



KNC

Connecting Our Community

KATOOMBA NEIGHBOURHOOD CENTRE

POLICY & PROCEDURES

ORGANISATIONAL GOVERNANCE

TABLE OF CONTENTS

1. Introduction	5
1.1 Roles And Philosophy Of Neighbourhood Centres	5
1.1.1 Affirmative Action	6
1.1.2 Local Participation And Control	6
1.1.3 Community & Cultural Development Role	7
1.2 Summary Of Values	8
2. Description Of The Organisation	9
2.1 Katoomba Neighbourhood Centres Core Functions & Projects	9
3. Katoomba Neighbourhood Centre Organisational And Management Structure.....	13
3.1 KNC Organisational Structure	13
3.2 KNC Management Structure	14
4. Katoomba Neighbourhood Centre Objects, Vision And Mission.....	15
4.1 Katoomba Neighbourhood Centre Objects	15
4.2 Katoomba Neighbourhood Centre Vision	15
4.3 Katoomba Neighbourhood Centre Mission	15
5. Katoomba Neighbourhood Centre Incorporation	17
5.1 General Obligations.....	17
5.2 Requirements of Incorporated Groups	17
5.3 Register Of Members	18
5.4 Application For Membership	18
6. Katoomba Neighbourhood Centre Constitution	19
6.1 Familiarity With The Constitution	19
6.2 Review Of The Constitution	19
6.3 Copy Of The Constitution	19
6.4 Annual General Meeting	19
6.4.1 Notice Of AGM	19
6.4.2 AGM Agenda	20
6.4.3 Nomination Of A Proxy	20
7. Katoomba Neighbourhood Centre Board Of Governance	21
7.1 Board Role And Accountability	21
7.2 Board Duties.....	21
7.3 Board Responsibilities	22

7.3.1	Legal	22
7.3.2	Policy And Planning.....	22
7.3.3	Financial	23
7.3.4	Human Resources	23
7.3.5	Risk Management	23
7.3.6	Other Responsibilities	23
7.4	KNC General Manager Delegated Responsibilities	24
7.4.1	Legal	24
7.4.2	Policy And Planning.....	24
7.4.3	Financial	24
7.4.4	Staff	25
7.4.5	Other Responsibilities	25
7.5	KNC Manager Finance & Resources Responsibilities	26
7.6	Board Sub Committees.....	26
7.6.1	Employment Sub Committee.....	26
7.6.2	Constitutional Review Sub Committee	27
7.6.3	KNC Advisory Committees	27
7.6.4	Quality and Policy Sub Committee	28
7.7	Board Composition/Selection	29
7.7.1	Nomination For Board Position	29
7.7.2	Nominating Guidelines	30
7.8	Orientation For New Board Members	31
7.8.1	Orientation Kit.....	31
7.8.2	Orientation Process	32
7.9	Code of Behaviour for Board Members	32
7.9.1	Conflicts Of Interest	33
7.9.1.1	Obligation to Declare.....	33
7.9.1.2	Financial Gain.....	34
7.9.1.3	Professional Conflict	34
7.9.1.4	Personal Gain	35
7.9.1.5	Commercial Gain	35
7.9.1.6	Conflict Requiring Consideration of Removal or Resignation of Board Member	35
7.10	Board Meetings	35
7.10.1	Regular Meeting Schedule	35

7.10.2 Meeting Attendance35

7.10.3 Agenda36

7.10.4 Quorum36

7.10.5 Role of KNC General Manager at Board Meetings36

7.10.6 Role of Manager Finance & Resources at Service Level37

7.10.7 Minutes37

7.11 Register Of Board Members.....37

8. References 38

9. Appendix Documents 39

1.Introduction

Katoomba Neighbourhood Centre (KNC) is a not-for-profit, incorporated community organisation formed in 1979 by a group of committed residents and endorsed and funded as a community service in 1981. KNC provides a variety of community welfare services to people living in the Blue Mountains hamlets of Wentworth Falls to Medlow Bath. KNC also provides some very specific home based services to frail aged residents and residents with a disability requiring volunteer assistance, from Wentworth Falls to Mt Victoria. The regional Blue Mountains Home Modification & Maintenance Service covering the Blue Mountains Local Government Area is also provided by KNC.

