



NEIGHBOURHOOD  
HOUSES BARWON

# Governance Handbook for Neighbourhood Houses & Community Centre Committees and Boards



**50**  
**YEARS**

Community Governance  
Made Easy

## Acknowledgement of Country

Neighbourhood Houses Barwon acknowledges the Traditional Owners and Custodians of the land on which Neighbourhood Houses connect with their communities – the lands of the Wadawurrung, Gulidjan and Gadubanud people – and pays respects to Elders, past, present and emerging.

Neighbourhood Houses Barwon acknowledges and pays respect to the First Nation's people and the continuation of cultural, spiritual and education practices.

## Statements of Inclusion

We value and include people of all cultures, languages, abilities, sexual orientations, gender identities, gender expressions and intersex status.

We are committed to providing programs that are fully inclusive.

We are committed to the safety and wellbeing of people of all ages, particularly children.



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## **Acknowledgement**

We acknowledge that this resource was originally developed by Neighbourhood Houses Barwon and was subsequently refined by Community House Network Southern Region as a statewide resource.

## **Disclaimer**

This Handbook is intended as a resource to assist the volunteer Committees/Boards in their roles. Although we have made every effort to provide accurate and reliable information, neither Community House Network Southern Region Neighbourhood Houses Barwon, along with its representatives, staff and contractors can be held responsible for any errors, inaccuracies, or misinterpretations found within.

We assume no liability for any outcomes related to the use of this information. Please note that the content of this Handbook is for informational purposes only and should not be interpreted as professional advice in areas such as business, law, risk management, finance, accounting or taxation. We recommend consulting with your own professional adviser for specific advice.





# How to use this document

The aim of this handbook is to provide Committee of Governance (CoG) members information to help them understand their role to enable them to contribute effectively to the successful running of the organisation and to support good governance and compliance.

This handbook should be provided to all Neighbourhood House Sector Committees of Governance and provide a useful resource for Managers. Additional important documents to be provided include your Network's Committee of Governance Induction Document and the Neighbourhood House Practice Framework.

# PART ONE

## Abbreviations

**List of common abbreviations in the Victorian Neighbourhood House sector**

Abbreviation	Meaning
ACNC	Australian Charitable and Not-for-profit Commission
ANHCA	Australian Neighbourhood Houses and Centres Association
ATO	Australian Taxation Office
CAV	Consumer Affairs Victoria
CCYP	Commission for Children and Young People.
DFFH	Department of Families, Fairness and Housing
DJSIR	Department of Jobs, Skills, Industry and Regions
LL	Learn Local
NHBarwon	Neighbourhood Houses Barwon
NHVic	Neighbourhood Houses Victoria







# Welcome to the Neighbourhood House Sector

## PART TWO

### What is a Neighbourhood House?

**A Neighbourhood House is a place where people are welcomed to come together, to learn, to socialise, to pursue personal and/or community interests – to experience a sense of belonging.**

Neighbourhood Houses were established in Victoria in the early 1970s. There are now 400 Neighbourhood Houses in Victoria. Depending on their varied historical beginnings, they may be known as Neighbourhood Houses, neighbourhood centres, community Houses, community centres, community hubs and/or learning centres. Please note this list is not exhaustive.

Some operate in stand-alone buildings and some share facilities with other services. Some may be in repurposed buildings while others may be purpose designed and built. Most have facility leasing arrangements and collaborate with many partner organisations to deliver relevant and affordable activities.

The sector arose out of local community need, particularly responding to the isolation of women in the community, with a vision to bring local people together.

Providing an informal, non-threatening and nurturing environment that supported individualised learning was also a priority.

Community development was, and remains, a key foundation and objective for Neighbourhood Houses and is specified in the program funding guidelines.

The common thread today is that Neighbourhood Houses are not-for-profit, community organisations where available funds combine with strong volunteer input and governance to ensure maximum benefit to each diverse community. The community is defined primarily, but by no means exclusively, by the geographical neighbourhood in which the Houses are located.

Each House is either, a legal entity, or auspiced by a legal entity, and has a formal and (in some cases) financial membership base. As an incorporated association, members and office bearers are generally protected against personal liability for the organisation's debts when the organisation is operating according to the relevant laws.

It is **governed** by the community by an elected committee of management voted in at an annual general meeting by members and through a set of rules called a constitution.

Some Houses are auspiced by larger organisations such as health services and local governments. When this occurs, community input will often be through an advisory committee.

**Good governance refers to the organisation's structure, policies, processes and procedures and having the right mix of people on committees of management.**



## What is a community development?

The model of Neighbourhood House community development practice can be described in six steps that enable Houses to have a key role in local area planning and meet the needs of their local communities. They are:

- involving the community and encouraging participation and inclusion, and valuing diversity and difference at all levels of Neighbourhood House operation.
- identifying community needs and aspirations.
- determining appropriate community programs, activities and services in response to those needs, ensuring that diversity and difference are valued.
- partnering with community organisations, businesses, government and philanthropic organisations to secure appropriate funding and support.
- delivering quality programs, activities and services.
- evaluating the effectiveness of all aspects of Neighbourhood House operations, including programs, practice and governance.

Community strengthening is a sustained effort to increase involvement and partnership among members of a community to achieve common objectives. It is a direct outcome of community development processes.

## Who pays for Neighbourhood Houses?

In Victoria, the State Government provides recurrent funding to eligible Neighbourhood Houses through the Neighbourhood House Coordination Program. Local governments can provide grants and premises to lease and are a vital connection with local communities.

The recurrent funding assists local Houses to employ a coordinator and related costs which enables volunteer committees of management to plan and deliver activities that reflect the diversity and needs of the local community and make it stronger.

Neighbourhood Houses are also able to apply for funding from a variety of sources depending on what their community needs. These sources may be from Australian, State and local governments, philanthropic organisations and through local fund raising, donations or activity fees.

The State Government also funds Neighbourhood House networks (such as NHBarwon) and a peak body (Neighbourhood Houses Victoria), to support and resource local Houses on community development, governance and compliance.

The third tier of funding through the NHCP funding is the peak body Neighbourhood Houses

Victoria (NHVIC) and their role is to represent and advocate for the sector at federal, state and local government levels and external stakeholders. NHVIC also coordinates responses to issues raised through the Networks and supports the sector in services provision and promoting partnerships.

The Australian Neighbourhood Houses and Centres Association (ANHCA) is the national peak and can enable Designated Gift Recipient (DGR) donations to Neighbourhood Houses.





**Committees need to demonstrate that they, the funded staff and volunteers are all informed by local community population data.**

They also need to demonstrate how they understand the needs and intersections between First Nations communities, culturally and linguistically diverse communities, people with disability, people of different ages and LGBTIQ+ communities and how this is reflected in activities.

Consultation with local communities should shape diverse and tailored community development programs and activities and must be recorded in an annual plan.



**Neighbourhood Houses**  
The Heart of Our Community



## The difference between members, committee of management and Neighbourhood House Manager roles

The committee of governance is elected by the members according to the constitution at the annual general meeting and is responsible for good governance, strategic planning and funds received. Casual vacancies can be filled between annual general meetings.

**The members** of a Neighbourhood House can attend the annual general meeting, general meetings or special meetings and vote on matters such as:

- electing the committee.
- changing the Neighbourhood House's name, rules or purposes.
- amalgamating the organisation with one or more other associations.
- Appointing or removing an auditor.
- winding up (ending) the organisation voluntarily.

**The committee of governance** is responsible for governing and overseeing the affairs of the organisation including:

- making decisions about planning, resources, strategic direction, goals and activities of the organisation.
- monitoring the performance and activities of the organisation against its legal purposes and strategic plan.
- overseeing risk management for the organisation.
- recruiting, overseeing and supporting the management personnel of the organisation (for example, the coordinator).
- monitoring the performance of management personnel.
- ensuring the sustainability of the organisation by monitoring its financial viability and finances.
- making decisions about whether to take disciplinary action against a member.
- reporting to members and stakeholders.
- ensuring the organisation operates within the law, including maintaining its charitable status if it is a charity.

