



# **Bundaberg District Women Veterans Inc**

*Formerly Bundaberg & District Ex Servicewomen's Association Inc*

# **Policy Manual**

## AMENDMENTS

No	Meeting Date	Meeting Reference	Section or topic
1	18 Feb 2013	12 a.	Adoption
2	19 Jan 2015	12.b	Adoption of review update
3	21 May 2018	12.d	Adoption of review update
4	21 Jan 2019	12 d.	Adoption of review update
5	20 May 2019	12 c.	Name change of incorporated entity and updated Pol17
6	21 Oct 2019	12.5 & 123.6	Amended policies 1.13 and 2.3.1
7	18 Jan 2021	13.5	Adoption of review update

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# Definitions

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## **Bundaberg District Women Veterans Inc:**

### **Appointment:**

is a non-contested duty

### **Committee:**

means the management committee of the Bundaberg District Women Veterans Inc

### **Committee Policies:**

means any decision made or policy set by approval of the management committee as recorded in the management committee meeting minutes

### **Committee Member:**

means an elected member of the management committee of the Bundaberg District Women Veterans Inc

### **Member:**

means any person who is registered with Bundaberg District Women Veterans Inc

### **Office Holder:**

means any member properly elected or appointed to any of the designated positions and appointments described in this manual

### **Position:**

is such that sees a member elected as per the ballot laid down in the constitution

### **Secretary:**

means an honorary secretary elected from within the association's membership

### **The Association:**

means the Bundaberg District Women Veterans Inc

### **Volunteer:**

a person who offers to perform a service or undertaking of their own free will and without remuneration

### **Workplace:**

means any area being utilised by a volunteer in the course of carrying out work on behalf of the Bundaberg District Women Veterans Inc.

# **PART ONE**

## **GOVERNANCE**

### **POLICIES**

#### **1. Introduction**

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The policies of Bundaberg District Women Veterans Inc.' shall be consistent with its constitution and provide management committee members and association members with specific information concerning the management and operating principles of the association.

The policies are reviewed at least annually by the management committee and provide a contemporary basis for the empowerment of committees and officeholders.

They are universal in their application to all persons engaged in work on behalf of the association.

The objects of the association are:

- a) To foster and strengthen friendship between members of the Association
- b) To promote friendship and goodwill amongst current and former servicewomen generally
- c) To commemorate and preserve the history of women's service in the Australian Defence Force
- d) To foster and strengthen ties between the Association and other ex-service organisations
- e) To foster camaraderie and social inclusion among members of the Association
- f) To promote good mental and physical health, and general wellbeing of members of the Association
- g) To assist in providing welfare support to Association members in need
- h) To advocate on behalf of former and current servicewomen

## 2. Functions of the Management Committee

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The management committee shall take responsibility for the good governance of the association by overseeing its operations to ensure the achievement of strategic objectives, regulatory compliance, financial competency, ethical and supportive management, and a positive image within the community and will:

1. abide by the constitution and rules;
2. employ accepted business practices;
3. be fair and equitable to members, non-members, employees and sub-contractors;
4. be economically responsible;
5. abide by policies and procedures of the Bundaberg District Women Veterans; and
6. abide by policies and procedures of the Bundaberg RSL Sub Branch concerning Kindred Body organisations.

In order to carry out these functions the management committee shall:

1. regularly review the constitution of the association to ensure it accurately reflects and provides for the association's contemporary activities and future needs and remains consistent with government legislation;
2. develop, regularly review and approve the association's strategic plan;
3. control the business and operations of the association, in particular; it's performance in the achievement of its strategic objectives;
4. establish and regularly review policies concerning the governance of the association as well as the role and responsibilities of the management committee and its members;
5. ensure identification of the principle risks faced by the association and take reasonable steps to ensure that internal controls and monitoring systems are in place to manage, and to the extent possible, reduce the impact of these risks;
6. ensure the association complies with all relevant laws, government regulations, prescribed standards and codes of practice that relate to workplace health and safety, conditions of employment and the conduct of business;

7. ensure that financial and other reports are provided in an adequate, accurate and timely manner to the management committee;
8. approve the association's business plans including capital expenditures, acquisitions and divestitures and special projects;
9. ensure that the business of the association is conducted in an openly and ethically;
10. establish sub-committees that shall provide the management committee with advice and may, subject to guidelines approved by the management committee, act on its behalf;
11. establish plans for succession;
12. institute and implement procedures for the annual review and evaluation of the performance of the management committee; and
13. develop and implement an annual agenda for management committee meetings to ensure compliance with the association's policies and constitution.

### **3. Ethics, Proper Practice and Conduct**

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The Bundaberg District Women Veterans Inc is committed to the adoption of ethical conduct by all members of the association, in all association activities and areas of its responsibilities and authority.

Members have a right to:

1. be treated fairly, equally and with respect by the association, its committee and other members;
2. socialise in an environment free from all forms of harassment and discrimination; and
3. privacy and confidentiality concerning records, documentation and any other communication containing a member's personal information, unless consent is otherwise provided

Consequently, members shall:

1. treat each other equally, fairly and with respect and courtesy
2. behave responsibly and ensure they conduct themselves in a manner which will not injure the reputation of the association and its members
3. not physically or verbally harass others;

4. act honestly and in good faith at all times; and
5. agree to abide by the association's constitution and code of conduct for members.

Additionally, members of the management committee shall:

6. declare all interests that could result in a conflict between personal and association priorities;
7. not improperly use information acquired in the course of association activities or their position on the committee to gain an advantage for themselves or someone else or to cause detriment to the association;
8. be diligent, attend committee meetings and devote sufficient time to prepare for committee meetings to allow for full and appropriate participation in the committee's decision making;
9. maintain as confidential any information identified by the management committee or as required under the law as warranting such protection;
10. act in accordance with their fiduciary duties, complying with the spirit as well as the letter of the law, recognising both the legal and moral duties of their role;
11. abide by management committee decisions once reached notwithstanding a member's right to pursue a review or reversal of a committee decision;
12. not denigrate the association or harm its public image; and
13. abide by the association's committee members code of conduct.

