following policy and procedures outline the measures that the Foundation will apply to comply with:
 - a. This policy on bribery and corruption;
 - b. Australia's undertakings with respect to the Convention on Combating Bribery of Foreign Public Officials in International Business Transactions; and
 - c. The Tasmanian Criminal Code 1995.

Background

4. There are few defences to a charge of bribing a foreign public official. The first of these applies where the conduct is legal in the country where the conduct takes place. However, domestic bribery is unlawful in almost every country in the world, and it is irrelevant that the conduct is customary or officially tolerated.
5. The second defence is that the benefit¹ was a 'facilitation payment', being a payment of a minor nature and made for the sole or dominant purpose of expediting or securing the performance of a routine government action of a minor nature (such as the issuing of a visa or licence; processing a work permit; providing telecommunication services, power or water etc.).
6. A person intending to rely on this defence must create and keep a record of the transaction, including their own identity, the date, benefit provided, the identity of the foreign public official and the action that the benefit was provided to achieve. This defence will not afford protection in circumstances where the benefit was provided to facilitate making a decision to award business to a company.

Policy

7. Under no circumstances will the Foundation, directly or indirectly, knowingly offer, give or receive a bribe. Further, the Foundation will not support a transaction that involves the offer, giving or receiving of a bribe, and will exercise reasonable diligence and care not to support unknowingly such a transaction.
8. No person in the employ of, or employed under contract to, the Foundation shall make or receive any payment, or kickback, or offer improper financial advantage to a

¹ A benefit includes any advantage and is not limited to property and therefore is not limited to cash payments.

representative of another organisation, government official, or a government owned or controlled entity for the purpose of obtaining business or other services in contravention of the Criminal Code Act 1995.

Procedures

9. In keeping with the above, the Foundation shall take appropriate measures to deter the offer, giving or receiving of a bribe, including:
 - a. The inclusion of standardising clauses for Foundation contracts;
 - b. Informing staff and business contacts about the legal consequences of bribery in all business transactions whether in Australia or international;
 - c. Requiring staff and business contacts, as applicable in accordance with its practices, to provide a contractual undertaking/declaration that neither they, nor anyone acting on their behalf, have been engaged or will engage in bribery.
 - d. Ensuring records are kept of any transaction involving the payment of a 'facilitation payment' as described above;
 - e. Exercising reasonable diligence and care not to support unknowingly a transaction that involves the offer, giving or receiving of a bribe;
 - f. Bringing all transactions in respect of which there is evidence or suspicion of bribery to the attention of the Board;
 - g. Refusing to provide support where, in the Foundation's opinion, there is credible evidence or reason to believe that bribery was involved in a transaction;
 - h. Refusing to support future transactions with the same company or individuals; and
 - i. Any other action that may be considered appropriate.
10. The Foundation will notify Australian law enforcement authorities if in the context of transacting business with a company or individual the Foundation receives credible evidence (whether during its due diligence process or after support has been provided) that there has been a violation of the law;
11. Any party that the Foundation reasonably has knowledge of having had any conviction for bribery will not be supported by the Foundation until it considers that the party has taken appropriate measures to deter further bribery. The Foundation will exercise due diligence and care in determining the appropriateness of these measures, including the following:
 - a. Replacing individuals who have been involved in bribery;
 - b. Adopting an effective anti-corruption program;
 - c. Disciplinary action where appropriate;
 - d. Any other measure that may be considered appropriate under the circumstances.

Accountabilities

12. This policy applies to all employees of the Foundation and its agents.
13. All enquiries regarding this policy and the guidelines above should in the first instance be directed to the Chair.

CHILD PROTECTION POLICY

Goal

1. The overall goal of this policy is to protect children from abuse of all kinds in the delivery of the Foundation's programs.
2. The policy outlines practical steps to increase the Foundation's capacity to manage and reduce risks of child abuse associated with delivering its services. While it is not possible to eliminate risk entirely, much can be done to reduce opportunities for child abuse.