The committee of governance determines the role of the Manager. This should be clearly outlined in a position description that is reviewed with the Manager at their annual performance appraisal. Specific conditions of employment should be outlined in a contract of employment and regular meetings set up between the Manager and Committee representative to monitor progress and offer support.





### **Neighbourhood House Managers**

in each House are responsible for implementing the direction and policy set by the committee. Managers report to the committee of management (or the auspicing body) through predetermined lines of accountability (often through the chair).

Managers support committees of management in their governance role and manage the daily operations of the Neighbourhood House on behalf of the committee of governance.

Where there are adopted policies and procedures, the Manager implements them. If there are policy and procedure gaps, the Manager raises this with the committee so they can update the gaps and form a renewed basis for operational work.

There are many elements that enable Neighbourhood Houses to deliver good governance and successfully operate.

**The tables on the following pages summarise these elements and the distinct, though collaborative roles, of the committee of governance and the Manager.**



# Elements of good Governance and successful operations



1. An effective Committee of Governance	
COMMITTEE OF GOVERNANCE ROLE	MANAGER ROLE
<ul style="list-style-type: none"><li>✓ Actively seek and encourage diverse community members to nominate for the committee of governance.</li><li>✓ Clear about roles and responsibilities.</li><li>✓ Adopt and implement an induction plan for new committee members.</li><li>✓ Set time aside for committee team building.</li><li>✓ Set committee meeting times and schedules, circulate minutes and agendas and encourage full participation.</li></ul>	<ul style="list-style-type: none"><li>✓ Identify gaps in committee diversity, raise this with the committee and direct expressions of interest regarding the committee to the chair or secretary for follow up.</li><li>✓ Understand the difference between strategic and operational responsibilities and work collaboratively to strengthen committee skills.</li><li>✓ Deliver operational reports for circulation to the committee a week ahead of their scheduled meetings.</li></ul>



## 2. Strategic, operational and risk management

COMMITTEE OF GOVERNANCE ROLE	MANAGER ROLE
<ul style="list-style-type: none"> <li>✓ Develop and adopt (or review and revise) a Strategic Plan for the Neighbourhood House that takes account of changes in:               <ul style="list-style-type: none"> <li>- community profile needs and priorities.</li> <li>- social, economic and funding environment, including policy shifts they may provide or reduce grant funding opportunities.</li> <li>- Managing shared or leased facilities.</li> <li>- budget surplus or deficit and opportunities to raise funds.</li> <li>- compliance environment.</li> <li>- partner organisations that have been or may be needed to be developed or strengthened.</li> </ul> </li> <li>✓ Adopt policies and procedures that enable operations to deliver strategic plan outcomes and meet legal and compliance requirements.</li> <li>✓ Develop, adopt and regularly review a budget.</li> <li>✓ Establish reporting requirements and delegations from the committee to the Manager to monitor and facilitate operational delivery.</li> <li>✓ Awareness of applicable Commonwealth and Victorian Legislation, Regulation and Codes of Practice.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Develop, implement and regularly report to the committee of management on the annual operational plan so that the committee of management is:               <ul style="list-style-type: none"> <li>- aware of trends and directions relevant to the House at a local, regional, state and national level.</li> <li>- in touch with emerging community needs and priorities.</li> <li>- aware of meeting FASA conditions that will ensure ongoing funding.</li> <li>- responsive to opportunities to maximise funding by aligning to the social, economic and funding environment.</li> </ul> </li> <li>✓ Mindful of continuous improvement opportunities arising from delegated compliance or operational plan implementation.</li> <li>✓ Draft policies and procedures for committee consideration to meet funding, legal and compliance requirements.</li> <li>✓ Liaise with other Neighbourhood Houses and attending NHBarwon meetings and training sessions to convey contemporary practice back to the committee.</li> <li>✓ Knowledge of applicable Commonwealth and Victorian Legislation, Regulation and Codes of Practice.</li> <li>✓ Proactively identify any changes to new legislation and potential breaches of legislation and provide that information to the committee, staff and other volunteers.</li> <li>✓ Maintaining and updating the register of these documents to inform the committee, staff and other volunteers.</li> </ul>



### 3. Community Engagement

COMMITTEE OF GOVERNANCE ROLE	MANAGER ROLE
<ul style="list-style-type: none"><li>✓ Know who is part of this local community, their needs and how to gain their contribution and participation?</li><li>✓ Ensure that language and actions in policies, procedures, programs and operations are relatable, understandable and accessible for all community members.</li><li>✓ Endorse programs, practices and processes that encourage participation by a wide range of individuals from the community.</li><li>✓ Ensure quality service delivery is planned and provided.</li><li>✓ Endorsing events that are compliant and inclusive.</li><li>✓ Determine appropriate policies and procedures are in place for complaints, grievances and dispute resolution.</li></ul>	<ul style="list-style-type: none"><li>✓ Create a welcoming, friendly, accessible environment for Neighbourhood House users.</li><li>✓ Encourage volunteer participation in House activities and the governance of the House.</li><li>✓ Provide information referral and general support to House users and members of the community.</li><li>✓ Undertake community engagement and community development activities to increase House diversity and participation.</li><li>✓ Market and promote the House to the local community and run inclusive and compliant events.</li><li>✓ Form, maintain and extend partnerships with service providers that contribute to operational plan delivery and increase use of the Neighbourhood House.</li><li>✓ Increase House users, staff, contractors and volunteers' awareness of complaints, grievances and disputes policies and procedures.</li></ul>



## 4. Managing people

COMMITTEE OF GOVERNANCE ROLE	MANAGER ROLE
<ul style="list-style-type: none"> <li>✓ Establish a human resource management policy framework to support employment and organisational development.</li> <li>✓ Enter employment contracts with all staff paid and monitor that the legal and commonly accepted responsibilities of an employer are carried out.</li> <li>✓ Determine systems and training required to meet operational needs and the requirements of any applicable Acts.</li> <li>✓ Determine clear and overarching arrangements for accountability.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Interpret and promote the human resource policy framework set by the committee of management so that House users, staff, contractors and volunteers have a consistent experience.</li> <li>✓ Ensure that employment related delegations of the committee of management are effectively coordinated.</li> <li>✓ Fulfill administrative requirements to keep legal requirements and insurances current.</li> </ul>

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## Committee member and office bearer roles

A committee member is responsible for contributing to the collective decision making of the whole committee. A committee member is generally unable to make decisions for the organisation independently of other committee members and is responsible for:

- ✓ understanding the business of the organisation and being aware of key developments.
- ✓ being prepared for, attending and participating in committee meetings.
- ✓ being active in the organisation, such as by attending functions or events as a representative of an organisation.
- ✓ attending the annual general meeting.
- ✓ providing advice, opinions and independent judgment to inform committee decisions.
- ✓ declaring and monitoring actual or perceived conflicts of interest.
- ✓ governing and overseeing an organisation's operations and performance.

Committees will normally specify roles, to meet the requirements of their constitutions and the Associations Incorporation Reform Act 2012 including:

- 🕒 **The chair, chairperson or president** who runs meetings and usually represents the organisation at public events. There may be a deputy chair that takes on the role of the chair when that person is unavailable.
- 🕒 **The treasurer** who manages the financial affairs of the organisation.
- 🕒 **The secretary** who reports to the relevant regulators, organises meetings, deals with documents and maintains records.

Ensuring new committee members are quickly brought up to speed with the Neighbourhood House (including its strategy and the environment within which it operates) is an important aspect of every committee's role.



## Legal duties

The following legal duties apply to all people who sit on a committee in a governance position in all not-for-profit organisations:

### ● **The duty to act in good faith in the best interests of the organisation and for a proper purpose.**

You must act honestly, fairly and loyally when making decisions for your organisation not be making decisions based on your own personal interests, preferences or alliances or those of other people or organisations you may be involved in. It means not using your powers to obtain an advantage for yourself or someone else and making decisions which help the organisation to achieve its purpose.

### ● **The duty to act with reasonable care, skill and diligence (including the duty to prevent insolvent trading).**

All committee members have a duty to make enquiries and satisfy themselves that the Neighbourhood House is being well run and operating in a safe and efficient manner.

