# Policy Guide and Checklist

This front page is to guide users in developing their Governance Policy and Procedures. To help you complete your policy and procedures:

* Basic instructions and choices between specific terms are indicated by yellow highlighting.
* Sections requiring detail are indicated by green highlighting.

For further guidance, the following resources are recommended:

* Australian Charities and Not-for-profits Commission [Governance for Good: A Guide for Responsible People](https://www.acnc.gov.au/tools/guides/governance-for-good-acncs-guide-for-responsible-people).
* Australian Institute of Company Directors [Not-for-Profit Governance Principles](https://www.aicd.com.au/content/dam/aicd/pdf/tools-resources/nfp-governance-principles/06911-4-ADV-NFP-Governance-Principles-Report-A4-v11.pdf).
* Justice Connect [Bringing On a New Board Member](https://content.nfplaw.org.au/wp-content/uploads/2023/05/Board-inductions-bringing-on-a-new-board-member.pdf?_ga=2.98380639.1102466317.1710453758-899236340.1710453758).
* Justice Connect [New to a Board or Committee? An Introduction to Your Role](https://content.nfplaw.org.au/wp-content/uploads/2023/05/New-to-a-Board-or-Committee.pdf?_ga=2.55042667.1102466317.1710453758-899236340.1710453758).
* QCOSS [Governance](https://communitydoor.org.au/resources/governance).

Before submitting this document for approval, check that you have completed the following:

Read the current[[1]](#footnote-2) HSQF Framework Version.

Read the current HSQF User guide – Certification or HSQF User Guide – Self-Assessable (as appropriate to your service agreement and organisation).

Checked the most recent HSQF Version Control Register and Log of Changes and included any relevant changes in your policy draft.

Included the document code/version number in accordance with your organisation’s version control procedure.

Replaced all reference to organisation with your organisation name.

Customised or deleted (as appropriate) all yellow highlighted sections.

Drafted content for or deleted (as appropriate) all green highlighted sections.

Customised the Relevant Legislation and Standards, Related Policies and Procedures and Supporting Documents lists.

Customised the supporting documents section (where relevant).

Updated the header and footer to reflect the document name, version and other relevant details for your organisation.

Added a review date.

Logged any changes to policies/procedures in your organisation’s Policies and Procedures Register.

Deleted all footnotes.

Removed QCOSS branding and replaced it with your organisation’s branding.

**Delete** this page once your *Governance Policy and Procedures* has been approved and finalised.

Governance Policy and Procedures

#### Document Code / Version Number

# Policy Statement

Organisation documents and implements strong governance and management systems, processes and practices so that we remain compliant with our internal, legislative and contractual requirements. We are committed to organisational structure, systems, and processes that enable us to provide sustainable, effective and safe services.

## Scope

This policy and associated procedures apply to Organisation as a whole, including all employees, volunteers, and governance body members.

# HSQF Related Standards

* Human Services Quality Standard Indicator 1.1
* Human Services Quality Standard Indicator 1.2
* Human Services Quality Standard Indicator 1.3
* Human Services Quality Standard Indicator 4.2

# Relevant Legislation and Standards

To customise/complete the table below:

* Add any relevant documents to the **Common** row.
* Remove any service delivery rows that are irrelevant to your organisation.
* Add any relevant documents to the rows for each service type your organisation provides.
* Remove any documents listed as *if relevant* from rows you keep if they are **not** relevant to your service.
* Check for updates to guidelines, models, etc., and update links as appropriate.