Statement on Commitment to Child Protection

3. The Foundation is committed to the safety and well being of all children. It supports the rights of children and will act without hesitation to ensure a child safe environment is maintained.
4. The Foundation is committed to the protection of children from harm, abuse and exploitation. Children have a right to survival, development, protection and participation as stated in the United Nations Convention on the Rights of the Child. The Foundation will uphold these rights.
5. The Foundation takes its duty of care seriously and will aim at all times to provide the safest possible programs and environments for children. This will be achieved by identifying and managing risks that may lead to harm.

Purpose of the Policy

6. This Child Protection Policy has been developed to provide a practical guide to prevent child abuse in the Foundation's programs. It outlines a range of risk management strategies that will be implemented which will reduce the risk of children being harmed.
7. The Child Protection Policy demonstrates the Foundation's commitment to protect children from harm and abuse.
8. The Child Protection Policy aims to educate staff and others about child abuse and promote a child safe and a child friendly culture where everyone is committed to keeping children safe.
9. The Child Protection Policy aims to create an open and aware environment where concerns for the safety and well being of a child can be raised and managed in a fair and just manner, which protects the rights of all.
10. The Child Protection Policy provides guidance on how to respond to concerns and allegations of child abuse. It provides guidance to staff and others on how to work respectfully and effectively with children. This will provide all stakeholders, including staff and others with a safe working environment.
11. The Foundation is obliged to adhere to local and international child protection criminal laws, which prohibit the abuse and exploitation of children. These include local laws where the Foundation's programs exist, and international laws and Conventions in relation to all forms of child abuse and child exploitation, including: child sex tourism, child sex trafficking, child labour and child pornography.

Guiding Principles

12. The Foundation believes that any form of child abuse and exploitation is unacceptable and will not be tolerated.
13. The United Nations Convention on the Rights of the Child is the universal foundation for child protection. The fundamental principle of the Convention is that children have their own indivisible rights.
14. The Foundation believes that all children have a right to be safe at all times, and we have an obligation to provide safe and protective services and environments.
15. The Foundation recognizes its duty of care to take all reasonable steps to ensure that children are safe from harm.
16. The Foundation will take proactive steps to create child safe and child friendly programs.
17. Adherence to this Child Protection Policy is a mandatory requirement for all staff and others.
18. The Foundation will ensure that all staff and relevant stakeholders are made aware of the Child Protection Policy and their responsibilities.
19. All decisions regarding the welfare and protection of children are made based on the Best Interests of the Child Principle. ‘This principle refers to decisions considering that the child receives maximum benefit possible from services provided, and that the positive impacts of any course of action outweigh any negative impacts.
20. Where possible, children will be consulted in the development of the Child Protection Policy and the implementation of child safe practices. Children in our programs should be given opportunities to express their views on matters affecting them.
21. The Foundation believes that all children should be equally protected and assisted regardless of their gender, nationality, religious or political beliefs, family background, economic status, physical or mental health or criminal background.
22. The Child Protection Policy is guided by these principles:
 - a. ***Zero tolerance of child abuse:*** Child abuse is not tolerated by the Foundation, nor is possession of or access to child pornography. The Foundation actively manages risks of child abuse associated with delivering its services and trains its staff on their obligations. The Foundation will not knowingly engage, directly or indirectly, anyone who poses an unacceptable risk to children, nor support any individual or organisation that does not meet the Foundation’s child protection compliance standards in their operations and activities.
 - b. ***Recognition of children’s interests:*** Australia is a signatory to the United Nations Convention on the Rights of the Child, and the Foundation is committed to upholding the rights and obligations of the convention. The Foundation recognises that some children, such as children with disabilities and children living in areas impacted by disasters (natural or conflict based), are particularly vulnerable.
 - c. ***Sharing responsibility for child protection:*** To effectively manage risks to children, the Foundation requires the active support and cooperation of staff, contractors and volunteers in implementing the Foundation’s Child Protection Policy. Staff, contractors and volunteers must meet the terms of the Child

Protection Policy and will be held accountable, through contracts and audits, for complying with it.

- d. **Risk management approach:** While it is not possible to eliminate all risk of child abuse, careful management can reduce the incidence of child abuse associated with aid activities. This policy introduces risk assessments and treatments for a range of recognised risks to children.