Collectively the management committee shall:

14. act in good faith and in the best interests of the association and its members at all times;
15. ensure that all persons engaged in voluntary work on behalf of the association are treated with due respect and are provided with a safe working environment and working conditions that meet standards as defined in relevant workplace awards, industry standards and legislation;
16. ensure that all members are treated fairly and with respect and understanding and are provided with equal opportunity;
17. ensure the protection of members personal information from actions that are unsafe, unfair, undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy;
18. review regularly its performance as the basis for its development and quality assurance;
19. carry out its meetings in such a manner as to ensure fair and full participation of all members; and
20. where applicable abide by relevant policies of other organisations with which the association has an affiliation or relationship.

## **Grievances and Disputes**

The management committee of the Bundaberg District Women Veterans Inc is to provide all members with full opportunity to present details of grievances or complaints to the committee with the assurance that they will be dealt with fairly and without favour.

Accordingly, the management committee shall:

1. outline processes available to members should they have a grievance or complaint against another member, the committee or activity of the association;
2. receive written grievances or complaints from members;
3. treat all complaints and grievances seriously and the complainant with respect;
4. investigate any matter of grievance or complaint without bias and endeavour to resolve issues within 21 days and in accordance with the constitution; and
5. undertake appropriate measures where applicable to prevent future occurrences which could lead to a grievance or complaint.

## **4. Role of the President**

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The president provides leadership to the Bundaberg District Women Veterans Inc, the management committee, and ensures the committee's processes and actions are consistent with its policies.

As appropriate, the president shall represent the association to external parties.

Accordingly:

1. the president is empowered to chair committee meetings, with all the commonly accepted power of that position and shall:
  - a. ensure the management committee's deliberations shall be fair, open, and thorough but also timely, orderly, and focussed; and
  - b. ensure all members are encouraged and enabled to make a contribution to the management committee's deliberations.
2. there may be times when the president is called upon to interpret a management committee policy or policies, or to publicly comment on an association or management committee issue. All such interpretations shall reflect both the stated intent, spirit of the relevant policy and views of the management committee;

3. the president may delegate aspects of the authority accompanying the position but remains accountable for its use; and
4. the president shall be the primary member of the management committee empowered to release public statements on behalf of the association. If they are unavailable, then a nominated management committee member is to undertake this duty.

## **5. Privacy**

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The association is committed to the privacy, protection and management of all forms of information it collects and uses in accordance with the Privacy Act 1988 as amended from time to time and the National Privacy Principles.

Consequently, the association shall:

1. ensure the collection of personal information shall be fair, lawful and strictly limited to its collection purpose;
2. donors shall be fully informed of the name of the association, the purpose of the collection and their right of subsequent access to the information;
3. strictly limit its collection of sensitive personal information and information that has been assigned as an identifier by a government agency (eg DVA No) to that which is strictly relevant;
4. not use or disclose any information other than for the purpose it was collected unless donor consent has been provided. The only exception shall be in circumstances of public interest such as law enforcement or individual health and safety. Information should not be transmitted overseas without management committee approval;
5. reasonably ensure the accuracy, completeness and contemporary nature of the information it uses or discloses;
6. implement reasonable physical and procedural security measures to protect personal information it holds from unauthorised access, alteration, disclosure or usage; and
7. procedures relating to information handling practices should be available to all.

## **6. Budgeting**

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The budget for any financial year or the remaining part of any financial year shall be designed to ensure the management committee's objectives are achieved.

Accordingly, the treasurer shall develop a budget that:

1. ensures financial risk is limited to annually determined parameters set by the management committee;
2. facilitates and supports medium to long-term financial plans/projections; and
3. provides for transparency of process and demonstrates responsible management of the organisation's assets.

## **7. Not-for-profit Registered Organisation**

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The management committee complies with the reporting requirements of the Australian Charities and Not-for-profit Commission (ACNC) and the conditions of use for the Registered Charity icon.

## **8. Induction and Training**

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The management committee recognises the importance of the quality and effectiveness of its committee members and shall consequently implement a process of induction for new members elected to the committee.

## **9. Sub-Committees**

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The management committee may, from time to time, establish sub-committees to assist with any aspect of its work. The sub-committees so formed shall have no power other than to report and make recommendations to the management committee in relation to the purposes for which they were established.

The management committee shall review, at least annually, the Terms of Reference for all sub-committees as well as their relevance, efficiency and effectiveness.

The following sub-committees shall be established to operate as standing committees:

- a. Finance and Audit Sub-Committee;
- b. Commemorative Sub-Committee;
- c. Wellbeing Sub-Committee;
- d. Strategic Planning Sub-Committee;
- e. Policy & Procedures Sub-Committee;
- f. Activities Sub-Committee;
- g. Communications Sub-Committee;
- h. History Sub Committee, and
- i. Awards sub Committee.

## **1. Structure**

- a. the size of sub-committees shall be at the discretion of the management committee;
- b. quorum shall be 50% of the members of sub-committee; and
- c. the sub-committee shall have no executive powers with regard to its findings and recommendations;

## **2. Operating Principles**

Sub-committees shall:

- a. have Terms of Reference clearly defining their role, life span, procedures and functions;
- b. be authorised by the management committee to seek any information required from within or outside the association, subject to appropriate protocols as detailed in the Terms of Reference;
- c. have the right to go “into sub-committee” i.e. a confidential session if necessary;
- d. have the authority to invite third parties with relevant experience to meetings when and if considered necessary;
- e. permit all management committee members to attend as observers; and
- f. call a meeting if requested by any sub-committee member or management committee member.