|  |  |
| --- | --- |
| **Common**  Add to list as appropriate | [*Associations Incorporation Act 1981*](https://www.legislation.qld.gov.au/view/pdf/inforce/current/act-1981-074) OR [*Corporations Act 2001*](https://www.legislation.gov.au/C2004A00818/2019-07-01/text) OR [*Corporations (Aboriginal and Torres Strait Islander) Act 2006*](https://www.legislation.gov.au/C2006A00124/latest/text)  [*Human Rights Act 2019*](https://www.legislation.qld.gov.au/view/html/inforce/current/act-2019-005)  [*Criminal Code Act 1899*](https://www.legislation.qld.gov.au/view/pdf/inforce/current/act-1899-009) (Section 229BC Failure to report belief of child sexual offence committed in relation to child)  [*Criminal Code (Child Sexual Offences Reform) and Other Legislation Amendment Act 2020*](https://www.legislation.qld.gov.au/view/html/asmade/act-2020-032)  Australian Charities and Not-for-profits Commission [Governance Standards](https://www.acnc.gov.au/for-charities/manage-your-charity/governance-hub/governance-standards)  Queensland Government [HSQF User Guide – Certification](https://www.dcssds.qld.gov.au/resources/dcsyw/hsqf/user-guide-certification.pdf) OR HSQF [User Guide – Self-Assessable](https://www.dcssds.qld.gov.au/resources/dcsyw/hsqf/user-guide-self-assessment.pdf)  Queensland Government [Model Rules](https://www.publications.qld.gov.au/ckan-publications-attachments-prod/resources/9a54beb5-8288-4ddd-847b-459a97822119/model-rules-oft-v7.pdf?ETag=0f9cb035b5567aa9ab74dae92a0f1a60) (for incorporated associations)  Queensland Government [P2i User Agreement](https://www.dcssds.qld.gov.au/p2i/user-agreement)  Queensland Government [Service Agreement – Standard Terms](https://www.forgov.qld.gov.au/__data/assets/pdf_file/0028/452782/updatedserviceagreementstandardterms.pdf) |
| Delete row if not required  **Child Protection Placement Services[[2]](#footnote-3)**  *Service Stream:* Child and Family  Department: DCSSDS | [*Child Protection Act 1999*](https://www.legislation.qld.gov.au/view/html/inforce/current/act-1999-010)  [*Child Protection Regulation 2023*](https://www.legislation.qld.gov.au/view/html/asmade/sl-2023-0105#pt.1)  Department of Child Safety, Seniors and Disability Services [Child Protection (Placement Services) Investment Specification](https://www.dcssds.qld.gov.au/resources/dcsyw/about-us/funding-grants/specifications/investment-spec-cp-placements.pdf) OR Individual Placement and Support Agreement  Department of Child Safety, Seniors and Disability Services [Child Safety Licensing](https://www.dcssds.qld.gov.au/about-us/our-department/partners/child-family/child-safety-licensing)  Department of Child Safety, Seniors and Disability Services [Service Agreement – Funding and Service Details](https://www.dcssds.qld.gov.au/resources/dcsyw/about-us/funding-grants/agreements/funding-service-details.pdf)  Queensland Government [Aboriginal and Torres Strait Islander Child Placement Principle Policy Statement – What it Means in Practice](The%20Aboriginal%20and%20Torres%20Strait%20Islander%20Child%20Placement%20Principle—what%20it%20means%20for%20practice)  Queensland Government [Child Safety Practice Manual](https://cspm.csyw.qld.gov.au/) |
| Delete row if not required  **Child Protection Support Services**  *Service Stream:* Child and Family  Department: DCSSDS | [*Child Protection Act 1999*](https://www.legislation.qld.gov.au/view/html/inforce/current/act-1999-010)  [*Child Protection Regulation 2023*](https://www.legislation.qld.gov.au/view/html/asmade/sl-2023-0105#pt.1)  Department of Child Safety, Seniors and Disability Services [Child Protection (Placement Services) Investment Specification](https://www.dcssds.qld.gov.au/resources/dcsyw/about-us/funding-grants/specifications/investment-spec-cp-placements.pdf)  Department of Child Safety, Seniors and Disability Services [Child Safety Licensing](https://www.dcssds.qld.gov.au/about-us/our-department/partners/child-family/child-safety-licensing)  Department of Child Safety, Seniors and Disability Services [Service Agreement – Funding and Service Details](https://www.dcssds.qld.gov.au/resources/dcsyw/about-us/funding-grants/agreements/funding-service-details.pdf)  Queensland Government [Aboriginal and Torres Strait Islander Child Placement Principle Policy Statement – What it Means in Practice](https://qcoss.sharepoint.com/sites/Projects/FundedProjects/Sector%20Development%20(peaks)/HSQF/03_Project_Pubs_Resources/2022%20HSQF%20Policy%20Templates%20-%20FINAL/2024_Updates/The%20Aboriginal%20and%20Torres%20Strait%20Islander%20Child%20Placement%20Principle—what%20it%20means%20for%20practice)  Queensland Government [Child Safety Practice Manual](https://cspm.csyw.qld.gov.au/) |
| Delete row if not required  **Families[[3]](#footnote-4)**  *Service Stream:* Child and Family  Department: DCSSDS | [*Child Protection Act 1999*](https://www.legislation.qld.gov.au/view/html/inforce/current/act-1999-010)  [*Child Protection Regulation 2023*](https://www.legislation.qld.gov.au/view/html/asmade/sl-2023-0105#pt.1)  Department of Child Safety, Seniors and Disability Services [Assessment and Service Connect Operational Policy Guidelines (Manual)](https://cspm.csyw.qld.gov.au/resources/resource/Assessment-and-Service-Connect-ASC-Operational-Pol/eac1fede-21f0-497b-af8a-9146c0928856) (remove if irrelevant)  Department of Child Safety, Seniors and Disability Services [Child Protection (Placement Services) Investment Specification and Service Agreements](https://www.dcssds.qld.gov.au/resources/dcsyw/about-us/funding-grants/specifications/investment-spec-cp-placements.pdf)  Department of Child Safety, Seniors and Disability Services [Child Safety Licensing](https://www.dcssds.qld.gov.au/about-us/our-department/partners/child-family/child-safety-licensing)  Department of Child Safety, Seniors and Disability Services [Families Investment Specification](https://www.dcssds.qld.gov.au/resources/dcsyw/about-us/funding-grants/specifications/investment-spec-families.pdf)  Department of Child Safety, Seniors and Disability Services [Family and Child Connect Service Model and Guidelines](https://www.dcssds.qld.gov.au/resources/dcsyw/about-us/funding-grants/specifications/facc-model-guidelines.pdf) (remove if irrelevant)  Department of Child Safety, Seniors and Disability Services [Intensive Family Support Service Model and Guidelines](https://www.dcssds.qld.gov.au/resources/dcsyw/about-us/funding-grants/specifications/ifs-model-guidelines.pdf) (remove if irrelevant)  Department of Child Safety, Seniors and Disability Services [Service Agreement – Funding and Service Details](https://www.dcssds.qld.gov.au/resources/dcsyw/about-us/funding-grants/agreements/funding-service-details.pdf)  Queensland Government [Aboriginal and Torres Strait Islander Child Placement Principle Policy Statement – What it Means in Practice](https://qcoss.sharepoint.com/sites/Projects/FundedProjects/Sector%20Development%20(peaks)/HSQF/03_Project_Pubs_Resources/2022%20HSQF%20Policy%20Templates%20-%20FINAL/2024_Updates/The%20Aboriginal%20and%20Torres%20Strait%20Islander%20Child%20Placement%20Principle—what%20it%20means%20for%20practice)  Queensland Government [Child Safety Practice Manual](https://cspm.csyw.qld.gov.au/) |