Context

23. Child abuse is a global problem that affects both boys and girls. It has existed since the beginning of time and is deeply rooted in cultural, economic and social practices. Children are abused physically, sexually, emotionally and through neglect.
24. Children are forced to endure the most hazardous forms of child labour including sweat shops and prostitution. In some countries boys are kidnapped and forced into armed conflict as soldiers. In many countries children experience severe corporal punishment in schools. Children living in poverty are more at risk of child abuse and exploitation.
25. While most child abuse occurs within families and communities, children also experience abuse and exploitation in organisations which provide them with support and services. Experience has found that physical, emotional abuse and neglect in child focussed organisations and institutions are less systematic and usually un-planned. It is usually the result of poor conditions, bad work practices and negligent management. However child sexual abuse in organisations is often planned and premeditated. Child sex offenders target organisations working with children in order to gain access to victims.
26. They will seek work in organisations that provide opportunities to make contact with children and an environment where their abuse may go undetected. Child sex offenders will be attracted to organisations with inadequate recruitment practices and supervision. They will seek work in countries with inadequate child protection laws and law enforcement as well as countries where children and their families are vulnerable to exploitation.
27. While there are examples of children being sexually abused by foreign offenders there are also numerous examples of local staff and volunteers sexually abusing children in aid and development programs.

Definitions

28. **Duty of Care:** Duty of Care is a common law concept that refers to the responsibility of the organisation to provide children with an adequate level of protection against harm. It is the duty of the organisation to protect children from all reasonably foreseeable risk of injury.
29. **Child and young person:** A child or young person is regarded to be any person under the age of 18 years, unless a nation's laws recognise adulthood earlier.
30. **Child Protection:** Is the term used to describe the responsibilities and activities undertaken to prevent or stop children being abused or maltreated.
31. **Child Abuse:** Abuse happens to male and female children of all ages, ethnicity and social backgrounds, abilities, sexual orientation, religious beliefs and political persuasion. Child abuse includes physical, sexual, emotional, neglect, bullying, child labour and domestic violence. Both boys and girls can be the victims of abuse, and

abuse can be inflicted on a child by both men and women, as well as by young people themselves. In some cases, professionals and other adults working with children in a position of trust also abuse children.

32. **Physical abuse:** This occurs when a person purposefully injures or threatens to injure a child or young person. This may take the form of slapping, punching, shaking, kicking, burning, shoving or grabbing. The injury may take the form of bruises, cuts, burns or fractures.
33. **Emotional abuse:** This occurs when a child is repeatedly rejected or frightened by threats. This may involve name calling, being put down or continual coldness from parent or caregiver, to the extent that it affects the child's physical and emotional growth.
34. **Neglect:** Neglect is the persistent failure or the deliberate denial to provide the child with clean water, food, shelter, sanitation or supervision or care to the extent that the child's health and development are placed at risk.
35. **Sexual abuse:** This occurs when a child or young person is used by an older or bigger child, adolescent or adult for his or her own sexual stimulation or gratification - regardless of the age of majority or age of consent locally. These can be contact or non-contact acts, including threats and exposure to pornography.
36. **Child-Sex Tourism:** The commercial sexual exploitation of children by men or women who travel from one place to another, usually from a richer country to one that is less developed, and there engage in sexual acts with children, defined as anyone aged under 18 years of age.
37. **Bullying:** Bullying is the inappropriate use of power by an individual or group, with intent to injure either physically or emotionally. It is usually deliberate and repetitive. The bullying may be physical or psychological (verbal and non-verbal).
 - a. Physically, bullying includes pushing, hitting, punching, kicking or any other action causing hurt or injury.
 - b. Verbal bullying includes insults, taunts, threats and ridicules.
 - c. Psychological bullying includes physical intimidation and ostracism.
38. **Exposure to Domestic Violence:** Domestic violence occurs when children and young people witness or experience the chronic domination, coercion, intimidation and victimisation of one person by another by physical, sexual or emotional means within intimate relationships.
39. **Particularly vulnerable children:** Child abuse takes place not only within the family environment, but also outside the family, including: institutions, at work, on the streets, in war zones and emergencies.
40. **Children in emergencies:** Children in emergencies are especially vulnerable to abuse and exploitation. In an emergency or crisis situation, children are extremely vulnerable when they become part of a displaced or traumatised population.