### ● **The duty not to improperly use information or position.**

You cannot improperly use your position on a committee, use any information obtained because of your position (for example, information obtained at committee meetings, information divulged to you in your capacity as a committee member) to gain a personal advantage or an advantage for someone else, or to cause any detriment to the organisation.

### ● **The duty to disclose and manage conflicts of interest.**

A committee member who has a real or perceived personal interest in a matter that is being considered at a committee meeting should not be present in the meeting while the matter is being discussed, or vote on the matter, and ensure that the minutes record the fact that a conflict was declared, the time the relevant committee member left and returned to the meeting, and the fact that they were not involved in the decision. In addition, a committee member who has a conflict should also refrain from discussing the decision or trying to influence the outcome of the decision outside of or between committee meetings.

There are some laws in Australia (in addition to the four main duties of committee members) that can apply to committee members or Managers personally, such as competition and consumer law, occupational health and safety, employment law, environmental law and tax law. If an organisation doesn't meet its obligations under these laws, committee members can be personally responsible (as well as the organisation).

A decision about a matter will be made with reasonable care if you can show that you:

- ✓ made the decision in good faith and for a proper purpose.
- ✓ didn't have a material interest in the subject matter of the decision.
- ✓ informed yourself about the subject matter to an appropriate extent.
- ✓ rationally believed that the judgment was in the best interests of the organisation.



# Governance & compliance requirements

## PART THREE

### Governance and compliance requirements for Neighbourhood Houses

Many governance and compliance requirements apply to Neighbourhood Houses.

Each is underpinned by legislation or regulation.

Each has a body that monitors or enforces compliance:

#### As a recipient of government funds

- The Neighbourhood House Coordination Program Guidelines 2016–2019 and sector information is monitored through the DFFH FASA.
- Learn Local pre-accredited and accredited training is monitored through Department of Jobs, Skills, Industry and Regions (DJSIR).
- Each grant awarded by local or federal governments, philanthropic or other funders will require signing of a funding agreement with conditions about how and when the resources should be spent.



Jobs, Skills,  
Industry  
and Regions

#### As an incorporated association

- The Associations Incorporation Reform Act 2012 and Association Incorporation Reform Regulations 2012 is monitored through Consumer Affairs Victoria (CAV).





### As a registered charity

- Governance and other standards are specified and monitored by the Australian Charitable and Not-for-profit Commission (ACNC).



### As a not-for-profit organisation

- The Child Safe Standards 2022 are monitored by the Commission for Children and Young People.
- National tax and superannuation requirements are monitored by the Australian Tax Office (ATO).



### As an employer

- The Fair Work Act 2009 is monitored by the Fair Work Commission.
- The Occupational Health and Safety Act 2004 and worker's compensation scheme is monitored by WorkSafe.
- Complaints regarding discrimination, sexual harassment, victimisation and racial or religious vilification arising from the Equal Opportunity Act 2010, Charter of Human Rights and Responsibilities Act 2006, Racial and Religious Tolerance Act 2001, Change or Suppression (Conversion) Practices Prohibition Act 2021) are monitored and enforced through the Victorian Equal Opportunity and Human Rights Commission.
- Complaints regarding the Privacy and Data Protection Act 2014; Health Records Act 2001 are regulated by the Victorian Commissioner for Privacy and Data Protection.

The Appendix includes a detailed table that specifies the sources of compliance, requirements, evidence, consequences and responsibilities of committee members, Chairs, Secretaries, Treasurers, Coordinators and members.

# Checklist requirements

## Checklist requirements for committee members, office bearers and staff arising from legislation or regulation

The following checklists form a ready reckoner of requirements for committee members, chairs, secretaries and treasurers arising from legislation or regulation.

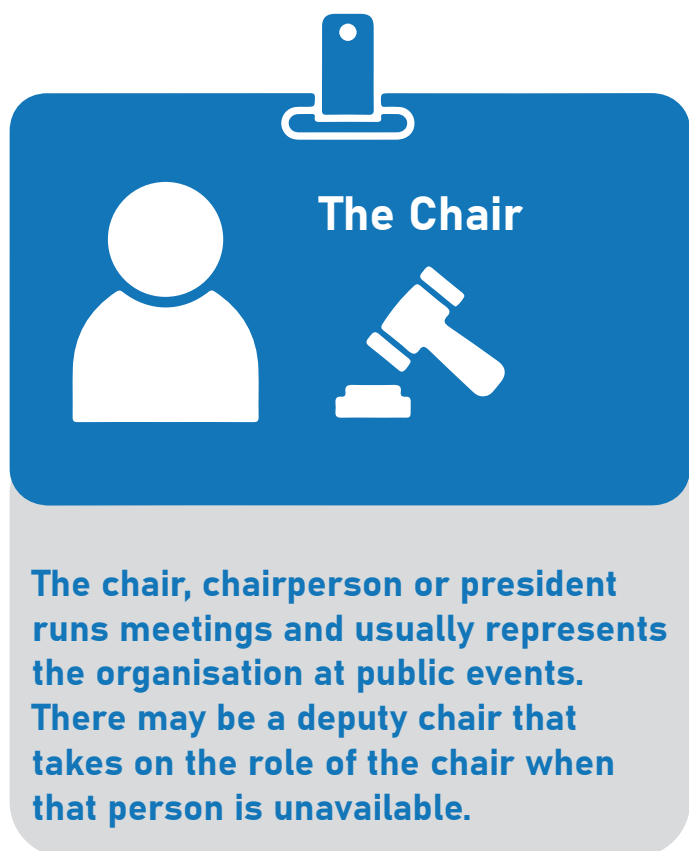
Managers are a vital part in the governance chain of responsibility by developing transparent and transparent administrative systems to support committees to meet their obligations in a timely way.

Committee members are collectively responsible for all aspects of governance and operations but should pay particular attention to:

- ✓ Advertising opening hours that match the Neighbourhood House Coordination Program funding and that twice as many activity hours as coordination hours.
- ✓ Complying with the 11 Child Safe Standards 2022.
- ✓ Complying with the Fair Work system, relevant awards or the Neighbourhood House sector collective agreement and 11 national employment standards.
- ✓ Creating a working environment that is safe and without risks to physical and mental health.
- ✓ Complying with the “positive duty” to protect employees, job applicants, contractors and their carers, friends or relatives from discrimination, (sexual) harassment or victimisation.
- ✓ Complying with privacy legislation.
- ✓ Complying with the Australian Charities and Not-for-profits Commission Governance Standards 1-6. \*\*
- ✓ Returning original copies of any relevant documents to the association’s committee within 28 days of ceasing to hold their position.

\*\* This does not apply to House’s that do not hold charitable status.





Specific actions that the chair is responsible for include:

- ✓ Providing leadership in the committee and to the organisation based on communication and collaboration skills and with empathy, impartiality and trustworthiness.
- ✓ Attending Network events and professional development opportunities.
- ✓ Considering nominating for the Network committee of governance.
- ✓ Contacting the Networker for support or advice on any governance related issues.
- ✓ Establishing a committee of governance at the annual general meeting and filling casual vacancies as they occur according to the rules in the constitution.\*
- ✓ Including a vision, mission and purpose statement in the annual plan that complies with the Neighbourhood House Coordination Program aims and Australian Charities and Not-for-profit Commission's charitable purpose and meeting the 6 governance standards.\*\*
- ✓ Complying with the Fair Work system, relevant awards or the Neighbourhood House sector collective agreement and 11 national employment standards.
- ✓ Creating a working environment that is safe and without risks to physical and mental health.
- ✓ Complying with the "positive duty" to protect employees, job applicants, contractors and their carers, friends or relatives from discrimination, (sexual) harassment or victimisation.
- ✓ Complying with privacy legislation.
- ✓ Complying with the 11 Child Safe Standards 2022.
- ✓ Returning original copies of any relevant documents to the association's committee within 28 days of ceasing to hold their position.

\*This does not apply to House's auspiced by other legal entities such as local government and health services.

\*\* This does not apply to House's that do not hold charitable status.