| Delete row if not required  **Domestic and Family Violence**  *Service Stream:* Women’s Safety and Violence Prevention Services  Department: DJAG | [*Child Protection Act 1999*](https://www.legislation.qld.gov.au/view/html/inforce/current/act-1999-010)  [*Domestic and Family Violence Protection Act 2012*](https://www.legislation.qld.gov.au/view/html/inforce/current/act-2012-005)  [*Domestic and Family Violence Protection (Combating Coercive Control) and Other Legislation Amendment Act 2023*](https://www.legislation.qld.gov.au/view/html/asmade/act-2023-001)  [*Human Rights Act 2019*](https://www.legislation.qld.gov.au/view/html/inforce/current/act-2019-005)(particularlyclause [28 Cultural rights - Aboriginal Peoples and Torres Strait Islander Peoples](https://queenslandlawhandbook.org.au/the-queensland-law-handbook/your-rights-and-responsibilities/human-rights-law-in-queensland/cultural-rights-of-aboriginal-and-torres-strait-islander-peoples/#:~:text=The%20rights%20encompassed%20in%20s,language%20and%20traditional%20cultural%20expressions))  [*Public Guardian Act 2012*](https://www.legislation.qld.gov.au/view/pdf/2017-06-05/act-2014-026)  Queensland Government [Domestic and Family Violence: Common Risk and Safety Framework](https://www.publications.qld.gov.au/ckan-publications-attachments-prod/resources/c927ea9b-6973-4912-966e-dc11d1d46a67/common-risk-safety-framework-2022.pdf?ETag=70793b6943532f9f1f2c9f038704f600)  Queensland Government [Domestic and Family Violence Services: Practice Principles, Standards and Guidance](https://www.publications.qld.gov.au/ckan-publications-attachments-prod/resources/366f94a8-1122-42ff-9c19-d968fd21c173/dfv-services-practice-principles-standards-and-guidance.pdf?ETag=8465906b55ef511a2a2db9721f74b69a)  Queensland Government [Domestic and Family Violence Services Regulatory Framework](https://www.publications.qld.gov.au/dataset/16d7913c-96d6-42bd-aed2-f31f24315407/resource/692b099f-a1e3-4a9d-aa30-d1ebdedae510/download/dfv-services-regulatory-framework.pdf)  Queensland Government [Domestic and Family Violence Support Services Investment Specification](https://www.publications.qld.gov.au/ckan-publications-attachments-prod/resources/c96539aa-1351-4971-8f5b-7515fb3c121c/investment-spec-dfvss.pdf?ETag=7157f7e289154a97190c02d3058167a8)  Queensland Government [HSQF User Guide – Certification: Domestic and Family Violence Services Supplement](https://www.publications.qld.gov.au/ckan-publications-attachments-prod/resources/4e633e3b-a367-4f23-b60a-926a100aaab3/hsqf-supplement.pdf?ETag=4aee752f6c4c6d7cee96c55febfcfed6) |
| Delete row if not required  **Sexual Violence and Women’s Support**  *Service Stream:* Women’s Safety and Violence Prevention Services  Department: DJAG | Queensland Government [Sexual Violence and Women’s Support Services Investment Specification](https://www.publications.qld.gov.au/ckan-publications-attachments-prod/resources/68b6223c-6f48-4dd6-bb2a-cf967d344e8f/investment-spec-svwss.pdf?ETag=330b007816dc4d2714c00f7f2c03d979)  Queensland Government[Queensland GovernmentInteragency Guidelinesfor responding to People who have Experienced Sexual Assault](https://www.publications.qld.gov.au/ckan-publications-attachments-prod/resources/924faa15-d282-48f0-a8e8-739521e2b0b1/interagency-guidelines-responding-sexual-assault-child-sexual-abuse.pdf?ETag=8273e87f1f8e6a4cc860ecdf3e556030)  National Association of Services Against Sexual Violence [Standards of Practice Manual for Services Against Sexual Violence (3rd ed)](https://static1.squarespace.com/static/5fa0db2b7ce66d7cda3bbe00/t/613583e1573d0042b238fd9b/1630897132183/Standards+of+Practice+Manual+for+Services+Against+Sexual+Violence+3rd+Edition.PDF) |
| Delete row if not required  **Community Services**  *Service Stream:* Community Services  Department: DTATSIPCA | Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts [Community Services Investment Specification](https://www.dsdsatsip.qld.gov.au/about-us/funding-sponsorship/investment-specifications)  Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts [Service Agreement – Funding and Service Details](https://www.dsdsatsip.qld.gov.au/resources/dsdsatsip/about/funding/agreements/archive/funding-service-details-disability-v1.5.pdf) |
| Delete row if not required  **Individuals**  Remove irrelevant service streams  *Service Stream:* Seniors Services  Department: DCSSDS  *Service Stream:* Community Services  Department: DTATSIPCA  *Service Stream:* Child and Family  Department: DJAG  *Service Stream:* Women’s Safety and Violence Prevention  Department: DJAG | Department of Child Safety, Seniors and Disability Services [Individuals Investment Specification](https://www.dcssds.qld.gov.au/resources/dcsyw/about-us/funding-grants/specifications/investment-specifications-individuals.pdf) (remove if irrelevant)  Department of Justice and Attorney General Individuals Investment Specification (if relevant)  Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts Individuals Investment Specification (if relevant)  Add other specifications if relevant; e.g., if providing sexual violence support, add Queensland Government [Sexual Violence and Women’s Support Services Investment Specification](https://www.publications.qld.gov.au/ckan-publications-attachments-prod/resources/68b6223c-6f48-4dd6-bb2a-cf967d344e8f/investment-spec-svwss.pdf?ETag=330b007816dc4d2714c00f7f2c03d979) |
| Delete row if not required  **Young People**  *Service Stream:* Youth Services  Department: DCSSDS | Department of Child Safety, Seniors and Disability Services [Service Agreement – Funding and Service Details](https://www.dcssds.qld.gov.au/resources/dcsyw/about-us/funding-grants/agreements/funding-service-details.pdf)  Department of Child Safety, Seniors and Disability Services [Young People Investment Specification](https://www.dcssds.qld.gov.au/resources/dcsyw/about-us/funding-grants/specifications/investment-specification-yp.pdf) |
| Delete row if not required  **Disability Services**  Department: DCSSDS | [*Disability Services Act 2006*](https://www.legislation.qld.gov.au/view/html/inforce/current/act-2006-012)  [*Coroners Act 2003*](https://www.legislation.qld.gov.au/view/html/inforce/current/act-2003-013) (reporting requirements)  Coroners Court of Queensland [Deaths in Disability Care](https://www.coronerscourt.qld.gov.au/__data/assets/pdf_file/0007/785761/deaths-in-care-disability-updated-branding.pdf) |
| Delete row if not required  **Mental Health**  *Department:* Queensland Health | Queensland Government [A Recovery Approach to Mental Health and Illness](https://cspm.csyw.qld.gov.au/practice-kits/mental-health/overview-of-mental-health-1/a-recovery-approach-to-mental-health-and-illness)[[4]](#footnote-5) |
| Delete row if not required  **Alcohol & Other Drugs**  *Department:* Queensland Health | Australian Government [National Quality Framework for Drug and Alcohol Treatment Services](https://www.health.gov.au/sites/default/files/documents/2019/12/national-quality-framework-for-drug-and-alcohol-treatment-services_0.pdf) |