Scope of the Policy

41. This policy applies to all staff and other key groups.

- a. 'Staff' refers to: full time, part time, international and national and also those engaged on short term contracts such as: consultancies, researchers, photographers etc.
- b. 'Others' refers to: visitors, volunteers, board members, trustees, staff in partnership agencies, and any other individuals or groups that have contact with the organisation.

Coordinated Policy Implementation

42. To ensure coordinated implementation of the policy, the Board's responsibilities include promoting child protection throughout the agency, coordinating training for staff, monitoring internal and external policy compliance and coordinating policy reviews.
43. The Chair serves as the central contact point for queries (internal and external) about child abuse and child protection.

Child Protection Risk Management

44. The Foundation recognizes that there a number of potential risks to children in the delivery of its programs to the vulnerable and disadvantaged. In recognizing these risks, the Foundation proactively assesses and manages these risks to children in its programs (and in the communities in which it works) to reduce the risk of harm. This is achieved by examining each program and its potential impact on children.
45. Programs that involve direct work with children are considered a higher risk, and therefore require more stringent child protection procedures. However, as children are part of every community in which the Foundation works, it is always mindful of potential risks.
46. Risk management is an ongoing part of every activity, and the Foundation conducts a child protection risk assessment on every new and emerging program and project included in the project management cycle.
47. Staff and others should continually be aware of risks, and be actively minimizing opportunities and situations where children can be harmed.
48. A child abuse incident reporting sheet has been developed and staff are aware of its existence.

Code of Conduct for Working with Children

49. Staff members and others are responsible for maintaining a professional role with children, which means establishing and maintaining clear professional boundaries that serve to protect everyone from misunderstandings or a violation of the professional relationship.
50. All staff should conduct themselves in a manner consistent with their role as a Foundation representative and a positive role model to children. The Foundation has developed a child safe code of conduct to protect children, staff and the organisation by providing clear behavioural guidelines and expectations.
51. The Foundation's child safe code of conduct includes:

I Will:

- a. Treat all children and young people in our program with respect.
- b. Conduct myself in a manner that is consistent the values of the Foundation.

- c. Provide a welcoming, inclusive and safe environment for all children, young people, parents, staff and volunteers.
- d. Respect cultural differences.
- e. Encourage open communication between all children, young people, parents, staff and volunteers and have children and young people participate in the decisions that affect them.
- f. Report any concerns of child abuse.
- g. At all times be transparent in my actions and whereabouts.
- h. Take responsibility for ensuring I am accountable and do not place myself in positions where there is a risk of allegations being made.
- i. Self-assess my behaviours, actions, language and relationships with children.
- j. Speak up when I observe concerning behaviours of colleagues.

I Will Not:

- k. Engage in behaviour that is intended to shame, humiliate, belittle or degrade children.
- l. Use inappropriate, offensive or discriminatory language when speaking with a child or young person.
- m. Do things of a personal nature that a child can do for him/herself, such as assistance with toileting or changing clothes.
- n. Take children to my own home/hotel or sleep in the same room or bed as a child.
- o. Smack, hit or physically assault children.
- p. Develop sexual relationships with children or relationships with children that may be deemed exploitative or abusive.
- q. Behave provocatively or inappropriately with a child.
- r. Condone or participate in, behaviour of children that is illegal, unsafe or abusive.
- s. Act in a way that shows unfair and differential treatment of children.
- t. Photograph or video a child without the consent of the child and his/her parents or guardians.
- u. Hold, kiss, cuddle or touch a child in an inappropriate, unnecessary or culturally insensitive way.
- v. Seek to make contact and spend time with any child or young person outside the program times.
- w. Use the Foundation's computers, mobile phones, video and digital cameras inappropriately, nor use them for the purpose of exploiting or harassing children.
- x. Hire minors as domestic labour.

Core Principles

- 52. Sexual exploitation and abuse by humanitarian workers constitute acts of gross misconduct and are therefore grounds for termination of employment.