  
  
**The Treasurer**  
  
**The treasurer manages the financial affairs of the organisation.**

Specific actions that the treasurer is responsible for include:

- ✓ Ensuring that a financial accounting system is in place that enables transparent and accessible management and reporting of the House's finances.
- ✓ Authorising an independent audit of the annual financial statements by a registered company auditor, form of registered company auditors or a member of (and who holds a current practicing certificate from) CPA, ICAA or IPA.\*
- ✓ Presenting the House's annual audit report at the annual general meeting.\*
- ✓ Ensuring that a system is in place that keeps the audited financial statements presented to the annual general meetings for the last 7 years.\*
- ✓ Returning original copies of any relevant documents to the association's committee within 28 days of ceasing to hold their position.

\*This does not apply to House's auspiced by other legal entities such as local government and health services.

  
  
**The Secretary**  
  
**The secretary reports to the relevant regulators, organises meetings, deals with documents and maintains records. For incorporated bodies, the secretary must register on the Consumer Affairs Victoria portal (myCAV), maintain records and correspond with the regulator electronically.**

Specific actions that the secretary is responsible for include:

- ✓ Lodging regular updates and annual statements with Consumer Affairs Victoria to maintain incorporation. Such documents must be written in English or have a certified English translation accompanying the document.\*
- ✓ Lodging notification (on the Consumer Affairs Victoria approved form) within 14 days after their appointment as secretary and contact details.\*
- ✓ Lodging a copy of the House's audited annual financial statements with Consumer Affairs Victoria within one month of the annual general meeting.\*#

- ✓ Notifying the Consumer Affairs Victoria Registrar in writing of its transfer of incorporation within 14 days after it registers. \*
- ✓ Ensuring that a system is in place that keeps an original document when a copy has been lodged with the Registrar for the last 7 years. It must also produce the original document within 28 days if it is requested by the Registrar. \*
- ✓ Presenting the House's annual report on activities at the annual general meeting. \*
- ✓ An annual certificate of currency is issued from the Victorian Managed Insurance Authority for insurance coverage suitable for the operational activities and governance arrangements.\*
- ✓ Lodging the Service Agreement Compliance Certification (SACC) either 3 months after the House's financial operating period ends or 7 days after the annual general meeting. \*
- ✓ Ensuring routine use of the incorporated association's name and registration number on all notices, advertisements and business documents but only using the abbreviations (of inc or inc.) when entitled to do so. \*
- ✓ Updating the Registrar of Consumer Affairs Victoria within 14 days of any change to the registered address of the incorporated association. \*
- ✓ Updating the Registrar of Consumer Affairs Victoria within 14 days of the incorporated association becoming a trustee of a trust and lodge any deeds or instruments regarding the trust's name, purpose, beneficiaries and trustees. \*
- ✓ Permitting a member to inspect a copy of the trust deed of any trust that holds association funds or assets. \*
- ✓ Permitting a member to inspect the rules and minutes of the general meetings of the association. This must be done in reasonable time by appointment with the Secretary.\*
- ✓ Providing a member with a copy of the association's rules and minutes making a written request or paying any specified fee.\*
- ✓ Returning original copies of any relevant documents to the association's committee within 28 days of ceasing to hold their position.\*
- ✓ Ensuring that the constitution, strategic plan and activity descriptions reflect a primary charitable purpose to retain charitable registration with the Australian Charities and Not-for-profits Commission.\*\*
- ✓ Notifying Australian Charities and Not-for-profits Commission of changes to the House's legal name, address for service, responsible people including committee members and office bearers or constitution. \*\*
- ✓ Submitting an annual information statement to the Australian Charities and Not-for-profits Commission online portal within 6 months of the end of the reporting period. \*\*

\*This does not apply to House's auspiced by other legal entities such as local government and health services.

\*\* This does not apply to House's that do not hold charitable status.

# Houses are exempt from doing this if they are ACNC registered - <https://www.consumer.vic.gov.au/clubs-and-fundraising/incorporated-associations/running-an-incorporated-association/annual-reporting/lodging-an-annual-statement#Exemption>







# Good Governance Workbook

## PART FOUR

The Good Governance Workbook a self-paced tool designed to support committees to learn what good governance looks like and how you would demonstrate your compliance.

Once completed, it should become the one stop shop for anyone to understand how to manage:

- ✓ An effective committee of governance.
- ✓ Strategic, operational and risk management.
- ✓ Community engagement.
- ✓ Staff and volunteers.
- ✓ Shared or lease facilities.
- ✓ Events.

The Workbook provides information on governance topics and elements.

It provides tick boxes that can indicate where they are met and an action column to record where everything is kept.

It links to authoritative websites where templates and resources can be found and adapted.

**Importantly, it raises questions for committees to consider in delivering good governance.**





# An effective Committee of Governance

## Diversity

No. 1.1 GOVERNANCE ELEMENT   Diversity	
Good practice indicators	1.1.1 Committee members reflect the local community (all life stages, gender diversity, culture, disability and Aboriginal community members).
	1.1.2 The committee takes account of technical skills that would improve committee operations (financial, IT, legal, human resource management, governance, community engagement) when filling vacancies.
	1.1.3 The committee has ways to engage diverse and technically skilled community members if they are not currently represented on the committee.
	1.1.4 Diversity of thinking is actively encouraged by the Chair.
Good practice evidence	1.1.5 The Australian Bureau of Statistics current community profile and Socio-Economic Indexes for Areas (SEIFA) is circulated to the committee, along with more local postcode level data.
	1.1.6 Active recruitment is initiated by the committee to recruit people with diverse backgrounds and skills, and these are promoted through the “about us” section of the website.
	1.1.7 The committee conducts a committee skills audit on a regular basis.
	1.1.8 Partnerships are in place with local organisations representing segments of the local population so needs are monitored and met.
	1.1.9 Diverse programs are in place and regularly promoted via the website, social media and local networks to meet the needs of all community members.
Questions for committees	1.1.10 Who is part of this local community, what are their needs and how can we gain their contribution and participation?
	1.1.11 Are our language and actions in policies, procedures, programs and operations relatable, understandable and accessible for all community members?
	1.1.12 Who else in our local area represents the interests of diverse community members and do we partner with them to meet needs or collaborate to bring funding into our area?
	1.1.13 Do we need to adjust our communication plan to get information out to all parts of the community to increase participation?
	1.1.14 What could we do to ensure that the House is welcoming for all ages, genders, cultures, disabilities and Aboriginal community?

## RESOURCE LINKS >>> >>> >>> >>> >>> >>>

## 1.1



	No.	Response   Diversity	✓
Good practice indicators	1.1.1		
	1.1.2		
	1.1.3		
	1.1.4		
Good practice evidence	1.1.5		
	1.1.6		
	1.1.7		
	1.1.8		
	1.1.9		
Questions for committees	1.1.10		
	1.1.11		
	1.1.12		
	1.1.13		
	1.1.14		

- Australian Bureau of Statistics: <https://www.abs.gov.au/census/guide-census-data/about-census-tools/community-profiles>
- City of Greater Geelong suburb level demographic profile: <https://profile.id.com.au/geelong/flyer>
- Surf Coast Shire suburb level demographic profile: <https://www.surfcoast.vic.gov.au/About-us/About-the-Shire/Demographicspopulation>
- Colac Otway Shire suburb level demographic profile: <https://profile.id.com.au/colac-otway/about>

**Institute of Community Directors Policy Bank resources:**

- Board Member Recruitment Policy template <https://communitydirectors.com.au/policies/board-member-recruitment-policy>



# An effective Committee of Governance

## Roles & Responsibilities

No. 1.2 GOVERNANCE ELEMENT   Roles and responsibilities	
Good practice indicators	1.2.1 Position descriptions are available for the chair, secretary and treasurer roles.
	1.2.2 Position descriptions are available for general committee members.
	1.2.3 Committee meetings occur regularly, are scheduled 12 months in advance and are well attended by all committee members.
Good practice evidence	1.2.4 Committee position descriptions are in place.
	1.2.5 Constitution is in place and updated, when necessary, via the annual general meeting or special general meetings.
	1.2.6 Register of members maintained.
	1.2.7 Minutes of the Annual General Meeting and financial reports, special general meetings and committee minutes are maintained for 7 years.
Questions for committees	1.2.8 Am I clear about my role and responsibilities?
	1.2.9 Are committee meetings held at times that enable full community participation – could rotating times increase access?
	1.2.10 Are position descriptions available in the “about us” section of our website to increase interest and transparency?