# Definitions

**Accountability:** Taking responsibility for decision-making with clarity and in good faith.

**Compliance:** Ensuring that organisational decisions and actions meet all relevant legal, regulatory and ethical standards and requirements.

**Conflict of interest:** Where a member of the governance body has the potential to personally, professionally or financially benefit from an organisational decision or where it could be perceived that such an interest exists.

**Governance:** The framework set for and oversight of accountability and compliance within the organisation.

**Governance body:** The group responsible for making decisions about the organisation and which takes responsibility for oversight of operations, the financial viability of the organisation, and the organisation’s compliance with legal and contractual obligations. Also called **responsible people**.

**Governing document:** The organisation’s foundational guidance document, setting out its purpose and key processes. Also called a **constitution**, **rules**, or **trust** **deed**.

**Misconduct:** Actions that are inconsistent with the requirements of a role. Serious misconduct includes actions that pose imminent risks to others, fraud, undertaking work while intoxicated, sexual harassment, and refusing to undertake lawful and reasonable instruction that is consistent with the contracted role within which the person is working. Misconduct may or may not be unlawful/illegal.

**Operations:** The administration of an organisation or business activity; in the community sector, operations includes all service delivery and the administrative and management required to support this.

**Serious incident:** An event or action that results in serious harm, poses a serious risk or is otherwise listed as **major**, **notifiable** or **reportable** in a contract or under the standards/regulations that apply to the organisation. Serious incidents include those that cause or risking causing harm to employees, volunteers, clients, or community members.

Add definitions relevant to your organisation’s governance.

# Governance Principles

The principles that support organisation’s Governance Policy and Procedures, and associated practices, are:

**Safe**: Services promote the safety, wellbeing, and best interests of our clients.

**Ethical**: Services are guided by transparent decision-making processes.

**Equitable:** Governance and management systems, procedures and practices are fair and inclusive.

**Experienced:** The governance and management team are appropriately skilled and qualified to oversee and manage our organisation.

# Procedures

Our governance and management are supported by:

Robust monitoring processes that support our ongoing compliance and highlight our commitment to quality service provision.

Procedures and processes that articulate how we comply with all relevant legislation, regulations, this policy and contractual requirements.

Processes that support compliance with the requirements and terms and conditions of our licensing requirements (remove if not a licensed placement service).

An organisational culture that supports ethical practice and which respects and protects human rights consistent with the requirements of the *Human Rights Act 2019*.

A commitment to culturally safe and accessible services.

Documented governance body nomination, appointment processes, roles and responsibilities, induction, obligations and delegations (remove or add items as relevant).

A delegations schedule/policy and associated procedures (remove irrelevant term) that clarifies and guides the oversight of decision making within the organisation.

Reporting and recording processes that support the governing body to fulfil its functions and minimise the organisation's exposure to risk, including financial, compliance, service delivery, work health and safety, and human resource risks.

### Regulatory accountability

Organisation’s processes and systems are compliant with:

Outline relevant legislation (e.g., Child Protection Act 1999, Child Protect Regulation 2011, Domestic and Family Violence Act 2012, etc.).

Outline relevant regulatory frameworks (e.g., Domestic and Family Violence Services: Practice Principles, standards and guidance, A Recovery Approach to Mental Health and Illness, or National Quality Framework for Drug and Alcohol Treatment Services).

Outline other contractual or licencing requirements.

## Governance Body Recruitment, Induction and Training

Organisation provides induction and trying to all new and existing governance body members, detailing the organisation’s purpose and operations, our responsibilities and reporting, and the governance body’s role and responsibilities. Our nomination, recruitment, induction and training processes provide clarity of purpose and leadership functions; information relevant to the evaluating the sustainability, integrity and efficiency of the organisation; and accountability and transparency in the governance and management systems. Organisation's nomination and recruitment process for new governance body members confirm that candidates have appropriate knowledge, skills and experience to fulfil their roles and duties, and an adequate understanding of the legislative and regulatory environment organisation operates within.

### Recruitment, Nomination and Appointment

The governance body’s strength and membership is supported by effective recruitment, nomination and appointment processes.