Katoomba Neighbourhood Centre is an organisation governed by a volunteer Board. Ordinary Members of the Board are voted in at the Annual General Meeting (AGM), the Executive positions of the Board are voted in by the Board membership at the next scheduled meeting after the Annual General meeting, according to the KNC Constitution.

KNC receives core funding for its projects from the Australian Government Department of Health & Ageing; NSW Government Department of Family Services; Ageing Disability & Home Care; NSW Government Department of Family & Community Services, Community Services; NSW Ministry of Health, Nepean Blue Mountains Local Health District, and a number of other grant based funding sources that support specific time limited projects against identified community needs.

KNC operates as a Neighbourhood Centre, with its primary site located in the Blue Mountains City Council precinct, located at 6-10 Station St Katoomba. The Katoomba Neighbourhood Centre buildings and its environs are owned by the Blue Mountains City Council and leased to KNC to provide a range of community services.

1.1 Roles And Philosophy Of Neighbourhood Centres

(Adapted from the Local Community Services Association's (LCSA) document: 'Neighbourhood Centre Policy' April 2003).

All Neighbourhood Centres share some common principles and philosophies about their purpose or role. These come under three broad categories:

1. affirmative action towards disadvantaged people and groups;
2. local participation and control; and
3. community development roles and activities.

Neighbourhood Centres follow these according to the resources and skills they have available.

1.1.1 Affirmative Action

Neighbourhood Centres recognise that resources must be directed towards the most disadvantaged and least powerful groups in the community. The development of community networks, mutual support and collective action can improve quality of life for an entire community. Neighbourhood Centres offer staff with social policy knowledge and social action skills to assist the community & build on local community resources.

The Neighbourhood Centre Movement acknowledges that access to opportunities; resources and power are not always available equitably to all people. Particular groups and individuals who have experienced disadvantage and discrimination, targeted by Neighbourhood Centres for service may include:

- our local indigenous communities
- individuals identifying as Aboriginal or Torres Strait Islander
- people from non English speaking backgrounds, ethnic or racial minorities, recent migrants or refugees
- women
- people with physical, intellectual or psychiatric disabilities and their families
- people who are homeless or at risk of homelessness
- lesbians, gay men, bisexuals and transsexuals
- sole parents, carers and others with family responsibilities, families under stress or in crisis
- people with chronic health conditions
- people with low incomes
- people outside the paid workforce, particularly long term unemployed
- people excluded because of attitudes toward their old age or youth
- people isolated by lack of services, transport and distance.

Neighbourhood Centres give priority to individuals and groups experiencing disadvantage within each local community, according to the changing characteristics of that community, in order to share in the community's benefits and opportunities.

1.1.2 Local Participation And Control

Neighbourhood Centres are based on the belief that engagement in local action can affect local issues and concerns. This engagement can influence wider change and development.

Participation by service users and members of the community provide direct accountability for Neighbourhood Centres. Both Neighbourhood Centres and government policy hold that local residents and groups can identify community needs, plan and develop effective services, and take part in the management and control of those activities. Neighbourhood Centres belong to their local communities.

Neighbourhood Centres are an extension of the local, familiar support and aid network. They aim to be friendly, accessible places where consumers and community members are treated in an integrated way (as 'whole' people) and know they are welcome.

Neighbourhood Centres work to reduce stigma and reduce the potential for those individuals or groups in greatest need within a community, to be marginalised. Neighbourhood Centres integrate a range of services and activities into one organisation which is accessible to all in the community.

Neighbourhood Centres believe that priority should go to those people who have traditionally been excluded from participation, from access to information, and from access to resources. Local skills, knowledge and understanding provide the foundation on which Neighbourhood Centres build new and different skills and understandings to tackle problems and issues, improve social inclusion, enhance marginalised individuals capacity to engage in community and build connected and resilient communities.