RESOURCE LINKS >>> >>> >>> >>> >>> >>>



# 1.2



	No.	Response   Roles and responsibilities	✓
Good practice indicators	1.2.1		
	1.2.2		
	1.2.3		
Good practice evidence	1.2.4		
	1.2.5		
	1.2.6		
	1.2.7		
Questions for committees	1.2.8		
	1.2.9		
	1.2.10		

## Institute of Company Directors:

- <https://communitydirectors.com.au/policies/board-office-bearer-policy-position-statements>

## Justice Connect:

- <https://www.nfplaw.org.au/free-resources>

## NHBarwon Governance Project Resources:

- <https://www.nhbarwon.org.au/>

## NHVIC member resources:

- <https://www.nhvic.org.au/>

## Institute of Community Directors Policy Bank resources

- Board Office-bearer Policy & Position Statement template <https://communitydirectors.com.au/policies/board-office-bearer-policy-position-statements>





# An effective Committee of Governance

## Induction and team building

No. 1.3 GOVERNANCE ELEMENT   Induction and Team Building	
Good practice indicators	1.3.1 Committee members are provided with this induction kit and a local induction kit.
	1.3.2 Committee members attend the NHBarwon Induction Workshops and are aware of NHVic online and training resources.
	1.3.3 Committee members have read the Constitution.
	1.3.4 Committee members have read the NHCP Guidelines.
	1.3.5 The chair and/or committee members participate in the NHBarwon Community of Practice and delivered training.
	1.3.6 The committee has an annual planning day, including a team building component to review the last year and plan for the year ahead.
Good practice evidence	1.3.7 Induction is scheduled for all new committee members.
	1.3.8 Training or information sessions are scheduled for the committee when there are changes to compliance requirements.
	1.3.9 Committee members annually self-evaluate their own performance as committee members.
Questions for committees	1.3.10 How do I access the constitution, funding and service guidelines and compliance requirements so I can make good decisions?
	1.3.11 How does this committee build itself into a team?
	1.3.12 Do we have an annual planning day to review the last year and set activity and budget priorities for the coming year?

RESOURCE LINKS >>> >>> >>> >>> >>> >>>

## 1.3



	No.	Response   Induction and Team Building	✓
Good practice indicators	1.3.1		
	1.3.2		
	1.3.3		
	1.3.4		
	1.3.5		
	1.3.6		
Good practice evidence	1.3.7		
	1.3.8		
	1.3.9		
Questions for committees	1.3.10		
	1.3.11		
	1.3.12		

## NHBarwon Governance Project Resources:

● <https://www.nhbarwon.org.au/>

## Department of Families, Fairness and Housing Neighbourhood House guidelines:

● <https://providers.dffh.vic.gov.au/guidelines-2016-2019-neighbourhood-House-coordination-program-word>

## NHVic member resources:

● <https://www.nhvic.org.au/>

## Institute of Community Directors Policy Bank resources

● Board Member Induction Policy template <https://communitydirectors.com.au/policies/board-member-induction-policy>



# An effective Committee of Governance

## Running successful meetings

No. 1.4 GOVERNANCE ELEMENT   Running successful meetings	
Good practice indicators	<p>The committee standing agenda includes:</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Date, time and location of meeting.</li> <li><input checked="" type="checkbox"/> Acknowledgement of Country.</li> <li><input checked="" type="checkbox"/> Present, apologies and /or guest speakers.</li> <li><input checked="" type="checkbox"/> Declaration of any private interests arising from the agenda.</li> <li><input checked="" type="checkbox"/> Correspondence in and out</li> <li><input checked="" type="checkbox"/> Confirmation of the previous minutes and actions.</li> <li><input checked="" type="checkbox"/> Finance report and motions for committee decision.</li> <li><input checked="" type="checkbox"/> Coordinators report and motions for committee decision.</li> <li><input checked="" type="checkbox"/> Chair's update and motions for committee decision.</li> <li><input checked="" type="checkbox"/> Additional specific items for discussion and decision.</li> <li><input checked="" type="checkbox"/> General business.</li> <li><input checked="" type="checkbox"/> Feedback from the meeting – was it an inclusive meeting and did everyone feel heard.</li> <li><input checked="" type="checkbox"/> Confirmation of the next meeting.</li> </ul>
	<p>1.4.2 The agenda (and papers relating to agenda items) are circulated to all committee members a week ahead of the scheduled meeting to allow enough reading time.</p>
	<p>1.4.3 The committee meeting minutes include:</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Time when the meeting commences and concludes.</li> <li><input checked="" type="checkbox"/> Committee decisions, delegation for action, expected timeframe for delivery and report back.</li> </ul>
	<p>1.4.4 Minutes (with action plans) are circulated within a week of the committee meeting so that everyone is clear about who is doing what and when.</p>
Good practice evidence	<p>1.4.5 Committee agendas and papers are circulated a week ahead of the meeting.</p>
	<p>1.4.6 Committee meetings run on time, cover all agenda items and allow for sufficient time for discussion and decision making.</p>
	<p>1.4.7 Sub-committees are established for larger pieces of work and report back to the full committee for decision making.</p>
	<p>1.4.8 Committee discussions are constructive, respectful and enjoyable and this is tested at the end of each meeting by asking for feedback from the meeting on whether it was an inclusive meeting and did everyone feel heard.</p>
Questions for committees	<p>1.4.9 Are papers circulated a week ahead to enable all members to read and prepare for the meeting?</p>
	<p>1.4.10 What does a conflict of interest mean, how do I declare it and still be part of the committee?</p>
	<p>1.4.11 Do we make decisions when we meet that enable our staff to be skilled, engaged, empowered and authorised to act operationally?</p>
	<p>1.4.12 Do we make decisions that take account of our vision, agreed strategic and operational plan, financial capacity and diverse community needs?</p>
	<p>1.4.13 Are we all participating equally in this committee, and do we reflect on how we are governing the organisation?</p>

## RESOURCE LINKS >>> >>> >>> >>> >>> >>>



## 1.4



	No.	Response   Running successful meetings	✓
Good practice indicators	1.4.1		
	1.4.2		
	1.4.3		
Good practice evidence	1.4.4		
	1.4.5		
	1.4.6		
	1.4.7		
	1.4.8		
Questions for committees	1.4.9		
	1.4.10		
	1.4.11		
	1.4.12		
	1.4.13		

**Institute of Community Directors Policy Bank resources:**

- Board Attendance Policy <https://communitydirectors.com.au/policies/board-attendance-policy>
- Board Confidentiality Policy <https://communitydirectors.com.au/policies/board-confidentiality-policy>
- Board Dispute Resolution Policy <https://communitydirectors.com.au/policies/board-dispute-resolution-policy>
- Board Grievance Policy <https://communitydirectors.com.au/policies/board-grievance-policy>
- Complaints handling <https://communitydirectors.com.au/policies/complaints-handling>
- Board Fundraising Policy <https://communitydirectors.com.au/policies/board-fundraising-policy>



# Strategic, operational and Risk Management

## Vision, purpose, mission, values, strategic, operational and risk management

No. 2.1 GOVERNANCE ELEMENT   Risk Management	
Good practice indicators	2.1.1 The committee develops and reviews the House's vision, mission and values.
	2.1.2 The strategic plan is set for 3-5 years and is referenced in committee decision making and resource allocation.
	2.1.3 The risk management plan addresses security and fraud, compliance, operations, financial, economic and reputational risk.
	2.1.4 The strategic plan guides the annual operational plan and budget.
Good practice evidence	2.1.5 When accepting a committee appointment or office bearer role, all committee members sign off on support for the organisation's vision, purpose, mission, values and code of conduct.
	2.1.6 A strategic plan is in place, reviewed annually and available on the website.
	2.1.7 An annual risk mitigation plan is in place and new opportunities are assessed against this plan and added to it.
Questions for committees	2.1.8 Does the coordinator's report give us enough information about emerging community and staff needs?
	2.1.9 Does the finance report show that we have enough reserves to pay are bills as they fall due and to cover us for any unanticipated funding reduction or increased costs?
	2.1.10 Does the treasurer summarise the budget "narrative" with explanations so that the statements are fully understood?
	2.1.11 What is my role in occupational health and safety?
	2.1.12 What do we have in place to protect member and staff private data?
	2.1.13 What are the "red flags" I need to be aware of to make good decisions?