53. Sexual activity with children is prohibited regardless of the age of majority locally. Mistaken belief in the age of a child is not a defence.
54. Exchange of money, employment, goods or services for sex including sexual favours or other forms of humiliating, degrading or exploitative behaviour is prohibited. This includes exchange of assistance that is due beneficiaries.
55. Sexual relationships between humanitarian workers and beneficiaries are strongly discouraged, since they are based on inherently unequal power dynamics. Such relationships undermine the credibility and integrity of humanitarian aid work.
56. Where a humanitarian worker develops concerns or suspicions regarding sexual abuse by a fellow worker, whether in the same agency or not, s/he must report such concerns via established agency reporting mechanisms.
57. Humanitarian workers are obliged to create and maintain an environment which prevents sexual exploitation and abuse, and which promotes the implementation of their code of conduct.
58. Managers at all levels have particular responsibilities to support and develop systems which maintain this environment.

Sponsorship Guidelines

59. The Foundation recognises the need to implement specific guidelines to manage the child protection risks within its sponsorship programs. These guidelines include ensuring that:
 - a. Letters which contain political or religious comments which could cause offence or be inappropriate are not permitted.
 - b. All sponsors will receive clear child protection and behavioural guidelines upfront.
 - c. All visits should be arranged in advance through the Foundation's office and sponsors interviewed.
 - d. Sponsors inform the Foundation at least 3 months in advance of any visit.
 - e. Police checks are required for visiting sponsors and any accompanying family members.
 - f. All visiting sponsors will sign the Child Protection Policy.
 - g. Foundation staff will be present at all times during the visit.
 - h. Children should not be invited to leave or be taken away from their communities.
 - i. Invitations to the sponsor's country are not allowed.
 - j. Sponsors will be interviewed before each visit.
 - k. All gifts and correspondence will be screened by the Foundation.
 - l. Sponsors and sponsored families should not exchange mailing addresses during visits.
 - m. After every visit a report will be sent to the Foundation.
 - n. All visits will be monitored.

- o. Where sponsors go against policies, the Foundation can bring sponsorship to a close.

Use of Children's Images

- 60. The Foundation will at all times portray children in a respectful, appropriate and consensual way. Its guidelines on the use of children's images are:
 - a. A child should always be portrayed in a dignified and respectful manner and not in a vulnerable or submissive manner. Children should be adequately clothed and not in poses that could be seen as sexually suggestive.
 - b. A child and its family must always be asked for consent when using their images. When asking for consent to use the image, details should be given as to how and where this image will be used.
 - c. There should be no identifying information of the child used in the publication of images with their location.
 - d. Children should be portrayed as part of their community.
 - e. Local cultural traditions should be assessed regarding restrictions for reproducing personal images.
 - f. Images should be an honest representation of the context and the facts.
 - g. When sending images electronically, file labels should not reveal identifying information.
 - h. All photographers will be screened for their suitability, including police checks where appropriate.

Employment of Staff and Volunteers

Awareness of Child Protection Issues

- 61. A key step in reducing risks to children when delivering the Foundation's services is to increase awareness of risks and how to manage them.
- 62. The Foundation's staff receive regular training on child protection issues and on their obligations under the policy, including mandatory reporting of concerns or allegations of child abuse.

Internal Recruitment and Screening Processes

- 63. The Foundation's recruitment processes employ stringent screening measures to ensure inappropriate persons are not employed by the Foundation. These include criminal records checks and background checks on all Board members, staff and volunteers before they begin work.
- 64. The Foundation will continue to evaluate and improve these processes. Additional screening measures are incorporated into selection processes for the Foundation positions working with children. These include verbal referee checks and targeted interview questions.
- 65. The Foundation is committed to child safe recruitment, selection and screening practices. These practices aim to recruit the safest and most suitable people to work in its programs.
- 66. The Foundation's child safe practices include:

- a. Promoting its child safe commitment on its website, in other promotional materials and in all job advertisements.
- b. Applicants will be required to submit a detailed application form when applying for a position. This form will ask for extensive information about the applicant's background such as dates and places of employment, education and other activities.
- c. All applicants will receive a copy of the Foundation's Child Protection Policy and be informed of the screening requirements when they are sent an application form.
- d. All positions will be assessed for the level for risk in relation to contact with children. Positions working directly with children will require the highest level of screening and the applicant must possess relevant qualifications and experience in working with children.
- e. Job descriptions are required for all positions (staff, volunteers, consultants –short and long term etc), which describe key selection criteria and outline tasks and accountabilities.
- f. Interviews will be conducted for all positions, ideally face-to-face. However, telephone interviews may be necessary in the international context.
- g. Behavioural-based questions will be used to ask for examples of the candidate's past behaviour and experiences. In positions working directly working with children, the panel will explore the candidate's motivations for working with children, which will include value-based questions seeking information about the candidate's attitudes to children, professional boundaries, accountability, team work and how they have responded to ethical dilemmas.
- h. A minimum of three reference checks will be required for all preferred candidates. This would include short and long terms positions, volunteers on placement and consultants. The candidate's most recent employer/supervisor must be one of these referees. The Foundation will verify the identity of the referee and make direct contact with each of these referees. Written references will not be accepted. The Foundation reserves the right to request additional references.
- i. All staff and all others involved with the organisation will be required to have a police clearance or relevant criminal history checks depending on the country of origin.
- j. Where the candidate is working directly with children in Australia, they may require a Working with Children Check (depending on the jurisdiction).
- k. All staff will be required to provide proof of identify including birth certificate, passport, drivers licence and relevant qualifications. Original documents are required.
- l. All positions will be subject to a probationary period depending on the length of the contract.
- m. Issues relating to child protection will be included in staff performance reviews.
- n. All staff and others will be required to read and sign the Foundation's Child Protection Policy.
- o. The Foundation reserves the right to refuse employment to or terminate any person's employment that may pose a risk to children.

Child Abuse Reporting Processes

67. The Foundation considers the abuse and exploitation of children to be completely unacceptable. It will take all concerns and reports of child abuse seriously and act on these reports immediately.

Enhance internal procedures for handling complaints related to child abuse

68. The Foundation's internal procedures for handling complaints related to child abuse, including child pornography, include obligations and responsibilities for reporting on and managing concerns about inappropriate behaviour.
69. It is mandatory for Foundation staff and volunteers to report immediately concerns relating to child abuse and child pornography by anyone covered by the policy.

Ensure appropriate use of communication systems

70. The Foundation's guidelines on appropriate use of its communication systems cover child pornography. Using Foundation systems to access child pornography is inappropriate and is dealt with promptly, including reporting to relevant law enforcement agencies, as appropriate.

Reporting

71. It is mandatory for all Foundation staff and others to report concerns or allegations of child abuse. These concerns may relate to a child or a staff member involved in the organisation or a concern about a child or person/s outside of the organisation's programs. If staff and others have a concern, they should immediately follow the Foundation's child abuse reporting procedures.

Who should report?

72. All Foundation staff and others, including people in the community and partner organizations.

What should be reported?

73. Any disclosure or allegation from a child/community member or staff regarding the safety/abuse exploitation of a child.
74. Any observation or concerning behaviour exhibited by a Foundation staff member, volunteer or other relevant stakeholder that breaches the Foundation's code of conduct for working with children.
75. Inappropriate use of the Foundation's photographic equipment or computers including evidence of child pornography.
76. Staff engaging in suspicious behaviour that could be associated with sexual exploitation or trafficking.

Who to report to?

77. ***Overseas:*** Child abuse reports should be made to the Resident Donor Representative. If this is not possible reports can be made directly to the Chair.
78. ***In Australia:*** Child abuse reports should be made to the Chair.

Reporting of Child Abuse in Australia

79. Child abuse reports should be made directly to the CPO and/or the CEO in Australia.

80. Reporting child abuse in Australia is a clearer process compared to responding to incidents that occur overseas. In all Australian states and territories, sexual and physical abuse of children are crimes. The age of consent in most Australian states and territories is 16. However it is important to check in each jurisdiction as the age limit may be different.
81. Additionally, in some jurisdictions it is a criminal offence for persons who are in positions of power and trust (e.g. teacher, parent, carer) to engage in sexual activity with children under the age of 18.
82. Reporting child abuse can either be made to the local state police or the state child protection authorities. If there is an allegation or suspicion of child sexual abuse by a staff member or volunteer in the Foundation, these matters will be reported to the state police.
83. In most Australian states there are specialised units dealing with child sexual crimes. If there are concerns that a child is being sexually abused by someone external to the organization, the Foundation will contact the state police and/or child protection authorities.
84. Concerns about the welfare of the child in relation to neglect and/or emotional abuse will be reported to the child protection authorities in each state or territory.
85. Concerns about people engaging in child sex tourism, child sex trafficking and child pornography should be reported to the Australian Federal Police (Transnational Sexual Crimes Squad).