Neighbourhood Centre services may be built on a community of interest or a geographic community.

1.1.3 Community & Cultural Development Role

Neighbourhood Centres believe that the effects and impacts of social issues can be reduced or eliminated by working on the causes of problems as well as the symptoms.

Neighbourhood Centres resource and support those within their community most affected by social issues. Individuals and groups are empowered to become engaged and enabled to better approach their particular issues. Self-determination, mutual support, community education, community connectedness, capacity building and collective action are Neighbourhood Centre strategies. Neighbourhood Centres have not historically focused on the provision of emergency or immediate crisis response services, although increasingly the information & referral role within communities is seeing Neighbourhood Centres play an increasing role in frontline identification and assistance for people experiencing distress requiring assistance.

Neighbourhood Centres developed to ensure that short term crisis and emergency responses are complemented by long term, developmental and preventive approaches. As local community needs change, Neighbourhood Centres alter their work and priorities. Community development is the service strategy which underpins all Neighbourhood Centre functions. This developmental role is centred on increasing access, equity and participation. Neighbourhood Centres are flexible, innovative and responsive to their local communities.

1.2 Summary Of Values

- Neighbourhood and Community Centres believe in:
- the right of people to make choices in their own lives;
- the right of people to dignity, respect, privacy and confidentiality;
- the right of people to be valued as individuals;
- the right of people to access services on a non-discriminatory basis;
- the right of the community to accountable and responsive services.

2. Description Of The Organisation

2.1 Katoomba Neighbourhood Centres Core Functions & Projects

Katoomba Neighbourhood Centre operates a number of ongoing programs/projects. Complementing the ongoing programs are individual time limited projects or initiatives targeting particular needs or issues identified by the community in our planning cycles. Katoomba Neighbourhood Centre Core Functions & Projects are:-

- **Community Hub**

The Katoomba Neighbourhood Centre operates as a community hub for community members to access information on services offered throughout the community across a range of issues. KNC Hub activities also focus on referral for individuals with specific needs to the appropriate services. KNC staff will facilitate individuals to access services they may require if they require assistance or advocacy. Community groups or individuals can also access a range of KNC infrastructure.
- **Community & Cultural Development (CCD)**

Katoomba Neighbourhood Centre works with the community through our CCD staff to identify needs, service gaps and appropriate approaches for those issues impacting on our community. CCD projects focus on enhancing the capacity of individuals and groups to build resilience, improve community connectedness & participation, reduce social isolation and enable the individual. CCD staff will partner other services or Organisations in long term initiatives. CCD activities are funded both through the core funding received from the NSW Department of Family & Community Services and individual grants supporting specific projects. Current CCD projects include:-

 - New Country New Friends, a project working with new Culturally and Linguistically Diverse (CALD) members of the Blue Mountains Community providing social inclusion opportunities and mentoring for new community members.
 - Blue Fringe Literary & Arts Program , a program in its 20th year auspiced by Katoomba & Springwood Neighbourhood Centres celebrating the art and writing of our community members living with a mental health issue
 - Relief Services, Community Lunches. The KNC Community Lunch program is a program of CCD. Fortnightly KNC volunteers provide a free sit down community lunch for members of the community
 - Eat & Greet Program, this project is a social inclusion program for younger people with a disability. This program operates out of hours and is designed to enhance the capacity of the individuals attending, enable them opportunity to socialise in the broader context of the community, form relationships and self determine