Describe your organisation’s process for notifying potential members of/advertising governance body vacancies.

Nominations/expressions of interest are gathered by outline your method(s) for collecting nominations/expressions of interest.

Nominations/expressions of interests are evaluated for nominees’ (add/remove items as appropriate):

* + community sector, management or human resources experience;
  + financial skills and knowledge;
  + risk and safety management experience;
  + communication skills;
  + cultural responsiveness; and/or
  + lived experience of detail as appropriate.

Nominees are appointed by outline appointment process here (e.g., by vote/confirmation at an annual general meeting).

* + Where a casual vacancy arises, the governance body may appoint a new member to serve until the next annual general meeting without undertaking all the recruitment, nomination and appointment procedure detailed above, provided the appointment is subjected to evaluation and screening as outlined.

Nominees are screened for suitability by outline screening processes (e.g., review of CVs, Blue Card checks, confirmation that the nominee is not bankrupt/convicted of a serious office, etc.).

Where more nominations/expressions of interest are received than positions vacant, positions on the governance body are determined by outline selection processes (e.g., relevant areas of expertise/skill, maximising diversity in the governance body, etc.).

Appointment is followed by detail requirements for verification/registration, e.g., application for a Director Identification Number if organisation is not a company limited by guarantee.

### Induction

Organisation’s governance body members are inducted into the organisation upon joining the governance body. All new members are provided with:

Information about governance roles and responsibilities, including general and executive governance body member duties.

Details on the organisation, its systems and processes, its services/activities and its reporting requirements, including

* + organisational structure and current staff;
  + management structures and personnel;
  + service agreement(s);
  + recent meeting minutes and financial reports;
  + all current policies and procedures, and relevant supporting documents; and
  + organisational rules/constitution/trust deed.

Information about the legislative and regulatory environment we operate in, including remove/add to as required:

* + the status of the organisation (incorporation/company limited by guarantee);
  + list relevant regulatory body(ies);
  + relevant provisions in the Child Protection Act 1999 and Child Protection Regulation 2011;
  + policies, regulations and guidelines of the identify relevant funders/departments; and
  + list relevant investment specifications.

List other induction activities, including organisational site visits, opportunities to meet with employees/volunteers, etc.

### Ongoing Training

It is the responsibility of all governance body members to keep up to date with and understand relevant policies and legislative responsibilities, and to develop and maintain appropriate levels of knowledge and skill to meet their governance responsibilities.

Describe procedures for identifying professional development needs, e.g.:

* + Governance body competence and training needs is a standing agenda item for consideration at every/every second/quarterly (remove irrelevant options) meetings.
  + Each newly constituted governance body completes a skills audit/gap analysis and engages in training to address identified skill/information needs.

Each member is responsible for identifying and raising additional information or training needs at governance body meetings or with the governance body Chair/President.

### Record Keeping

Documentation of recruitment, induction and training includes, at minimum, each governance body member’s (add items/details as relevant):

confirmation of identification (e.g., driver’s licence);

CV or resume;

Blue Card;

date of appointment;

role (e.g., general member, chair);

induction (e.g., completion of induction checklist);

training/professional development needs identified; and

training completed.

## Governance Body Roles and Responsibilities

### General Member Responsibilities

The governance body is responsible for:

Developing and maintaining the framework for the organisation’s operations and compliance with relevant legislation and standards.

Ensuring sufficient resources are provided for the organisation to carry out its activities, meet its legal and contractual responsibilities, and operate safely.

Providing strategic direction to the organisation.

Supporting and forwarding the purpose of the organisation.

Overseeing the quality of activities undertaken/services delivered.

Identifying and addressing issues in the quality and/or compliance of the organisation’s activities, human resources processes, risk management and financial operations and reporting.

Setting and supporting positive organisational culture.

Appointing and managing the Manager/CEO.

Providing operational and management support as required.

Contributing to human resources processes (e.g., recruitment) and the regular evaluation of organisational leadership performance, including Manager’s/CEO’s annual performance review.

Accountable and transparent decision-making, where this is allowed by privacy and confidentiality requirements.

Monitoring and, where appropriate, intervening in risk management.

Contributing to, familiarity with and forwarding of strategic and business/operational plans.

Financial management of the organisation.

Identifying and declaring any actual or perceived conflicts of interest.

All governance body members are responsible for:

Developing and maintaining familiarity with organisation operations and governance, including service agreements, the legal status of the organisation, financial records and viability of the organisation, policies and procedures, and legal responsibilities.

Regularly attending meetings, engaging in discussions and decision-making in good faith, and undertaking agreed actions.

Reading detail regular reporting (e.g., operational/team reports, monthly financial reports).

Identifying issues in operations or governance and raising these as soon as practicable with the governance body, the Chair/President or relevant authority.

### Executive Member Responsibilities

Executive members accept additional responsibilities for governance. Executive members are nominated and appointed at the annual general meeting, except in cases of casual vacancy or where a Secretary is appointed via an alternative option detailed below. Where a casual vacancy in an executive role arises, the governance body may appoint a member, or if the casual vacancy is in the Secretary role another relevant person, to undertake the role until the next annual general meeting.

The Secretary may be a member of the governance body or appointed from organisational employees or membership (adapt as appropriate). The Secretary is responsible for (add/adapt as appropriate for your organisation):

Distributing agendas and other documents in advance of meetings.

Formal record keeping, including the creation and ratification of meeting minutes that clearly document discussions, decisions and follow-up actions.

Coordinating and contributing to annual reports.

Acting as an official point of contact for the organisation and managing/overseeing formal correspondence.

Compliance monitoring and reporting.