## RESOURCE LINKS >>> >>> >>> >>> >>> >>>

# 2.1



	No.	Response   Risk Management	✓
Good practice indicators	2.1.1		
	2.1.2		
	2.1.3		
	2.1.4		
Good practice evidence	2.1.5		
	2.1.6		
	2.1.7		
Questions for committees	2.1.8		
	2.1.9		
	2.1.10		
	2.1.11		
	2.1.12		
	2.1.13		

## Justice Connect:

- <https://www.nfplaw.org.au/free-resources/how-to-run-the-organisation>
- <https://www.nfplaw.org.au/free-resources/insurance-and-risk/negligence-accidents-and-incidents>

## Institute of Community Directors:

- <https://communitydirectors.com.au/search/results?q=strategic+planning>
- <https://communitydirectors.com.au/search/results?q=risk+management>

## Institute of Community Directors Policy Bank Templates

- Legislative Compliance Policy <https://communitydirectors.com.au/policies/legislative-compliance-policy>
- Risk Management Policy <https://communitydirectors.com.au/policies/risk-management-policy>
- Crisis Response Policy <https://communitydirectors.com.au/policies/crisis-response-policy>
- Financial Controls Policy <https://communitydirectors.com.au/policies/financial-controls-policy>
- Reimbursement Policy <https://communitydirectors.com.au/policies/reimbursement-policy>
- Ethical Fundraising Policy <https://communitydirectors.com.au/policies/ethical-fundraising-policy>
- Investment Planning Policy <https://communitydirectors.com.au/policies/investment-planning-policy>
- Sponsorship Policy <https://communitydirectors.com.au/policies/sponsorship-policy>
- Fraud Risk Management Policy <https://communitydirectors.com.au/policies/fraud-risk-management-policy>
- Cyber Security Policy <https://communitydirectors.com.au/policies/cyber-security-policy>
- Data Retention & Destruction Policy <https://communitydirectors.com.au/policies/data-retention-destruction-policy>
- Copyright Policy <https://communitydirectors.com.au/policies/copyright-policy>
- Environmental Sustainability Policy <https://communitydirectors.com.au/policies/environmental-sustainability-policy>



# Strategic, operational and Risk Management

## Creating culture and ethical behaviour

No. 2.2 GOVERNANCE ELEMENT   Creating culture and ethical behaviour	
Good practice indicators	2.2.1 The committee identifies the organisational culture that is consistent with the constitutional purpose and the strategic plan vision, mission and values.
	2.2.2 The committee routinely checks for conflict of interest when making decisions.
Good practice evidence	2.2.3 Statement of values.
	2.2.4 Code of ethics or conduct.
	2.2.5 Conflict of interest policy and procedure.
Questions for committees	2.2.6 How do we define inappropriate behaviour between ourselves, in the workplace and organisation?
	2.2.7 What actions do we take to show zero tolerance to inappropriate behaviours?



## RESOURCE LINKS >>> >>> >>> >>> >>> >>>



## 2.2



	No.	Response   Creating culture and ethical behaviour	✓
Good practice indicators	2.2.1		
	2.2.2		
Good practice evidence	2.2.3		
	2.2.4		
	2.2.5		
Questions for committees	2.2.6		
	2.2.7		

**Institute of Community Directors:**

- Culture <https://communitydirectors.com.au/search/results?q=culture>
- Ethical Behaviour <https://communitydirectors.com.au/search/results?q=ethical+behaviour>
- Conflict of Interest <https://communitydirectors.com.au/search/results?q=conflict+of+interest>

**Institute of Community Directors Policy Bank resources**

- Governance Policy <https://communitydirectors.com.au/policies/governance-policy>
- Code of Ethics <https://communitydirectors.com.au/policies/code-of-ethics>
- Transparency and Accountability Policy <https://communitydirectors.com.au/policies/transparency-and-accountability-policy>
- Board Conflict of Interest Policy <https://communitydirectors.com.au/policies/board-conflict-of-interest-policy>



# Strategic, operational and Risk Management

## Accountability & Compliance

No.	2.3 GOVERNANCE ELEMENT   Accountability & compliance
Good practice indicators	2.3.1 Funding and service agreements and compliance tasks are met.
	2.3.2 Incorporation compliance tasks are met.
Good practice evidence	2.3.3 Service Agreement Compliance Certification (SACC) form lodged with DFFH annually.
	2.3.4 Annual compliance review conducted.
	2.3.5 Annual operational workplan and budget established and regularly monitored and adjusted
Questions for committees	2.3.6 How will I know that we are meeting our funding and compliance obligations?
	2.3.7 What are we aiming to improve and how will I know when we get there?



## RESOURCE LINKS >>> >>> >>> >>> >>> >>>

## 2.3



	No.	Response   Accountability & compliance	✓
Good practice indicators	2.3.1		
	2.3.2		
Good practice evidence	2.3.3		
	2.3.4		
	2.3.5		
Questions for committees	2.3.6		
	2.3.7		

**Department of Families, Fairness and Housing:**

● <https://providers.dffh.vic.gov.au/funded-agency-channel>

**Consumer Affairs Victoria:**

● <https://www.consumer.vic.gov.au/clubs-and-fundraising/incorporated-associations>

**Australian Charities and Not-for-profit Commission:**

● <https://www.acnc.gov.au/for-charities>

**Commission for Children and Young People:**

● <https://ccyp.vic.gov.au/child-safe-standards/>

**Fair Work Commission:**

● <https://www.fairwork.gov.au/tools-and-resources/templates>

**Justice Connect:**

● <https://www.nfplaw.org.au/free-resources/work-health-and-safety-laws/victoria>

**Institute of Community Directors Policy Bank resources**

● Legislative Compliance Policy Template <https://communitydirectors.com.au/policies/legislative-compliance-policy>



# Community Engagement

## Community Engagement & Development is a fundamental commitment

No. 3.1 GOVERNANCE ELEMENT   Fundamental commitment	
Good practice indicators	3.1.1 The committee engages community members and key stakeholders in the strategic planning process.
	3.1.2 The committee engages community members in the activities planning process to inform operations.
Good practice evidence	3.1.3 A strategic communication plan is in place that identifies all diverse community, partners, stakeholders and funders and the best communication method to transmit key messages and information.
Questions for committees	3.1.4 Do we have two-way process with our members, partners, stakeholders and funders to let them know what we are delivering and explore emerging issues and opportunities?