- The "Kat" Community Café, this is a joint project between Blackheath Neighbourhood Centre (BANC) and KNC. The Community Café is staffed by a purpose recruited KNC volunteer, clients of BANC and attended by community members and the KNC Vale St participants. The Café is overseen by BANC & KNC staff. This initiative provides social inclusion opportunities for the more marginalised in our community
- Katoomba Classic Film Society, this project is a social inclusion initiative targeting senior members of the community. The project developed from a focus group with seniors identifying their need for day time accessible social activities such as a film club and a book club. The film club operate son membership, films are screened monthly. This project is supported by local business.
- Connecting though Stories, this project is a facilitated day time book club. The Connecting through Stories program is open to all community members, however targets senior community members. The book club has the ability to utilise technology to allow access for isolated housebound community members. The book club meets monthly
- Creative Writing –Words Worth Listening Too. This program has been developed from the book club in response to a request from participants to extend their love of literature to creating their own stories. This is an intergenerational program meeting monthly and facilitated by an external facilitator.
- The Vocal Locals, this project is a facilitated day time seniors community choir. Providing social inclusion opportunity for community members
- North Katoomba Hub Winter Magic Program, this project focuses on the community of North Katoomba Public School, is centred on the regional Winter Magic annual celebration and works with the children and parents to enter the annual parade themes each year. This project focuses on building and supporting community identity and pride
- Transitions Blue Mountains, the KNC CCD staff support this local Sustainable Environment Group, based upon the Transitions Towns model from the UK.
- BIC or Building Inclusive Communities is a community initiative sponsored and Chaired by Rotary Katoomba, involving a number of local Organisations, with Katoomba neighbourhood Centre sitting as one of the core members. BIC aims to identify projects and programs to support communities and identified groups within communities to source funding and assist in the development of proactive approaches to meet the identified need or issue(s).
- Micro Business Plus is a TAFE and KNC partnership initiative working with members of the community to develop micro business ideas and implement their micro businesses'. At the completion of the course participants receive a Certificate IV in Micro Business

- Katoomba Volunteer Home Visitors Program (KVHV)
KNC offers the KVHV program to vulnerable isolated frail aged and disabled persons living in their own homes. The program is funded jointly by the Australian Government Department of Health & Ageing & the NSW Government Department of Family Services; Ageing Disability & Home Care. The KVHV program matches community members with volunteers to improve their quality of life, reduce their social isolation and maintain people in their own homes and community environments as long as possible whilst safe to do so. The program is funded to provide:-
 - Home based volunteer programs to individuals
The program is funded for 25 volunteers to support a minimum of 25 individuals within the community
 - Group based social inclusion programs
The program supports the local Men's Carers Group, the Vocal Locals and the Eat & Greet program
- Community Visitors Scheme (CVS)
The CVS program matches community volunteers with residents of aged care facilities locally. This program is designed to provide social inclusion for persons in institutional care. CVS is funded by the Australian Government Department of Health & Ageing
- Blue Mountains Home Modification & Maintenance Service (BMHMMS)
This service is funded jointly by the Australian Government Department of Health & Ageing & the NSW Government Department of Family Services; Ageing Disability & Home Care. BMHMMS provides physical modifications to the home environments of HACC eligible clients (frail aged and disabled) to ensure their environments are safe and able to support them remaining in their home environments. This service employs builders, carpenters, administration staff, contractors and allied health professionals.
- Katoomba Out of School Hours & Vacation Care (KOOSH)
KOOSH operates the local out of School Hours Care service for primary aged school children. KOOSH is staffed by professional childcare staff and capable of providing care up to 45 children at a time. KOOSH receives limited funding from the NSW Department of Family & Community Service, Community Services for Vacation Care and self funds the majority of the KOOSH program from fee for service.
- Vale St Program
The Vale St Program is a day program targeting people living with a chronic mental health issue. The Vale St Program is designed to provide a range of programs including living skills activities to support participants emotional and social well being within the community. Vale St also operates a safe space where each day of operation where participants can "drop in" to the Centre and engage in the activities of the day, access the computer or art space and interact with the other participants.

The Vale St Program is funded by the Nepean Blue Mountains Local Health District Mental Health Services and operates from a purpose built site at 21 Vale St Katoomba.