## **3. Responsibilities**

Sub-committees shall:

- a. prepare and review, in consultation with stakeholders, an annual work plan that provides for a program of investigation and review consistent with the Terms of Reference for the sub-committee as prescribed by the management committee and the Annual Agenda for management committee meetings.
- b. report to the management committee's regular meetings as well as provide recommendations for the guidance of the management committee in relation to specific matters;
- c. review all management committee policies relevant to the Terms of Reference of the sub-committee at least annually and recommend changes as appropriate to the management committee for approval;
- d. supervise special investigations when requested by the management committee; and
- e. carry out other functions as delegated by the management committee.

## **10. Conflict of Interests**

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The management committee places great importance on making clear any existing or potential conflicts of interest for members and taking action to deny any inappropriate beneficial interest.

Conflicts of interest may occur:

1. when a member, or their immediate family or business interests, stands to gain financially from any business dealings, programs or services provided to the association; and
2. when a member cannot provide the management committee with their undivided loyalty.

Accordingly:

3. any business or personal matter which could lead to a conflict of interest of a material nature involving a member and their role and relationship with the association must be declared;
4. all conflicts of interest must be declared by the member concerned at the earliest time after the conflict is identified;
5. where a conflict of interest is identified, the member concerned shall not vote on any resolution relating to the conflict or issue; and
6. the member may only remain in the room during any related discussions with the management committee's approval.

## 11. By-laws

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The association will maintain an up to date listing of minutes covering reoccurring policy or directions arising from general and management committee meetings to be known as by-laws.

Each member is to be provided with a set of the by-laws upon joining the association.

The by-laws are to be amended as necessary following every general or management committee meeting and members alerted to the amendment/s.

The management committee is to ensure that all items listed in the by-laws are reviewed annually and where multiple amendments have been made that a revised set of by-laws be produced for distribution to members.

## 12. Financial Management

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The management committee and treasurer shall exercise prudent judgement in the financial management of the association always ensuring compliance and consistency with the constitution, relevant legislation, industry standards and management committee policies.

Accordingly, the management committee shall:

1. approve financial delegations and expenditure limits of approved appointments or sub-committees for the efficient operations of the association whilst ensuring adequate financial controls are in place;
2. approve all financial expenditure prior to the expenditure being incurred;
3. ensure all recommendations for payment of a subsidy to volunteers who incurred significant out of pocket expenses whilst conducting association business or providing wellbeing support services are considered on a case by case basis;
4. adhere to the rule that subsidy payments to volunteers are not considered an entitlement nor are to be considered an automatic payment, but are to be based on the level of activity undertaken and the costs incurred by each volunteer; and
5. ensure that subsidy payments to volunteers are approved no less than annually to allow payment by the close of each financial year (31 Dec).

Accordingly, the treasurer shall ensure:

5. all operational expenditure is shown in the annual budget presented to a general meeting and approved by the management committee;

6. all expenditures including contractual commitments and other liabilities are only undertaken on behalf of the association strictly in the furtherance of management committee approved purposes and priorities;
7. association expenditure does not exceed its revenue in any financial year unless it is approved by the management committee;
8. undisputed invoices from suppliers of goods and services to the association are paid on time and consistent with the terms agreed with the relevant suppliers;
9. day to day funds are deposited only in association approved institutions;
10. tax payments and other government payments or returns are accurately filed and submitted in a timely manner;
11. compliance with Australian Accounting Standards;
12. all commitments and capital expenditures, acquisitions or divestitures of assets are approved by the management committee and in accordance with the association's constitution;
13. only authorised persons handle cash;
14. all subsidy payments to volunteers are made in arrears;
15. all expenditure is approved by the management committee prior to the expenditure being incurred;
16. that reimbursement of approved expenses is affected against receipts or other proof of expenditure; and
17. the management committee is informed regularly concerning the association's financial performance and position.

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## **13. Asset Protection**

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The management committee shall ensure the association's assets are adequately maintained and appropriately managed in terms of risk.

Consequently, the management committee shall:

1. ensure that all facets of the association's financial management are carried out consistent with relevant management committee policy and subject to internal and external audit;
2. ensure assets are insured for values consistent with prudent risk-management;
3. ensure policies and processes for the purchase and disposal/sale of goods and services preclude any conflict of interest;

4. ensure all plant and equipment is used properly by persons authorised for that purpose and regularly maintained;
5. protect the association's intellectual property; and
6. maintain an appropriate asset register.

## **14. Website and Social Media**

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Bundaberg District Women Veterans Inc website and social media use shall be consistent with the following core values:

- a. Integrity: The association will not knowingly post incorrect, defamatory or misleading information about its work, the work of other organisations, or individuals. In addition, posts will comply with the association's copyright and privacy policies.
- b. Professionalism: The association's social media represents the association as a whole and should seek to maintain a professional and uniform tone. Members may from time to time and as appropriate, post on behalf of the association using its online profiles, but the impression should remain one of a singular organisation rather than a group of individuals.
- c. Information Sharing: The association encourages the sharing and reposting of online information that is relevant, appropriate to its aims, and of interest to its members.

The association should seek to grow its social media base and use its website to engage with existing and potential members, donors and stakeholders. At the same time, a professional balance must be struck which avoids placing the association's reputation at risk.

## **15. War Nurses Memorial Park**

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Bundaberg District Women Veterans Inc is committed to the commemoration of Australian Service Nurses and maintaining an appropriate presentation of the War Nurses Memorial Park.

In so doing the management committee shall ensure that all activity associated with the park has the approval of the park owner and complies with all conditions associated with the park and its memorials.

Consequently, the association recognises:

- a. the ownership and controlling authority covering the War Nurses Memorial Park and the memorials contained within the precinct as Bundaberg Regional Council;
- b. the park and memorial pavilion's listing on the Queensland Heritage Register;
- c. the historic creator of the park and memorial pavilion as West Bundaberg Progress Association;
- d. the ownership of the Remembering Our War Nurses logo used within the park as our association, Bundaberg District Women Veterans Inc.