Reporting of Child Abuse Allegations Overseas

86. Child abuse reports should be made to the Resident Donor Representative. If this is not possible reports can be made directly to the Chair. An initial assessment will be made based on the quality and reliability of the information and a decision will be made (in consultation with the Board) on what steps to take.
87. A local reporting procedure will guide the process based on whether the allegation constitutes a criminal offence in the country, or whether it is a breach of the Foundation's code of conduct and will be dealt with as a disciplinary matter.
88. The first step will be to gather all the relevant information and address any health and protection needs of the child. The matter may be directly referred to the local police and or authorities if the allegations are considered to be criminal offences.
89. If the incident has occurred outside of the program the matter will be referred to an external body or agency dealing with child protection matters in the country.

When to Report?

90. Child abuse concerns should be raised immediately.

How Should It Be Reported?

91. Verbally and by completing the Foundation's child abuse incident reporting sheet.

What Will Happen Next?

92. The Resident Donor Representative in consultation with the Chair will discuss the allegations and then decide upon the next step. This will involve either:
 - a. Interviewing the person/persons who made the allegations or other witnesses to gather more information with which to make a decision; or

- b. Report to local police and or child protection authority; or
 - c. Report made to the Australian Federal Police; or
 - d. Concern handled internally if it is not a criminal matter; or
 - e. No further action taken.
93. The Foundation will treat all concerns raised seriously and ensure that all parties will be treated fairly and the principles of natural justice will be a prime consideration. All reports will be handled professionally, confidentially and expeditiously.
94. All reports made in good faith will be viewed as being made in the best interests of the child regardless of the outcomes of any investigation. The Foundation will ensure that the interests of anyone reporting child abuse in good faith are protected.
95. Any employee who intentionally makes false and malicious allegations, will face disciplinary action.
96. The rights and welfare of the child is of prime importance. Every effort must be made to protect the rights and safety of the child throughout the investigation.
97. Children and community members with whom the Foundation works will be provided with information about how to report any child protection concerns about the Foundation staff members and others.

Responding to Disclosure by a Child.

98. When a child/young person tells you that he or she has been abused, they may be feeling scared, guilty, ashamed, angry and powerless. You, in turn, may feel a sense of outrage, disgust, sadness, anger and sometimes disbelief.
99. If a child discloses abuse, whatever the outcome, the child must be taken seriously.
100. It is important for you to remain calm and in control and to reassure the child/young person that something will be done to keep him or her safe.
101. When a child or young person's discloses they are being harmed you can show your care and concern for the child/young person by:
- a. Listening carefully;
 - b. Telling the child/young person you believe him or her;
 - c. Telling the child/young person it is not their fault and he/she is not responsible for the abuse;
 - d. Telling the child/young person you are pleased he/she told you.
102. You will not be helping the child/young person if you:
- a. Make promises you cannot keep, such as promising that you will not tell anyone;
 - b. Push the child/young person into giving details of the abuse. Your role is to listen to what the child/young person wants to tell you and not to conduct an investigation (beware of asking any leading questions as this may prejudice any subsequent investigation);
 - c. Indiscriminately discuss the circumstances of the child/young person with others not directly involved.

103. Try and obtain some details such as where the abuse is taking place, school, home, work etc; is it currently occurring or did occur in the past, name of perpetrator if possible but not necessary.
104. It is possible that some children or young people will make a disclosure and then ask you not to tell anyone. It is important you seek guidance from the Resident Donor Representative or the Chair to discuss how the child or young person can be supported and the disclosure managed.