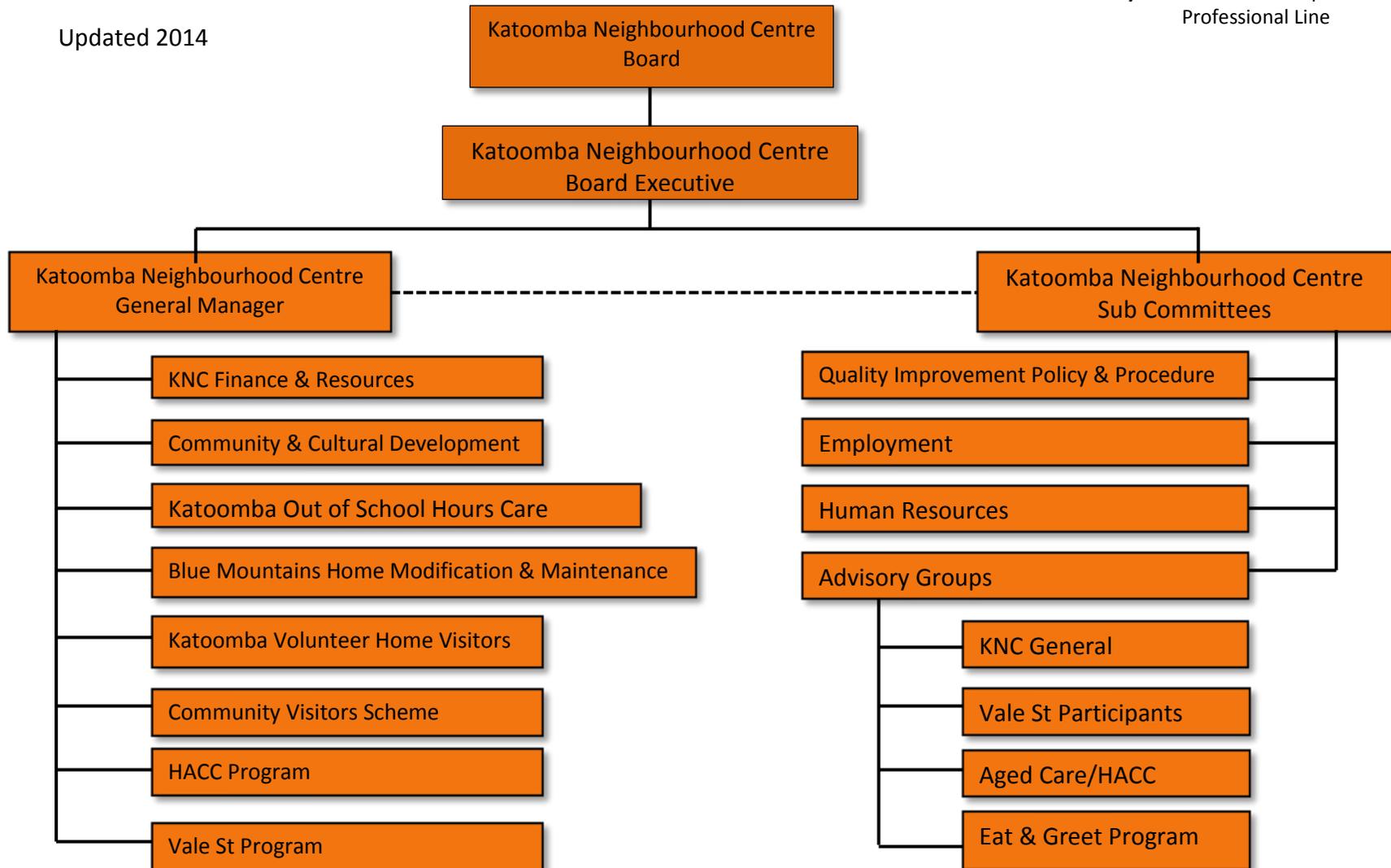
All relevant funding agreements for KNC services, programs and projects are located in the office of the KNC General Manager with copies held by the KNC Manager Finance & Resources.