The management committee shall ensure the ongoing commitment of the association to:

- a. recognising Bundaberg/Burnett regional nurses with Australian Defence Force operational, war or overseas service through the inclusion of their names on bronze honour roll plaques for each conflict and their placement within the Centenary of Anzac Gardens;
- b. honour the contribution of Australian service nurses by the inclusion of a bronze plaque on the western aspect of the Australian Service Nurses Memorial Wall for the conflict/s in which they were involved;
- c. pay tribute to the care of the wounded and war veterans by military and civilian personnel by way of storyboards or bronze plaques in both the War Nurses Memorial Park Centenary of Anzac and Peace Gardens;
- d. commemorate the service of Australian service nurses on Anzac Day;
- e. offer advice or suggestions to the Bundaberg Regional Council as required or appropriate; and
- f. control the use of the Remembering Our War Nurses logo.

## **16. Commemorations**

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The Bundaberg District Women Veterans Inc is committed to commemorating and preserving the history of women's service in the Australian Defence Force and Allied Forces.

In doing so the management committee shall:

- a. acknowledge the importance of ceremonial occasions as a key aspect of remembering and recognising the efforts of those who served, particularly servicewomen;
- b. acknowledge the importance of the role of the association as a leader within the veteran and general community in relation to women veterans and commemorations involving servicewomen and war nurses;

- c. acknowledge the significance and responsibility of conducting the community Anzac Day Service at War Nurses Memorial Park;
- d. whenever possible, and it remains appropriate to do so, the association shall conduct the Anzac Day Service at War Nurses Memorial Park and the Quiet Moment with Roll Call at Lions Remembrance Park;
- e. ensure commemorative events are included in strategic and yearly plans;
- f. communicate with Bundaberg Regional Council regarding any matter or issue relating to local memorials commemorating the service of women in the Australian Defence Force; and
- g. appoint a commemorations officer who has responsibility for all aspects of association commemorations and ceremonial events.

The management committee, working with the commemorations officer shall:

- a. determine the most appropriate and suitable manner in which a commemoration is to be conducted by the association, ensuring due consideration is given to association capabilities and resources, the dignity and respect of the occasion, whilst ensuring that accepted ceremonial protocols for such events are adhered to;
- b. determine if representation at a commemorative event is appropriate for the association, ensuring where possible women veterans, through association representation, are an obvious presence at commemorative services and events; and
- c. determine if commemorative items, such as plaques, banners etc are suitable for a specific commemoration.

The management committee, working with the history officer shall:

- a. record and share stories of members who served, preserving their history.

## **17. Awards**

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Bundaberg District Women Veterans Inc may bestow awards in recognition of outstanding and meritorious service to the association. The association's awards are:

- a. Life Membership,
- b. Honorary Membership,
- c. Loyalty Award,
- d. Awards for Excellence,
- e. Above & Beyond Award, and

f. Certificates of Appreciation.

The management committee may from time to time amend the award listing, keeping in mind the requirements of the Constitution.

The management committee shall establish an awards sub-committee which will operate as a standing sub-committee and which will only convene when an award nomination is to be assessed. The awards sub-committee is to conduct all business independently from the management committee.

The awards sub-committee is the sole authority to determine eligibility for awards within the association and as such, all work is to be considered confidential until awards are bestowed.

Terms of Reference (TORs) for the awards sub-committee are to be issued by the management committee and are to clearly detail limits of authority, including financial delegations. Additionally, procedures covering all aspects of the awards process are to be provided to the awards sub-committee and are to be followed by all sub-committee members.

### **Awards Sub Committee**

The composition of the awards sub-committee must be no less three members, with the current president or vice president and a past president or a life member who are not currently serving on the management committee, mandatory members. The remaining sub-committee members should be appointed from the following:

- a. secretary,
- b. treasurer, or
- c. a past president or a life member who is not currently serving on the management committee.

Requests for advice on policy and procedure matters are to be referred to the secretary.

### **Special Powers**

The awards sub-committee is duly empowered and authorized to receive, assess, make recommendations, and bestow awards to both association members and non-members in accordance with the association's constitution, by-laws, and policies.

The awards sub-committee chair has authority to authorize the expenditure of no more than \$50 per award without referral to the management committee for approval. All expenditure requests must be processed by the treasurer in accordance with association financial delegations, policies and procedures.

### **Life Membership**

By-Law 6.3 Life Membership states *"That life membership criteria be "that a member being nominated for life membership of the association, must have been financial for a period of at least ten years, unless less than ten years is accepted as being due to*

*unavoidable circumstances, and have rendered seven years of outstanding and meritorious work for the association". Ref MC12b1 20May19*

Life membership is an honour bestowed on individual association service members who's exceptional, loyal and outstanding service and contribution has provided a measurable benefit to the association over an extended period of time.

Life membership of the Bundaberg District Women Veterans Inc is the highest recognition that can be awarded by the association to a service member. The award acknowledges outstanding and meritorious service and contribution; it should retain its prestige and not be awarded easily.

### **Nominations**

- a. Any service member may be nominated by any current service member with the nomination seconded by the awards sub-committee at completion of assessment process.
- b. Nominations should include the nominator's reasons for putting forward the candidate with supporting documentation outlining the nominee's achievements including demonstrating minimum service requirements and examples meeting the criteria.
- c. This should be a written document and signed by the nominating member and passed to the secretary to be tabled at the next awards sub-committee meeting.
- d. Life membership cannot be nominated by or supported by an immediate family member.
- e. In the event that the nominee is serving on the awards sub-committee at the time of nomination, that person must be disqualified from any deliberation on the nomination.
- f. If the sub-committee believes the nomination is worthy of life membership, a 2/3 majority of the sub-committee is required to formalize the nomination before submitting the nomination to the management committee for ratification and presentation to a general meeting of the association for approval.
- g. Life membership must be recorded in the association's official records.
- h. The granting of life membership and the recipient's service to the association should be publicized in the association's newsletter, website and any other association communication tool considered appropriate.
- i. The president or host should acknowledge life members in attendance at association functions where it is appropriate to do so.