Other Actions to Take:

105. ***Protect the child:*** Once an allegation is made there should be an immediate response that protects the child from further potential abuse or victimization. The child may require medical assistance or counselling support. Where possible the child should remain in the place of residence or relevant program. Exceptions may be made where the child is deemed to be at risk of victimization by peers as a result of the allegation or because the alleged abuse has occurred in home based care. If the child is in immediate danger you should make arrangements for the child to go to a safe place.
106. ***Distance the alleged perpetrator:*** The best interest of the child may warrant the standing down of a staff member or volunteer. The Resident Donor Representative should recommend the appropriate action in writing to the Chair. Any staff member stood down in this manner continues to receive full pay - this measure recognizes that that the member is entitled to a just process that does not pre-judge guilt or innocence. Any volunteers who are stood down should similarly receive any reasonable reimbursement of costs.
107. ***Confidentiality:*** All reports, the names of people involved and the details will remain confidential. Only the Resident Donor Representative and the Chair and the people involved will be informed of the report. Details will be released on a “need to know” basis or when required by relevant local or Australian law or a notification to police or child protection authorities is made.

Involving Children and Young People

108. The Foundation is committed to child and youth participation. It will do this by providing opportunities for children’s views to be heard and be incorporated into its policies and programs.
109. Children will be asked for their feedback about staff and services. They will be consulted in the development and review of the Child Protection Policy and will be asked to contribute to the child safe code of conduct in regards to what they consider to be appropriate and inappropriate behaviours.
110. Children will also be informed about the Foundation’s child abuse reporting process and who to contact if they are at risk, have been abused or are concerned about another child.

Educating the Organisation on Child Abuse and the Child Protection Policy

111. The Foundation is committed to educating staff and others in the Child Protection Policy, in how to reduce risks and create child safe environments. It will promote child safe practices which keep children safe in the organisation and in their own community, and provide information about child protection to the children and communities in which it works. This information will include reporting child abuse if it has concerns about a member of the Foundation’s staff or other representative of the organisation.

Reviewing the Child Protection Policy

112. The Foundation's Child Protection Policy will be reviewed every two years. The Chair will manage the review of the Child Protection Policy, and staff will be consulted in this process.

APPROVAL OF NEW PROJECTS/FUND-RAISING APPROACHES

1. All new projects and significant new fund raising approaches shall be submitted in advance to the Board for approval.
2. The Chair shall determine whether the proposal is to be submitted to the Board in General Meeting or through an electronic meeting using email.
3. The person initiating the proposal shall use the following Submission Template.

Hope for Cambodian Children Foundation Incorporated	
Project/Fundraising Proposal for Consideration by the Board	
Title:	Title of Proposal
Purpose:	Brief statement of the nature of the proposal being advanced.
Issue:	Consideration of the issues for consideration: ⇒ What needs to be decided? ⇒ Why? ⇒ In what timeframe?
Background:	Background: ⇒ Relevant historical, legal, political, financial, commercial or other information that will help good decision-making; ⇒ Need expected to be satisfied by the proposal; ⇒ Relationship to existing policy/plans; ⇒ Any legislative or other requirements satisfied by the proposal; ⇒ Current situation.
Preferred Outcome:	Reasons for proposal: ⇒ Arguments favouring the proposal being advanced; ⇒ Identification and resolution of any possible arguments against the proposal; ⇒ Possible outcomes if proposal is not favoured; ⇒ Other options considered, and the outcome of that consideration.
Consultation:	Brief statement on any consultation undertaken (including with the community, other NGOs, Government, Councils, etc).

Strategic Plan Implications:	Brief statement on any Strategic Plan implications (including how the proposal is consistent with specific elements of the Strategic Plan).
External Impacts:	Brief statement on any external impacts.
Risk and Legal Implications:	Brief statement on any risk and legal implications.
Resource implications:	Statement on financial or resource implication (if any), including detailed costing, staffing/volunteer impact, compliance with the current budget, expected revenue gain, etc.
Unique Issues:	Brief statement on any unique issues arising from the proposal.
Proposed Communication Strategy:	Outline any proposed communication strategy.
Recommendation:	Succinct statement of the specific recommendation(s) being advanced for Board approval. <i>[This will become the text of the resolution carried forward into the Minutes of the Meeting that approves the proposal.]</i>
Attached Documents:	Identification of relevant material provided by way of attachments or supplementary material.
Submitted By/Date:	Name of person making the proposal and date of proposal.