

Standards for Queensland Non-government Community Service Organisations

Standard 11. Governance and Accountability

The organisation maintains effective governance arrangements and capacity to meet its legal, contractual and administrative requirements, including but not limited to the service agreement.

This standard is about how the committee of management or the board members and other organisational leaders, ensure internal and external accountability for what the organisation does. It covers the election, induction and ongoing training of committee or board members, together with processes for ensuring proper financial and asset management and for managing conflicts of interest when they arise.

Examples of policies:

- **Election policy for governing body** – how an executive officer becomes familiar with election or appointment processes.
- **Induction policy for executive officers of governing body** – the procedures for induction of executive officers.
- **Training and development policy for governing body** – the procedures for the training and development of executive officers.
- **Conflicts of interest policy** – the procedures for when there is a conflict of interest for executive officers, employees and volunteers in providing the service.
- **Service agreement management policy** – the procedures to ensure an executive officer is aware of the obligations of the service agreement.
- **Asset management policy** – the procedures for how assets owned by the service are managed.
- **Financial delegations policy** – the procedures to ensure appropriate financial delegations and internal controls are in place.
- **Budget policy** – the procedures for development and management of the budget for the service.
- **Insurance management policy** – the procedures for insurance management for the service.

As the types of services funded by the Department of Communities are very diverse, these resources will not be relevant for all organisations, however they are provided below as documents and examples for your consideration. They are intended as a guide only and organisations are encouraged to consider them in light of the actual services that they provide and modify them accordingly. There is no “one size fits all” answer when implementing a quality system and the process of developing what best meets your organisation’s operations is one of the points where genuine sustainable quality improvement can occur.

Please Note: According to the Department of Communities, organisations are not obliged to have 36 separate policies and may choose to address more than one area of the standards within the same policy.

Resource 1: Policy Templates & Procedures on Community Door

These policy templates and procedures have been developed by the Department of Communities specifically to assist organisations as they implement the Standards for Community Services. Located on the Community Door website, they are an ideal place to start for developing policies for each area of each standard or for comparing existing policies with. The templates relevant to this standard can be found at www.communitydoor.org.au/standards10-11

Resource 2: VOICE – Community Door

VOICE has been developed specifically to support organisations meet the Community Service Standards. It contains user-friendly information about office administration and management, along with 'how-to' guides, templates and samples on topics. The following link includes templates on governance.

www.communitydoor.org.au/voice/governance

Resource 3: Meeting Governance Standards – Community Door

This links to a session developed by the Department of Communities in conjunction with Bradfield Nyland Group that specifically supports organisations examine the application of the governance-related sections of the Queensland Standards for Community Services to the organisation. The session includes an assessment of the extent to which the organisation currently meets the governance-related sections of the Queensland Standards for Community Services in terms of its documented processes and records. Ideally, this development session should be facilitated by a person with a sound understanding of the Queensland Standards for Community Services and how these apply to the governance role. This may be an experienced person within the organisation or an external facilitator.

www.communitydoor.org.au/governance

Resource 4: Developing Your Board – QUT

Managed by the QUT Centre of Philanthropy and Non-Profit Studies, the DYB site is a key resource for organisations in Queensland with many specific chapters related to this standard. The content is well presented, clearly written and kept up to date.

wiki.qut.edu.au/display/CPNS/DYB+Home

Resource 5: The Secretary's Handbook for Queensland Incorporated Associations - QUT

The **Secretary's Handbook** is one of the resources provided by the QUT Centre of Philanthropy and Non-Profit Studies under Developing Your Organisation. Includes fairly comprehensive

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information on the role of the secretary in an organisation, relevant registers, a series of blank forms and some information about mistakes made when completing forms relevant for secretaries, in both written and video format.

wiki.gut.edu.au/display/CPNS/The+Secretary's+Handbook

Resource 6: Management Resource Kit – Western Sydney Community Forum

This is a compact resource that has been developed in conjunction with the NSW Department of Community Services to support Management Committees of Community Organisations across many responsibilities. It includes useful checklists for Board Responsibilities, Induction Kits, Codes of Conduct, planning and action research advice among many other useful pieces of information.

www.wscf.org.au/uploads/File/Management-Resource-Kit.pdf

Resource 7: Tax resources for Not-For-Profits- Australian Tax Office

The resources available here will not only support boards meet their legal requirements but support the strengthening of organisations through the availability of tools including checklists for hiring new employees, induction packages for new committee members & a plethora of guides and fact sheets.

www.ato.gov.au/nonprofit

Resource 8: Managing Conflict of Interest, Management Support Unit, NCOSS

The Management Support Unit at NCOSS have developed a number of useful templates and guides around good governance including a comprehensive [Policy and Procedures Manual for Management & Governance](#) designed as a large scale template to be readily adaptable to your organisations particulars.

Resource 9: Board Member Induction Policy Template

Below is the link to a 2 page **Board Member Induction Policy** template taken from the Our Community **Policy Bank** website.

www.ourcommunity.com.au/files/boards/Induction.doc

Resource 10: Board Dispute Resolution Policy Template

Below is the link to a **Board Dispute Resolution Policy** template taken from the Our Community **Policy Bank** website.

www.ourcommunity.com.au/files/BoardDisputeResolution.doc