### **Criteria**

Life membership should not be considered as a competitive matter and nominees must be considered individually and on their attributes and achievements and not in

comparison to others. While it is inevitable that comparisons will be made with past recipients, direct comparisons should not be made.

Granting life membership is a balancing exercise. Criteria are provided as guidance, but it is the overall contribution of the nominee that must be evaluated. There is necessarily some subjectivity in the granting of life membership, nominee's strengths against the various criteria will vary.

To assist with the nomination, some or all of the following criteria should be considered.

For any of the relevant criteria, the nominee should have demonstrated an exceptional contribution, beyond the ordinary for an extended period of time, which has a measurable benefit to the association and membership.

- a. Minimum 10 years of cumulative association membership as a service member, unless less than ten years is accepted as being due to unavoidable circumstances. This period may include the current year.
- b. Minimum 7 years of exceptional service to the association. This period may include the current year providing an obvious ongoing commitment exists.

'Exceptional service' can be defined as:

*Minimum three years in specific roles that contribute to the benefit of the association, these roles may include but not be restricted to – service on the committee, coordinator roles, fundraising activities, promotional and marketing, committee and/or event coordinator roles, committee and/or event support roles and assisting in delivering welfare/wellbeing to members.*

- c. Has the nominee represented the association with distinction at external events, committees or councils etc?
- d. Has the nominee demonstrated exceptional work in advancing the objects of the association and raising the profile of both the association and women veterans within the wider community?
- e. Has the nominee demonstrated attitude and demeanour that reflects a dedication to the objects and values of the association?
- f. Has the nominee provided valued leadership around the association and is considered a role model?

## **Presentation**

Life membership is to be bestowed where possible at the annual birthday luncheon usually held during July. When this is not possible, the presentation is to be at the Annual General Meeting or other suitable function where the recipient is present.

When attendance at a function for presentation is not possible the president and secretary are to make the arrangements for the presentation of the life member badge at a time and place that suits the recipient.

## **Benefits**

- a. Full membership for life with no fees.

- b. Free entry to association birthday luncheon held each July, excluding major five-year reunion luncheons/functions.
- c. A life member badge.
- d. Recognition at appropriate association functions

## **Honorary Membership**

Honorary membership may be granted to non-members who have provided voluntarily meritorious assistance benefiting the association.

### **Nominations**

Nominations can be submitted by any member of the association to the secretary for tabling at the awards sub-committee next meeting. All nominations should be signed and contain a brief description of the meritorious assistance provided to the association.

The awards sub-committee will assess applications and make recommendations on awarding of honorary membership to the management committee.

When the management committee endorses the awards sub-committee recommendation to grant honorary membership, the chairman and secretary must ensure that such an award is approved at a general meeting of the association (as per constitution).

### **Presentation**

Presentation of honorary membership is to be arranged between the secretary and recipient and does not require a formal presentation ceremony unless the recipient would like such a presentation. Any formal presentation should, where possible be conducted at the annual birthday luncheon, usually held in July.

### **Benefits**

- a. Free membership for life with no fees.
- b. Free entry to association birthday luncheon held each July, excluding major five-year reunion luncheons/functions.
- c. Recognition at appropriate association functions

## **Loyalty Award**

A service or life member who has been an active member of the association for not less than 25 years may be granted a loyalty award by the awards sub-committee. This period may include the current year providing an obvious ongoing commitment exists.

The assessment of eligibility will be conducted with the assistance of the secretary.

### **Presentation**

Loyalty awards are to be bestowed where possible at the annual birthday luncheon usually held during July. When this is not possible, the presentation is to be at the Annual General Meeting or other suitable function where the recipient is present.

When attendance at a function for presentation is not possible the president and secretary are to make the arrangements for the presentation of the loyalty award at a time and place that suits the recipient.

## **Awards for Excellence**

A service, associate or life member may be granted an award for excellence as recognition for their outstanding contribution towards a specific event or project.

To receive this award nominees must display similar attributes as the criteria for life membership, but with no minimum time of service required.

Any association member may nominate a fellow member for an award for excellence by providing a brief description of the member's achievements and benefit to the association.

### **Nominations**

Nominations can be submitted to the secretary for tabling at the awards sub-committee next meeting. All nominations should be signed.

The chair of the awards sub-committee will second the nomination if appropriate at completion of the assessment process.

### **Presentation**

Awards for excellence are to be bestowed where possible at the annual birthday luncheon usually held during July. When this is not possible, the presentation is to be at the Annual General Meeting or other suitable function where the recipient is present.

When attendance at a function for presentation is not possible the president and secretary are to make the arrangements for presentation of the award at a time and place that suits the recipient.

## **Above & Beyond Award**

An associate member of the association may be granted an above & beyond award in recognition of exceptional support and assistance provided to the association over a reasonable period of time and replaces the title Friends of Ex Servicewomen (FoEs) which was applicable for the period of service to 10 April 2015.

### **Nominations**

Nominations can be submitted by any member of the association to the secretary for tabling at the awards sub-committee next meeting. All nominations should be signed

and contain a brief description of the outstanding support and assistance provided to the association.

The awards sub-committee will assess applications and make recommendations on awarding of the above & beyond award to associate members to the management committee.

When the management committee endorses the awards sub-committee recommendation to grant the above & beyond award, the chairman and secretary must ensure that such an award is accepted by the members at a general meeting of the association.

### **Presentation**

The above & beyond award is to be bestowed where possible at the annual birthday luncheon usually held during July. When this is not possible, the presentation is to be at the Annual General Meeting or other suitable function where the recipient is present.

When attendance at a function for presentation is not possible the president and secretary are to make the arrangements for advising the recipient of the award.