Ensuring reporting requirements are met, including obligations in relation to annual and financial reports, including the (remove/add items as appropriate):

* + Australian Charities and Not-for-profits Commission annual return; and
  + Office of Fair Trading return.

The Treasurer is responsible for:

Ensuring that financial transactions are properly recorded and reported on.

Continuously evaluating the financial sustainability of the organisation.

Presenting financial reports at governance body meetings and providing assistance to members to ensure understanding of these reports.

Ensuring that appropriate and secure systems are in place for managing finances.

The preparation of an appropriate and realistic annual budget.

Regularly monitoring expenditure against the budget.

Reviewing and approving payments.

Monitoring for inappropriate or fraudulent financial activity

Presenting audited statements and the Treasurer’s report at annual general meetings.

Ensuring reporting requirements are met, including obligations in relation to annual and financial reports, including the (remove/add items as appropriate):

* + Australian Charities and Not-for-profits Commission annual return; and
  + Office of Fair Trading return.

The Chair/President is responsible for:

The orderly and correct conduct of meetings.

Signing official communications.

Receiving and disseminating communications from government departments.

Acting as an organisational spokesperson and representative.

Ensuring reporting requirements are met, including obligations in relation to annual and financial reports, including the (remove/add items as appropriate):

* + Australian Charities and Not-for-profits Commission annual return; and
  + Office of Fair Trading return.

If the organisation has a Vice/Deputy Chair/President, detail their role/responsibilities here. E.g. The deputy helps with some of the chair’s tasks (e.g., facilitating meetings when the chair is unavailable, but the chair remains legally responsibility for meeting their legal responsibilities.

## Governance Processes

Our governance framework includes rules/constitution/trust deed and governance systems, processes and supporting models/guideline (detail relevant systems, such as those below):

* + Regular governance body meetings and key aspects covered at these.
  + Governance body committees/subcommittees and their purposes.
  + Processes for identifying, documenting and managing conflicts of interest (COI), e.g., standing agenda item at meetings, COI register, removal of member from relevant decision-making.
  + Internal reporting (e.g., monthly operational/service/team and financial reports).
  + Risk management framework.
  + Methods for raising of human resources matters with the governance body and having these addressed.
  + Integration of human rights/other rights into decision making.
  + Complying with relevant legislation and organisational policies and procedures in relation to service types identified in the *Relevant Legislation and Standards* table and detailed below.

Conducting an annual general meeting outline requirements as per relevant legislation (*Incorporated Association Act,* etc.) and rules/constitution/deed.

The organisation holds and maintains appropriate types and levels of insurance:

* + List insurances held.
  + Identify role responsible for maintaining appropriate insurance coverage.

We have robust processes in place to support accountability and transparency in our workplace management, human resources and client services, including:

* + Outline methods for maintaining currency of knowledge of and compliance with relevant laws/regulations, e.g., work health and safety, anti-discrimination and equal employment provisions.

We monitor our compliance and requirements through internal and external audits, including:

* + List regular audits undertaken, e.g. HSQF, NDIS, financial, internal/contracted for internal purposes.

We comply with contemporary practice standards/guidelines (remove this point if irrelevant):

* + List relevant practice frameworks.

### Child Protection Placement, Child Protection Support and/or Familiy Services

Remove section if service type is irrelevant.

Specific governance processes to meet our legal, regulatory and professional responsibilities in this area are:

Identify any licensing requirements and describe process for adhering to these.

Outline processes for acting in accordance with Individualised Placement and Support Agreement (IPSA's), Investment Specification, Service Agreement(s), etc.; where these also meet other relevant requirements (see below), make reference to the other requirements being met*.*

List ways in which organisational structure, purpose, strategy and operations align with and support the Aboriginal and Torres Strait Islander Child Placement Principle Policy Statement.

Identify strategies for managing operations in accordance with the Child Safety Practice Manual.

### Domestic and Family Violence

Remove section if service type is irrelevant.

Specific governance processes to meet our legal, regulatory and professional responsibilities in this area are:

Briefly describe your processes for governance relevant to the purpose and standards of the Domestic and Family Violence Services: Practice, Principles, Standards and Guidance; where these also meet other relevant requirements (see below), make reference to the other requirements being met*.*

Outline your processes for meeting governance responsibilities under the Domestic and Family Violence Support Services Investment Specification, where these are not addressed above.

Outline any specific processes for meeting governance responsibilities under domestic and family violence and/or child safety/protection legislation that are not addressed elsewhere in this document.

### Sexual Violence and Women’s Support

Remove section if service type is irrelevant.

Specific governance processes to meet our legal, regulatory and professional responsibilities in this area are:

Briefly describe your processes for governance relevant to the purpose and standards of the National Association of Services Against Sexual Violence Standards of Practice Manual for Services Against Sexual Violence; where these also meet other relevant requirements (see below), make reference to the other requirements being met*.*

Outline your processes for meeting governance responsibilities under the Sexual Violence and Women’s Support Services Investment Specification, where these are not addressed above.

Briefly describe your processes for governance relevant to the purpose and standards of the Queensland Government Interagency Guidelines for responding to People who have Experienced Sexual Assault where these are not addressed above.

Include reference to the following in the procedures outlined above OR detail specific processes for meeting governance responsibilities including the requirement to report child sexual abuse and risks under:

* + Good practice principles/sector standards, including in relation to screening for, identifying, internally reporting and externally reporting (e.g., to Child Safety or Queensland Police) relevant abuse/risks.
  + Failure to report legislation.[[5]](#footnote-6)
  + Mandatory reporting legislation if this applies, including the roles within the organisation to which mandatory reporting requirements apply.
  + Other relevant abuse-related and/or child safety/protection responsibilities not addressed elsewhere in this document.