## RESOURCE LINKS >>> >>> >>> >>> >>> >>>

# 3.1



	No.	Response   Fundamental commitment	✓
Good practice indicators	3.1.1		
	3.1.2		
Good practice evidence	3.1.3		
Questions for committees	3.1.4		



## Institute of Community Directors Policy Bank resources

- Social Media Policy Template <https://communitydirectors.com.au/policies/social-media-policy>
- Media Relations Policy Template <https://communitydirectors.com.au/policies/media-relations-policy>
- Acceptable Use of Electronic Media Policy Template <https://communitydirectors.com.au/policies/acceptable-use-of-electronic-media-policy>
- Privacy Policy Template <https://communitydirectors.com.au/policies/privacy-policy>
- Complaints handling Template <https://communitydirectors.com.au/policies/complaints-handling>





## Recruitment and selection, retention and succession (staff, volunteers and contractors)

No. 4.1 GOVERNANCE ELEMENT   Recruitment, Retention & Succession	
Good practice indicators	4.1.1 The committee has member(s) with experience in staff recruitment and/or management.
	4.1.2 Paid staff, tutors and volunteers and all recognised as employees.
	4.1.3 A nominated committee member (often the chair) has regular, scheduled meetings with the coordinator to support implementation of the operational plan, check in on personal and professional needs and concerns.
	4.1.4 Staff are provided with this induction kit and a local induction kit including the operational plan and locations of key files and documents.
	4.1.5 Staff are given the contact details of the NHBarwon networker and NHVic for sector orientation and support.
Good practice evidence	4.1.6 Recruitment, performance management, training and development and support are established and workplans linked to the strategic and operational plan are available.
	4.1.7 There is a strategy for volunteer recruitment to sustain ongoing volunteer engagement in place.
	4.1.8 Letters of offer, and contracts are kept in a secure manner.
	4.1.9 There is a system for conducting and retaining reference checks, police checks and Working with Children Checks.
	4.1.10 Staff members have read the Constitution.
	4.1.11 Staff members have read the NHCP Guidelines.
	4.1.12 Regular supervision occurs.
Questions for committees	4.1.13 Are staff workloads, strategic and operational plans taken into account when new ideas or funding emerges?
	4.1.14 Do we have an annual staff performance, training and development plan in place?

## 4.1



	No.	Response   Recruitment, Retention & Succession	✓
Good practice indicators	4.1.1		
	4.1.2		
	4.1.3		
	4.1.4		
	4.1.5		
Good practice evidence	4.1.6		
	4.1.7		
	4.1.8		
	4.1.9		
	4.1.10		
	4.1.11		
	4.1.12		
Questions for committees	4.1.13		
	4.1.14		





## Recruitment and selection, retention and succession (staff, volunteers and contractors)

### RESOURCE LINKS



#### Justice Connect:

- <https://www.nfplaw.org.au/free-resources/managing-people/managing-employees>
- <https://www.nfplaw.org.au/free-resources/managing-people/managing-employees/the-fair-work-system-overview>

#### Business Victoria:

- Human resource management policy framework Template <https://business.vic.gov.au/tools-and-templates/hr-policies-and-procedures-manual-template>

#### Institute of Community Directors Policy Bank resources

- Staff Recruitment Policy Template <https://communitydirectors.com.au/policies/staff-recruitment-policy>
- CEO Recruitment Policy Template <https://communitydirectors.com.au/policies/ceo-recruitment-policy>
- Volunteer Management Policy Template <https://communitydirectors.com.au/policies/volunteer-management-policy>
- Employment References Policy Template <https://communitydirectors.com.au/policies/employment-references-policy>
- Staff Conflict of Interest Policy Template <https://communitydirectors.com.au/policies/staff-conflict-of-interest-policy>
- Staff Induction Policy Template <https://communitydirectors.com.au/policies/staff-induction-policy>
- Hybrid Work Policy Template <https://communitydirectors.com.au/policies/hybrid-work-policy>
- Misconduct Policy Template <https://communitydirectors.com.au/policies/misconduct-policy>
- Performance Review Policy Template <https://communitydirectors.com.au/policies/performance-review-policy>
- Managing Unsatisfactory Work Performance Policy Template <https://communitydirectors.com.au/policies/managing-unsatisfactory-work-performance-policy>
- Child Protection Policy Template <https://communitydirectors.com.au/policies/child-protection-policy>
- Confidentiality Policy Template <https://communitydirectors.com.au/policies/confidentiality-policy>
- Child Safety Code of Conduct Template <https://communitydirectors.com.au/policies/child-safety-code-of-conduct>
- Equal Employment Opportunity Policy Template <https://communitydirectors.com.au/policies/equal-employment-opportunity-policy>
- Anti-discrimination Policy Template <https://communitydirectors.com.au/policies/anti-discrimination-policy>
- Access & Equity Policy Template <https://communitydirectors.com.au/policies/access-equity-policy>

# 4.1



- Affirmative Action Policy Template <https://communitydirectors.com.au/policies/affirmative-action-policy>
- Sexual Harassment Policy Template <https://communitydirectors.com.au/policies/sexual-harassment-policy>
- Long Service Leave Policy Template <https://communitydirectors.com.au/policies/long-service-leave-policy>
- Professional Development Policy Template <https://communitydirectors.com.au/policies/professional-development-policy>
- Family Friendly Policy Template <https://communitydirectors.com.au/policies/family-friendly-policy>
- Time in Lieu Policy Template <https://communitydirectors.com.au/policies/time-in-lieu-policy>
- Unpaid Leave Policy Template <https://communitydirectors.com.au/policies/unpaid-leave-policy>
- Alternative Public Holiday Policy Template <https://communitydirectors.com.au/policies/alternative-public-holiday-policy>
- Circular Resolution Policy Template <https://communitydirectors.com.au/policies/circular-resolution-policy>
- Grief and Loss Policy Template <https://communitydirectors.com.au/policies/grief-and-loss-policy>
- Personal Leave, Carer's Leave & Compassionate Leave Template <https://communitydirectors.com.au/policies/personal-leave-carers-leave-compassionate-leave>
- Acceptable Use of Vehicles & Equipment Policy Template <https://communitydirectors.com.au/policies/acceptable-use-of-vehicles-equipment-policy>
- Resignation and Retirement Policy Template <https://communitydirectors.com.au/policies/resignation-and-retirement-policy>
- Redundancy Policy Template <https://communitydirectors.com.au/policies/redundancy-policy>
- Workplace Health and Safety Policy Template <https://communitydirectors.com.au/policies/workplace-health-and-safety-policy>
- Injury and Incident Reporting Policy Template <https://communitydirectors.com.au/policies/injury-and-incident-reporting-policy>
- First Aid Policy Template <https://communitydirectors.com.au/policies/first-aid-policy>
- Bullying Policy Template <https://communitydirectors.com.au/policies/bullying-policy>
- Whistleblower Policy Template <https://communitydirectors.com.au/policies/whistleblower-policy>
- Epidemic & Pandemic Policy Template <https://communitydirectors.com.au/policies/epidemic-pandemic-policy>
- Vaccination Policy Template <https://communitydirectors.com.au/policies/vaccination-policy>





## Incidents, grievances and disputes

No. 4.2 GOVERNANCE ELEMENT   Incidents, grievances and disputes	
Good practice indicators	4.2.1 Incident, grievance and disputes policy and procedure follow the House's constitution, EBA requirements and funding and service agreement requirements.
	4.2.2 The grievance and dispute policy and procedure are communicated with all members.
Good practice evidence	4.2.3 An incident reporting stem is in place and reported on via the coordinator's report to prevent future occurrences.
	4.2.4 Notifiable incidents are made in a timely way to required agencies.
Questions for committees	4.2.5 What does our incidents, grievances and disputes policy require of us as a committee?
	4.2.6 Is the process easy to access and complete?
	4.2.7 Is the process displayed on the website and in the House?
	4.2.8 Are incidents, grievances and disputes routinely reported to the committee?

RESOURCE LINKS >>> >>> >>> >>> >>> >>>

## 4.2



	No.	Response   Incidents, grievances and disputes	✓
Good practice indicators	4.2.1		
	4.2.2		
Good practice evidence	4.2.3		
	4.2.4		
Questions for committees	4.2.5		
	4.2.6		
	4.2.7		
	4.2.8		

## Institute of Company Directors:

- Grievances <https://communitydirectors.com.au/search/results?q=grievances>
- Disputes <https://communitydirectors.com.au/search/results?q=disputes>

## Institute of Community Directors Policy Bank resources

- Staff Grievances and Dispute Resolution Policy Template <https://communitydirectors.com.au/policies/staff-grievances-and-dispute-resolution-policy>



# Managing shared or leased facilities

Transparency, Accountability, Participation, Consensus-oriented, Responsiveness, Effectiveness and Efficiency, Integrity and stewardship, Leadership.