### **Review**

Above & Beyond award recipients are to have their status reviewed no less than bi-annually by the awards sub-committee to ensure the honorary title is still appropriate. The award may be rescinded by the management committee on the recommendation of the awards sub-committee in circumstances where a person is no longer active within the association or has not conducted themselves in accordance with the spirit of the above & beyond award. In such cases each person's long-standing relationship with the association, the reasons why they are no longer active and the effect of rescinding their award may have, should be carefully and sensitively considered by the awards sub-committee.

The affected person is to be notified of the decision by the association secretary.

### **Benefits**

- a. Above & Beyond award recipients pay no membership fees while retaining above & beyond status
- b. Recognition at association functions where appropriate

### **Certificates of Appreciation**

Certificates of appreciation may be awarded to individuals, groups and businesses in recognition of support or service provided to the association. Certificates are usually awarded following commemorative and special events conducted by the association as a matter of courtesy and appreciation.

The secretary will provide recommendations of awarding of certificates to the awards sub-committee for final approval.

**References:**

Constitution

By-Laws

Policy Manual

Procedure Manual

Membership database and records

# **PART TWO**

## **Management Committee**

### **OPERATIONAL POLICIES**

#### **1. Introduction**

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The Bundaberg District Women Veterans Inc operational policies shall be consistent with its constitution and governance policies, and provide committee members and association members with specific information concerning the operating principles of the management committee.

The policies are reviewed at least annually by the management committee to ensure that they continue to provide relevant, up to date and accurate information in sufficient detail for the guidance of all persons engaged in work on behalf of the management committee.

#### **2. Positions & Appointments Overview**

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In meeting the association's aims & objectives, committee members are to carry out the following tasks:

##### **1. Executive Positions**

- a. president's and chairman's duties & responsibilities;
- b. secretarial duties & responsibilities; and

- c. treasurer's duties & responsibilities.

## **2. Management Committee Positions**

The required makeup of the management committee positions is:

- a. vice president - 1
- b. committee members – 3 to 5

The composition of the management committee can be altered to suit the association's changing requirements,

## **3. Positions and Appointments**

In addition to the elected management committee, the following positions and appointments are required to be performed. These positions and appointments should be allocated between the members of the management committee and willing members in accordance with the terms of reference for relevant sub-committees.

- a. Wellbeing Officer,
- b. Communications Officer,
- c. Activity Officer,
- d. Fundraising Officer,
- e. History Manager,
- f. Commemorative Officer,
- g. Newsletter Editor,
- h. Website Manager,
- i. Social Media Manager, and
- j. Property Officer

## **4. Description**

Persons holding positions or appointments should carry out tasks as defined in their relevant duty statements and/or terms of reference to the best of their ability.

It is acceptable for one member to hold more than one position or appointment, except where such contravenes the association's constitution.

Where a sub-committee exists (eg commemorative sub-committee) the appointed person will assume the chair of this sub-committee.

The newsletter editor, website manager and social media manager are members of the communications sub-committee of which the communications officer is the chair.

The property officer is a member of the finance and audit sub-committee which is chaired by the treasurer.

## **5. Management Committee**

The management committee are to oversee and review all positions, appointments and associated duty statements and/or terms of reference.

## **6. Executive**

The executive are to operate in accordance with the association's constitution and where applicable abide by relevant policies of other organisations with which the association has an affiliation or relationship.

## **7. Committee Members**

The committee members are to fill positions or appointments during their term of office and carry out those duties as laid down in the relevant duty statement.

## **8. Appointments (non-committee members)**

Members appointed to a position or sub-committee are to carry out duties as laid down in the relevant duty statement and terms of reference, or as directed by their sub-committee chairman. These persons are to report directly to their sub-committee or the management committee and adhere to the authority limitations issued to them by the management committee.

## **9. Appointment of Patron**

Bylaw 6.2 states *"That a Patron may be appointed for the Association"*- updated and approved January 2019.

Wherever possible an association patron should be appointed.

The management committee is to canvass members for suitable candidates for the patron role and present recommendations to a general meeting for approval before an official invitation to become association patron is extended.

When no suitable candidate is identified or available, the patron position remains vacant.

# **3. Positions and Appointments Roles & Responsibilities**

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## **1. Wellbeing Officer**

The wellbeing officer is responsible for ensuring that the wellbeing of our members is being attended to including phone calls, hospital visits, or obtaining assistance from the Bundaberg RSL Sub Branch Welfare Officer and other known agencies.

The wellbeing officer should have an understanding of the effect of association policies and procedures upon members and monitor their appropriateness.

She should assist with membership recruitment and retention.

The wellbeing officer should familiarise herself with community welfare services and share information helpful to members through the distribution of agencies' pamphlets or via wellbeing support officers or the association newsletter.

The wellbeing officer is to operate within the bounds of authorisation issued by the management committee and act at all times in accordance with the Advocacy Training and Development Program (ATDP) Wellbeing Support Officer's Handbook.

The wellbeing officer should attend local wellbeing meetings and forums and may undertake ATDP training courses to obtain advocacy accreditation.

Wellbeing support officers approved by the management committee to assist the wellbeing officer are to be overseen by the wellbeing officer to whom they report no less than monthly and are to act in accordance with the ATDP Wellbeing Support Officer's Handbook.

Wellbeing support officers may undertake ATDP training courses to obtain advocacy accreditation.

Wellbeing volunteers assist at wellbeing activities, association events and meetings and are to be overseen by the wellbeing officer, or a designated wellbeing support officer.

Wellbeing volunteers are restricted to performing tasks not covered by a wellbeing support officer and are not required to submit reports. Examples of tasks would be to welcome members and guests at activities and assist with set-up and organising of events.

## **2. Communications Officer**

The communications officer shall oversee all aspects of communication on behalf of the association through internal resources and external media and is to organise favourable publicity which will promote the association and assist in attracting eligible persons to becoming members.

Website and social media, association newsletter, community notices, articles, recruiting brochures, routine news releases and publicity requests from the management committee are areas which the communications and promotions officer would address.

The communications and promotions officer is to oversee the activities of a newsletter editor, a website manager and a social media manager. These persons may be individual or combined.