### Community Services

Remove section if service type is irrelevant.

Specific governance processes to meet our legal, regulatory and professional responsibilities in this area are:

Outline your processes for meeting your responsibilities under the Community Services Investment Specification and Service Agreement – Funding and Service Details.

Identify or include reference to other relevant standards/requirements used to inform your governance of community services provision, including relevant legislation and guidelines relevant to the communities/groups you serve (e.g., child safety legislation) and outline how you meet them.

### Individuals

Remove section if service type is irrelevant.

Specific governance processes to meet our legal, regulatory and professional responsibilities in this area are:

Outline your processes for meeting your responsibilities under the relevant Individuals Investment Specification if relevant or Service Agreement.

Identify or include reference to other relevant standards/requirements used to inform your governance of community services provision, including relevant legislation and guidelines relevant to the communities/groups you serve (e.g., sexual violence support, alcohol and other drug support) and outline how you meet them.

### Young People

Remove section if service type is irrelevant.

Specific governance processes to meet our legal, regulatory and professional responsibilities in this area are:

Outline your processes for meeting your responsibilities under the Young People Investment Specification and/or your Service Agreement.

Identify or include reference to other relevant standards/requirements used to inform your governance of services provision to young people, including relevant legislation and guidelines relevant to the communities/groups you serve (e.g., child safety requirements, sexual violence support, domestic and family violence support, mental health) and outline how you meet them.

### Disability Services

Remove section if service type is irrelevant.

Specific governance processes to meet our legal, regulatory and professional responsibilities in this area are:

Outline your processes for meeting your responsibilities under the relevant Investment Specification and/or Service Agreement.

Outline your procedure for identifying and reporting deaths in care under the *Coroners Act 2003*.

Briefly describe how you meet other relevant standards in accordance with the *Disability Services Act 2006*.

Identify or include reference to other relevant standards/requirements used to inform your governance of services provision to people with disabilities, including relevant legislation and guidelines relevant to the communities/groups you serve (e.g., child safety requirements, sexual violence support, domestic and family violence support, mental health) and outline how you meet them.

### Mental Health

Remove section if service type is irrelevant.

Specific governance processes to meet our legal, regulatory and professional responsibilities in this area are:

Outline your processes for meeting your responsibilities under the relevant investment specification and/or Service Agreement.

Describe the processes in place to support recovery-oriented mental health service provision and compliance with the principles and practices in relevant guidelines, e.g., A Recovery Approach to Mental Health and Illness.

Identify or include reference to other relevant standards/requirements used to inform your governance of services provision to people with disabilities, including relevant legislation and guidelines relevant to the communities/groups you serve (e.g., child safety requirements, sexual violence support, domestic and family violence support, alcohol and other drug support) and outline how you meet them.

### Alcohol and Other Drugs

Remove section if service type is irrelevant.

Specific governance processes to meet our legal, regulatory and professional responsibilities in this area are:

Outline your processes for meeting your responsibilities under the relevant investment specification and/or Service Agreement.

Describe the processes in place to support recovery-oriented mental health service provision and compliance with the principles and practices of the National Quality Framework for Drug and Alcohol Treatment Services.

Identify or include reference to other relevant standards/requirements used to inform your governance of services provision to people with disabilities, including relevant legislation and guidelines relevant to the communities/groups you serve (e.g., domestic and family violence support, alcohol and mental health support, working with young people) and outline how you meet them.

## Service Delivery

The governance body is responsible for the organisation’s compliance with the legislative and non-legislative quality and safety requirements for workplaces, employment and each program/service we deliver.

To support this compliance, organisation:

* + Undertakes appropriate recruitment, screening and human resource management practices, including police and Blue Card checks for all relevant employees/volunteers, as detailed in the (refer to relevant policies and procedures).
  + Provides all employees and volunteers with policies, procedures, other guidance, training and supervision adequate to their safe and effective performance of their roles, as detailed in the (refer to relevant policies and procedures).
  + Has appropriate policies and processes for receiving and responding to complaints from employees, volunteers, clients and community members, as detailed in the (refer to relevant policies and procedures).
  + Ensures that our policies and practices align with general workplace and employment requirements and with the requirements for service areas identified above and further, detailed in the (refer to relevant policies and procedures).

### Subcontracting and Brokerage

Remove if your organisation does not and will not undertake subcontracting/brokerage arrangements.

As per our Service Agreement, we seek prior written consent from the Queensland Government department before subcontracting any part of our funded service obligations.

Where we subcontract services, we:

* + Screen and monitor the subcontractor's compliance with the *Human Services Quality Framework* by outline your screening/monitoring process.
  + Monitor the subcontractor's compliance with their contractual responsibilities by outline your monitoring process.

## Reporting Obligations

The governing body is responsible for meeting reporting obligations to (add/adapt/remove items as appropriate):

* + Australian Charities and Not-for-profit Commission.
  + Australian Taxation Office.
  + Australian Government.
  + Queensland Government.

Organisation fulfils our obligation to report to the Queensland Government, as per our Service Agreement, by:

* + Outline the procedures for reporting to the funding body(ies) (e.g., through P2i).
  + Identify changes that need to be reported and processes for doing so (e.g., in relation to structure or governing body changes, constitution/rules/title deed changes).

## Delegation of Authority

Delete this section if your organisation has a policy and set of procedures specific to delegations, and include reference to this policy and associated procedures under **Related Policies and Procedures**.

Our organisational structure is detailed in the document name and hyperlink.

The Delegation Schedule (include hyperlink or attach the schedule as an appendix to this document and refer to the appendix here) details the people/roles responsible for particular strategic, financial and operational decisions, such that all relevant people within the organisation know what decisions they can make and where they must seek approval for actions they wish to take.