3. Katoomba Neighbourhood Centre Organisational And Management Structure

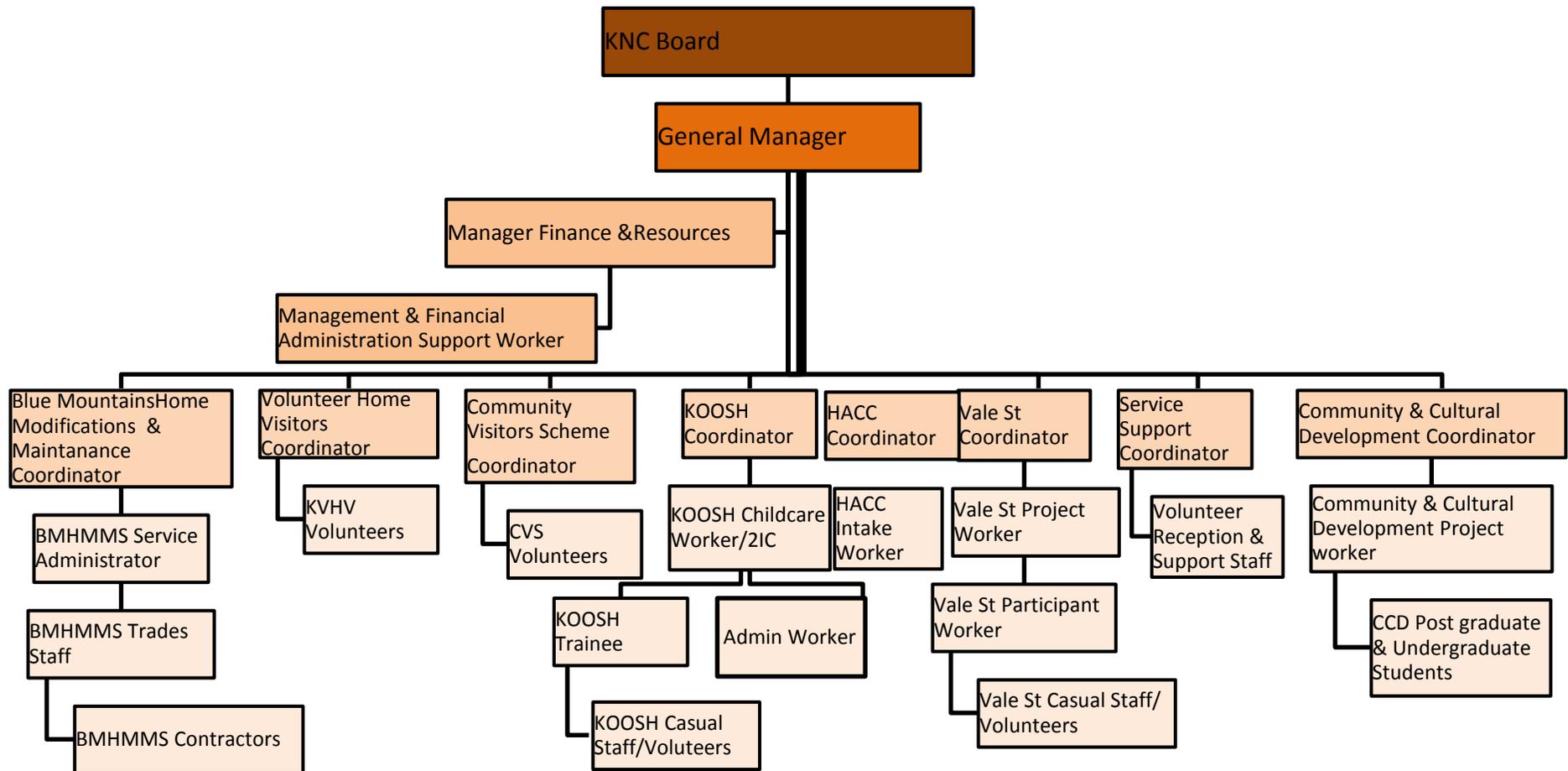
3.1 KNC Organisational Structure

Updated 2014

Key: Direct Line Responsibility
Professional Line



3.2 KNC Management Structure



4. Katoomba Neighbourhood Centre Objects, Vision And Mission

4.1 Katoomba Neighbourhood Centre Objects

The Objects of the Katoomba Neighbourhood Centre shall be:-

1. Provide for assistance, information and referral for members of the community experiencing social and financial disadvantage, housing and financial stress, vulnerability, isolation, distress and misfortune
2. Provide practical assistance through the response to and provision of emergency relief and support for people experiencing distress and or need
3. To increase the knowledge of and use of community resources by the more disadvantaged within our community to assist them to realise their potential
4. Raise community awareness of the issues impacting our community, particularly the vulnerable and disadvantaged within our community
5. To provide opportunity for community connectedness and access to programs that support families, build resilience and foster inclusion within and across our community
6. To work with the community to identify their needs, and to assist in the development and implementation of appropriate services and programs and links to meet and address those needs