- a. The newsletter editor is to produce a regular newsletter which contains items of information about coming activities, both association and those of general interest

to members; informative articles, light pleasurable reading and promotions of association projects.

The editor is to ensure copyright laws and privacy laws are not breached.

The editor also liaises with the Bundaberg RSL Sub Branch regarding printing of the publication and is responsible for its distribution to members together with any documents generated by the management committee such as minutes of meetings.

- b. The website manager is responsible for maintaining the association's website in accordance with association policies.

The website manager is to ensure all newsletters, information on events and activities, etc are uploaded to the website in a timely manner.

The website manager is to ensure copyright laws and privacy laws are not breached.

The website manager should ensure content is in keeping with the image that the association wishes to present to the public and that posts made on its social media channels should not damage the association's reputation in any way.

- c. The social media manager is responsible for maintaining the association's Facebook and any other social media platforms in accordance with association policies.

The social media manager is to ensure all appropriate information on events and activities, photographs etc are uploaded to the Facebook in a timely manner.

The social media manager is to ensure copyright laws and privacy laws are not breached.

The social media manager should ensure content is in keeping with the image that the association wishes to present to the public and that posts made on its social media channels should not damage the association's reputation in any way.

The communications officer, however, is not the official spokesperson for the association. It is essential that communications and promotions officer refers all media or other requests for comments or statements on behalf of the association to the president.

### **3. Activities Officer**

The activities officer is responsible for the delivery of pleasurable activities including functions and outings for our members, in accordance with the approved calendar of events.

The activities officer is responsible for ensuring all plans, quotes, bookings have been completed for each activity (following management committee or general meeting

approval), take members bookings in conjunction with the treasurer and ensure all necessary permits, workers or items needed for the event/activity are obtained.

The activities officer should also prepare relevant details required for completion of a risk assessment where volunteers are involved in the running of the event/activity.

#### **4. Fundraising Officer**

The fundraising officer is to coordinate all matters concerning the raising of funds including team rosters for Super Saturday at the RSL, raffles held at meetings or at functions. The fundraising officer should assist with grant applications as required and carry out research into ways of obtaining funds for general or specific needs.

#### **5. History Manager**

The history manager is to maintain an ongoing historical record of the association's activities and achievements.

The history manager is to invite input and assist members in providing their service and related histories. The history manager is to obtain and comply with agreements made between the association and contributing members.

The history manager is to assemble a five-year history combining association history over the preceding five years, members' histories, and associated images into a booklet format for publication ahead of the association's five-year reunion.

#### **6. Commemorations Officer**

The commemorations officer provides advice and undertakes research on ceremonial protocol and commemorative matters and is responsible for planning and coordinating the ceremonial and commemorative elements of services and events. The commemorations officer also assists with the development of event plans, design and content of commemorative programs and plaques.

It is the commemorations officer's task to ensure that the president is aware of coming events and that the association is represented; that appropriate tributes are being obtained; and that tribute cards have been made available.

The commemorations officer is to bring to the notice of the management committee any matter which concerns the Servicewomen's Memorial in Lion's Remembrance Park, the War Nurses Memorial and Park, or the Bundaberg Servicewomen's plaque at the Soldiers Monument.

#### **7. Property Officer**

The property officer is responsible for maintaining all association property in good condition, workable order and the provision of accessible storage.

The property officer should ensure that a property register is maintained and that changes to storage of association property are noted in the register.

The property officer is a member of the finance and audit sub-committee.

### **WORKLOAD SHARING**

All persons holding any of the above positions or appointments may seek the assistance of other member/s but the responsibility for correctly carrying out a duty lies with the person elected or appointed.

## **4. President Duty Statement**

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The primary responsibility of the president is to ensure that the association works in accordance with its aims and objects and complies with all legal requirements as per its own constitution and within the bounds of State and Federal Acts governing non-profit groups or associations of our type.

The duties of the president will include:

1. provide leadership to the association;
2. ensure that the association's objectives, goals and mission are being followed;
3. represent the association generally, including other organisations' activities, commemorative services and when appropriate, place a tribute on behalf of the association;
4. official spokesman to the news and media etc;
5. promote the association in the community as opportunities arise;
6. monitor welfare and wellbeing of association members not in good health/times;
7. encourage recruiting and retention of members;
8. chair meetings and other activities such as luncheons and War Nurses Service;

9. give welcome speeches as necessary at association events;
10. welcome and introduce guests/visitors and new/prospective persons to members;
11. produce, in partnership with the management committee, a strategic plan for the longer term, and ensure the regular review and development of the plan;
12. produce, in partnership with the management committee, the annual business plan;
13. manage the business of the management committee;
14. oversee the activities of members of the management committee;
15. ensure that appropriate policy and procedures are in place;
16. with the secretary, prepare the agenda in advance of meetings;
17. with the secretary, prepare the annual agenda for management committee meetings;
18. ensure the preparation of annual reports. E.g. president's report, audited financial statements;
19. present the annual report at the Annual General Meeting;
20. ex-officio member of all sub-committees; and
21. other duties and positions as for management committee members.

## **5. Vice President Duty Statement**

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The Vice president's duties include:

1. understudy the president and be familiar with all the duties of president;
2. carry out the duties of the president in her absence;
3. assist president where necessary and with agreement, undertake leading roles in specific areas of association business and operations; and
4. other duties and positions as for management committee members.