The Delegation Schedule is approved by the governance body no less frequently than every review/ratification schedule, e.g., year, two years.

## Development and Ratification of Policy and Procedures

All policies and procedures are listed in the Policies and Procedures Register (adapt document name as appropriate).

The governance body is responsible for ensuring organisation’s policies and procedures:

* + reflect the values and objectives of the organisation,
  + align with our legislative and regulatory obligations, and
  + support all employees and volunteers to fulfil their roles and manage their delegated responsibilities with clarity and currency of information.

Describe your organisation’s process for drafting new/updated policies and procedures, including the person/people/committee responsible for drafting.

Outline the methods used for staff/volunteer input, governance body feedback, client/cohort input if relevant, etc.

Outline the governance body’s role in ratifying new/amended policies and procedures, including next steps if a proposed new/amended policy and procedures is not approved by the governance body.

Records of all reviews and updates to policies and procedures are documented in the Policies and Procedures Register (adapt document name as appropriate).

## Strategic and Operational Planning

Organisation develops strategic and operational plans every number years.

Our strategic and operational plan outline how our work aligns to:

* + Our vision, purpose and values.
  + The standards and aims of the service(s) we provide, including relevant legislation, regulations, service agreements, and good practice principles.
  + Safety and effective ways of meeting individual, family and community needs.

Plans are approved/ratified by the governance body.

Plans are reviewed and updated frequency (e.g., yearly) by roles (e.g., all staff and governance body members).

## Incidents and Misconduct

Organisation fulfils our obligation to identify, respond to and report serious incidents and actual and alleged misconduct of our governance body members, employees and volunteers, in accordance with legal and professional standards, including the Service Agreement – Standard Terms (remove if not applicable).

The governance body is responsible for the compliance of the organisation’s responses to incidents and misconduct with relevant legislation and standards.

All employees and volunteers are responsible for identifying events that may constitute reportable incidents and/or misconduct and raising these with their line manager or a member of the governance body as soon as is practicable.

The Manager/CEO is responsible for reporting any reasonable allegation or suspicion of misconduct or dishonesty of a serious nature, including any relating to the mis-use of service funding, to the Chair/President and to the relevant funding body immediately.

The Manager/CEO is responsible for reporting any serious incidents to the Chair/President as soon as practicable.

Where misconduct or a serious incident constitutes a crime or potentially criminal act, the Manager/CEO and Chair/President are responsible for reporting this to the relevant authority (usually the Queensland Police or Child Safety) and to the relevant funding body as soon as practicable.

Other policies and procedures guiding responses to particular types of incidents and misconduct are the (refer to relevant policies and procedures, e.g., Child Safety Policy and Procedures, Financial Management Policy and Procedures, Risk Management Policy and Procedures).

## Notification of Reportable Incidents

As an organisation that receives funding from the Queensland Government, we are obligated by the *Service Agreement – Standard Terms* to report major incidents to the funding department name.

The Manager/CEO and/or Chair/President must notify the department within one business day upon becoming aware of: [[6]](#footnote-7)

* + any incident affecting or likely to affect delivery of services under the funding agreement;
  + any incident requiring an emergency response, actual or threat of serious injury or death, or criminal activity;
  + an incident relating to a person subject to intervention by the department; or
  + where significant media attention has occurred or is likely to occur.

Such reports must be made by the Manager/CEO and/or President/Chair directly to the relevant department representative or using the form/process required by the department for the specific incident type.

# Related Policies and Procedures

List all relevant/related policies and procedures, including any that discuss particular governance responsibilities and all those referred to in the body of this document.

# Supporting Documents

List all relevant/related documents that are not policies and procedures, including registers, agreements, and guidelines and all supporting documents referred to in the body of this document.

# Review

This document was last reviewed on date.

This document will be reviewed by date.

1. At time of writing, the current Quality Framework is V9.0. For the latest version of the Quality Framework and associated User Guides, contact Department of Child Safety, Seniors and Disability Services 1800 034 022, [hsqf@qld.gov.au](mailto:hsqf@qld.gov.au) or [www.dcssds.qld.gov.au/our-work/human-services-quality-framework](http://www.dcssds.qld.gov.au/our-work/human-services-quality-framework). [↑](#footnote-ref-2)
2. Depending on service types provided, additional DCCSDS policies may apply. See program descriptions and Child Safety Practice Manual for guidance on additional inclusions. [↑](#footnote-ref-3)
3. If appropriate to service type(s) provided, include Family and Child Connect (FACC) Service Model and Guidelines, the Intensive Family Support (IFS) Service Model and Guidelines, and/or the Assessment and Service Connect Operational Policy Guidelines. [↑](#footnote-ref-4)
4. There is a requirement that the governance framework and management practices of organisations providing mental health services uphold recovery-oriented principles, but no specific recovery-oriented practice standards are specified as of March 2024. [↑](#footnote-ref-5)
5. The [*Criminal Code Act 1899*](https://www.legislation.qld.gov.au/view/pdf/inforce/current/act-1899-009) (Section 229BC Failure to report belief of child sexual offence committed in relation to child) requires all adults to report any sexual offence against a child, or reasonable belief thereof, unless a reasonable excuse applies. See the [Queensland Government’s guidance](https://www.qld.gov.au/law/crime-and-police/types-of-crime/sexual-offences-against-children/failure-to-report) for further detail. Note that this is **not** mandatory reporting legislation (which is in the *Child Protection Act*) nor limited to particular professions, but is a crime for which the each individual with knowledge/reasonable belief is responsible. [↑](#footnote-ref-6)
6. The inclusions here accord with section 4.5 of the Service Agreement – Standard Terms. Adapt/add to this list as appropriate. [↑](#footnote-ref-7)