No. 4.3 GOVERNANCE ELEMENT   Managing Leases: Leadership Attributes	
Good practice indicators	4.3.1 Adequate funding has been allocated and attributed to the body who will coordinate the hub, manage responsive and planned maintenance, respond to complaints and facilitate planning, reference and advisory committees.
	4.3.2 Neighbourhood House participation in facility planning, reference and advisory committees.
Good practice evidence	4.3.3 There is a clearly defined written agreement setting out the responsibilities and financial obligations of each legal entity including maintenance for the facility owner and occupants.
	4.3.4 There is a Memorandum of Understanding to document an agreement between parties.
	4.3.5 There is a Heads of Agreement to provide key parameters of a proposed agreement between parties
	4.3.6 There is a regular and promoted timetable for facility planning, reference and advisory committees.
	4.3.7 Facility users able to provide feedback through documented and agreed mechanisms.
	4.3.8 There are regular meetings of co-located services to proactively address emerging community needs and issues, program and building maintenance issues.
	4.2.9 There clearly defined, agreed and well documented conflict resolution processes in place.
Questions for committees	4.3.10 Who is funding the coordination and reception function?
	4.3.11 What if the building owner responsible for and what is the Neighbourhood House (and any other occupants)?
	4.3.12 How will the committee be provided with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions in the facility?
	4.3.13 Will there be enough time to consult and obtain committee feedback on analysis, alternatives and/or decisions?
	4.3.14 Have all the space and storage requirements been accommodated?
	4.3.15 Is the right mix of services in place to maximise the benefits of co-location?

## RESOURCE LINKS >>> >>> >>> >>> >>> >>>

## 4.3



	No.	Response   Managing Leases: Leadership Attributes	✓
Good practice indicators	4.3.1		
	4.3.2		
Good practice evidence	4.3.3		
	4.3.4		
	4.3.5		
	4.3.6		
	4.3.7		
	4.3.8		
	4.2.9		
Questions for committees	4.3.10		
	4.3.11		
	4.3.12		
	4.3.13		
	4.3.14		
	4.3.15		

## Local Government resource

- 
[https://www.localgovernment.vic.gov.au/\\_data/assets/pdf\\_file/0018/165051/Guide-to-Governing-Shared-Community-Facilities.pdf](https://www.localgovernment.vic.gov.au/_data/assets/pdf_file/0018/165051/Guide-to-Governing-Shared-Community-Facilities.pdf)

## Institute of Community Directors Policy Bank resources

- 
 Letting of Premises Policy Template <https://communitydirectors.com.au/policies/letting-of-premises-policy>





## Event Management and Approvals

No. 4.4 GOVERNANCE ELEMENT   Event management and approvals	
Good practice indicators	4.4.1 There is a detailed event management plan in place and accessibility has been incorporated.
	4.4.2 Potential for conflicting events which may impact on the event, or the location have been confirmed.
	4.4.3 The event has been promoted.
	4.4.4 Event activities comply with relevant Municipal By-Law(s) Special Conditions regarding activities on a road have been organised.
	4.4.5 Road closure procedures are followed where necessary municipal by-laws are met where structures are to be erected on roads.
	4.4.6 Activities are adequately detailed when a municipal event permit is required.
	4.4.7 Event activities and structures comply with all relevant legislation and regulations.
	4.4.8 Amusement rides are registered with authorities, and serial numbers checked. Public consultation policies are complied with where applicable.
	4.4.9 Cancellation-of-event procedures are in place.
	4.4.10 Proof of appropriate insurances by contractors to event, such as amusement ride operators, infrastructure suppliers and stallholders provided and make sure name of insured and names of contractor match.
	4.4.11 All organisations or groups involved have an established legal status or auspice.
	4.4.12 Emergency services contacted, notified of proposal to hold event and preliminary arrangements made if required to provide attendance or assistance
Good practice evidence	<p>The detailed event management plan documents that:</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Permits have been applied for and granted prior to the event.</li> <li><input checked="" type="checkbox"/> Food safety and responsible serving of alcohol approvals are in place.</li> <li><input checked="" type="checkbox"/> Event insurance is in place.</li> <li><input checked="" type="checkbox"/> All organizations involved in the event are identified.</li> <li><input checked="" type="checkbox"/> Key roles and responsibilities are clearly stated.</li> <li><input checked="" type="checkbox"/> An event risk assessment has been carried out and documented.</li> <li><input checked="" type="checkbox"/> Event controller and deputy(ies) are identified.</li> <li><input checked="" type="checkbox"/> Bump-In plan (set-up of event during which Event Organizer has control of site) is outlined.</li> <li><input checked="" type="checkbox"/> Bump-out plan (Post event until Event Organizer hands control back to municipality/site is normal) is outlined.</li> </ul>
	<p>4.4.13</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> An incident controller is identified.</li> <li><input checked="" type="checkbox"/> An event safety officer to monitor and review responsibilities throughout the event is identified.</li> <li><input checked="" type="checkbox"/> Communication arrangements and protocols are clear.</li> <li><input checked="" type="checkbox"/> Incident procedures are clear.</li> <li><input checked="" type="checkbox"/> Emergency procedures are clear.</li> <li><input checked="" type="checkbox"/> Coordination between organisations is established and clear.</li> <li><input checked="" type="checkbox"/> Procedures and arrangement for distributing notices are clear.</li> <li><input checked="" type="checkbox"/> Emergency services liaison is established.</li> <li><input checked="" type="checkbox"/> Structural inspections/occupational health &amp; safety arrangements are identified.</li> <li><input checked="" type="checkbox"/> Asset registers are being maintained.</li> <li><input checked="" type="checkbox"/> Safety training needs are satisfied.</li> <li><input checked="" type="checkbox"/> Liaison with public and other organizations established.</li> <li><input checked="" type="checkbox"/> Licensing in place. Record of all amusement ride operators, infrastructure suppliers, stallholders identified.</li> </ul>

## 4.4



No. Response   Event management and approvals		✓
Good practice indicators	4.4.1	
	4.4.2	
	4.4.3	
	4.4.4	
	4.4.5	
	4.4.6	
	4.4.7	
	4.4.8	
	4.4.9	
	4.4.10	
	4.4.11	
	4.4.12	
Good practice evidence	4.4.13	



## Event Management and Approvals

### No. 4.4 GOVERNANCE ELEMENT | Event management and approvals

#### Questions for committees

4.3.14 Will a risk assessment be applied to all activities during the event and by whom?

4.3.15 Have all identified risks have been examined?

4.3.16 Are arrangements for managing risk identified and in place?

4.3.17 Will a post event de-brief be organised, by whom and when?



## RESOURCE LINKS >>> >>> >>> >>> >>> >>>

## 4.4



Questions for committees	No.	Response   Event management and approvals	✓
	4.3.14		
	4.3.15		
	4.3.16		
	4.3.17		



## Government resource

 <https://www.vmia.vic.gov.au/training/workshops-and-events>







# Sources of Information

## PART FIVE

This Governance Induction Kit draws on information from the following websites which were correct at the time of publication. Links are provided directly to websites to accommodate any updates or changes:

- Business Victoria <https://business.vic.gov.au/>
- Consumer Affairs Victoria <https://www.consumer.vic.gov.au/clubs-and-fundraising/incorporated-associations>
- Department of Families, Fairness and Housing. Neighbourhood House Coordination Program Guidelines 2016–2019 and sector information (2016). <https://providers.dffh.vic.gov.au/guidelines-2016-2019-neighbourhood-house-coordination-program-word>
- Institute of Community Directors Australia <https://communitydirectors.com.au/>
- Justice Connect <https://www.nfplaw.org.au/free-resources>
- Learn Local <https://learnlocal.org.au>
- Neighbourhood Houses Barwon. <https://www.nhbarwon.org.au>
- Neighbourhood Houses Victoria <https://www.nhvic.org.au>
- Victorian Managed Insurance Authority <https://www.vmia.vic.gov.au/training/workshops-and-events>

In addition, resources, tools and comments were shared by:

- Rosewall Community Centre
- NHBarwon Mentors Group
- NHBarwon Governance Initiative Advisory Group
- Phil Butler – Australian Institute of Company Directors, Canberra
- Community House Network Southern Region.

**Neighbourhood Houses Barwon**  
**45 Heyers Rd, Grovedale 3216**

**[www.nhbarwon.org.au](http://www.nhbarwon.org.au)**