## 6. Secretary Duty Statement

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The secretary's duties include:

1. ensure the preparation and adoption of appropriate management committee policies;
2. organise the venue for association meetings;
3. with the president, prepare the agenda in advance of each meeting;
4. take minutes of management committee meetings and circulate to management committee members;
5. take minutes of general meetings and circulate to members of the association;
6. maintain a register of members;
7. handle the procedures for the admission of new members;
8. handle the resignation of members;
9. handle to procedures for discipline, suspension and expulsion of members;
10. organise general meetings and notify members in advance;
11. receive nominations for positions on the management committee;
12. keep in secure custody all books, documents and other material, and make them available to members as requested;
13. maintain as current a listing of minuted resolutions classed as by-laws and ensure changes are notified to all members;
14. personally carry out administrative duties as assigned by the president;
15. collect, note and distribute all incoming mail and register the date received;
16. prepare a report of incoming mail and outgoing mail for the general meeting;
17. write correspondence as required.;
18. ensure appropriate public liability insurance is arranged for the association, as recommended by the Office of Fair Trading;
19. assist the treasurer complete the annual Anzac Day Trust Grant application, ensuring it is sent in a timely manner;

20. submit annual returns to Officer of Fair Trading;
21. representing the association, as nominated by the management committee;
22. maintain the association's asset register;
23. with the president, prepare the annual agenda for management committee meetings; and
24. other duties and positions as for management committee members.

## **7. Treasurer Duty Statement**

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The treasurer is solely responsible for all financial duties unless duties are specifically delegated to another committee member.

The treasurer's duties include:

1. ensure that the management committee maintains the degree of financial literacy necessary to conduct the business of the association;
2. advise the management committee on matters of finance;
3. advise the management committee on fundraising;
4. ensure that appropriate financial policies and procedures are in place and fully documented;
5. produce budgets, in partnership with the management committee, to support business plans for the association;
6. report at each meeting on the financial situation of the association;
7. report to the management committee on variances from the approved budget;
8. with the secretary, place any necessary financial items on the agenda in advance of meetings;
9. personally carry out financial duties as assigned;
10. keep the books of the association, ensuring the association's financial records are adequate, protected, backed up, and accessible;
11. manage the association's banking;
12. ensure the association's financial control procedures are adequate and that appropriate safeguards against fraud are in place;

13. with the secretary ensure that risk management strategies (including appropriate insurance) are in place;
14. collect and receive all money due to the association and make all payments authorised by the association;
15. ensure the association's compliance with all applicable tax arrangements;
16. receipting – write out a receipt for any monies received to be available at the next management committee meeting on request;
17. present accounts for payment with supporting documentation to management committee meetings to be passed for payment;
18. provide a tax invoice when required;
19. report outstanding debtors (outgoing invoices not paid) on a monthly basis to management committee;
20. pay accounts as approved by the management committee in a timely manner and report any unpaid accounts to the committee;
21. reconcile the bank account on a monthly basis;
22. ensure that a Business Activity Statement is completed as per statutory requirements if applicable;
23. prepare reports and supporting documentation for audit prior to the annual general meeting;
24. prepare an application annually for a grant to the Anzac Day Trust, and assist with all other applications for grants.;
25. handle other financial matters, including estimates and quotes for various expenses;
26. in partnership with the secretary, liaise with auditor;
27. prepare a budget in consultation with the management committee at the beginning of the association's financial year (1 January-31 December);
28. provide audited financial statements for submission with annual return to Office of Fair Trading;
29. participate in discussion and vote on issues at meetings;
30. ensure that all Insurances policy payments are up to date; and
31. other duties and positions as for management committee members.

## 8. Committee Member Duty Statement

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Duties include:

1. on being elected to the management committee, undertake induction training as provided by the management committee;
2. consider, debate and vote on issues before the management committee on the basis of the best interest of the association only;
3. comply with the rules, policies and procedures of the association;
4. review and approve the association's strategic plan, and other consequential arrangements (yearly plan, special event plan etc);
5. review and approve financial budgets,
6. attend all management committee meetings, or, if absolutely unavoidable, apologise in advance for absence;
7. contribute to the discussion and resolution of issues at meetings and otherwise as appropriate;
8. serve on sub-committees as required;
9. review and approve the association's systems for financial control and risk management;
10. undertake administrative duties as required;
11. promote the association in the community as opportunities arise;
12. participate enthusiastically in any fundraising approved by the management committee;
13. avoid making any improper use of their position in the association so as to gain any material advantage for themselves, or for any other person, or to the detriment of the association; and
14. at all times conduct management committee business politely and with consideration for others, without ill-feeling, improper bias, or personal animus.

Committee members will lose their place on the management committee if more than three management committee meetings are missed without leave of absence being applied for and granted.

## **9. Outgoing Management Committee**

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The outgoing management committee will hand over to the incoming management committee all documentation and management tools used to manage and administer the affairs, property and funds of the association including but not limited to:

1. all financial data including computer records;
2. all cheque books and deposit books;
3. signed banking forms for change of signatures;
4. data file of email addresses and membership listing in a format that can be accessed;
5. letterhead and other stationery;
6. policy and procedure documentation;
7. yearly plans;
8. budget;
9. copy of the association's constitution and rules;
10. keys, passwords and disc for digital files etc;
11. passwords and procedures for the operation of the association's website and online platforms; and
12. all historical records of the association.

## **10. Management Committee Meetings**

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The management committee will operate in accordance with the association's constitution and governance policies, using the following principles:

1. the president will chair meetings of the management committee;
2. all members to be supplied with the name, telephone no and e-mail address of other management committee members;

3. at a management committee meeting, more than 50% of the members elected to the management committee as at the close of the last general meeting of the members form a quorum; more than 50%;
4. management committee discussions will be treated as confidential unless the rules provide otherwise;
5. the management committee is entitled to invite experts and sub-committee representatives to attend specific meetings;
6. management committee meetings will be held at least once every two months;
7. the management committee will check the minutes from the previous general meeting for accuracy before the minutes are presented at the next general meeting for verification of accuracy by the chairman;
8. the agenda for the next general meeting will be set in consultation with the chair and committee members at the monthly management committee meeting;
9. the minutes of the management committee meeting will be distributed to committee members and be available to financial members upon request to the secretary; and
10. decisions and recommendations made at management committee meetings are to be reported to the next general meeting in presidents report.

An individual member of the management committee is expected to respect and support group decisions at general meetings.