4.2 Katoomba Neighbourhood Centre Vision

To build a community that cares for and supports its members by providing assistance and support for those most in need. We will work to create a connected community and remove barriers to opportunity and social inclusion and improve the quality of life for vulnerable individuals and groups within our community.

4.3 Katoomba Neighbourhood Centre Mission

1. To provide care and service to the most vulnerable within the community we serve, in a safe and supportive way
2. That the services provided are delivered in a dignified and respectful way, with integrity and honour
3. That the capacity of individuals and groups most in need is enhanced and they are enabled to achieve better outcomes for themselves

We do this through:-

- The practical provision of food and community accessible meals to those experiencing social and financial disadvantage, housing and financial stress, vulnerability, isolation, distress and misfortune
- The provision of services to the frail aged, persons with a disability, people living or recovering from a mental illness and those on low incomes, to assist them to reach their potential, live independently and safely within their homes and to remain active within their communities
- Social support and early identification, assessment and referral services to those who are disadvantaged, vulnerable and at risk, living in insecure accommodation, experiencing financial and housing stress and are at risk of becoming homeless
- The provision of information and referral services accessible to all members of the public enabling their use of community resources, public services and community infrastructure available to them
- Providing a community space supporting different social groups and activities aimed at enhancing wellbeing and community inclusion
- Identifying community needs and where possible and appropriate, initiate, develop and operate programs to meet those needs
- Providing access to responsive childcare services for families from lower incomes to support their development and employment opportunities
- Developing and supporting self-help initiatives and networks which strengthen community
- Creating opportunities for residents to meet others, develop beneficial relationships and links within the community
- Raising awareness of local community issues and the needs of disadvantaged people
- Advocating and assisting individuals to ensure that those who are disadvantaged and vulnerable can access the services they require in a timely and appropriate way

5. Katoomba Neighbourhood Centre Incorporation

5.1 General Obligations

An incorporated association must not secure a monetary gain for its members. The incorporated association itself may make a profit, and it may use its profits to further the objects for which the association was established. Members may only receive legitimate payments for service from the association.

The incorporated association's full name (including the word 'Incorporated' or the abbreviation 'Inc') must appear in legible characters on any letter, statement, invoice, notice, publication including website, order for goods or services or receipt in connection with its activities.

If KNC as an incorporated association wishes to cancel its incorporation, the Director-General must approve any proposed distribution of surplus property. The Organisation must provide the Director-General with information or documents as requested concerning the affairs of an association.

5.2 Requirements of Incorporated Groups

The key requirements of incorporated groups are that they will:

- Maintain proper records of accounts showing the financial position of the group and present these at the AGM;
- Maintain an up-to-date Register of Members and Register of Board Members and make it available to members;
- Maintain the Constitution up-to-date and make it available to members;
- Hold an AGM within six months after the end of the organisation's financial year;
- Advise the NSW Office of Fair Trading of any changes to the Constitution or rules of the association within one month of the special resolution being passed, using the appropriate form;
- Advise the NSW Office of Fair Trading of any change to the public officer position within 14 days of appointment (vacancy must not be more than 14 days), using the appropriate form
- Provide the NSW Office of Fair Trading with an annual statement that includes a copy of the financial reports within one month of the AGM, using the appropriate form.

5.3 Register Of Members

The Secretary will make sure that a Register of Members is maintained and up-to-date. The current Register of Members is located in the office of the KNC Manger Finance & Resources.

5.4 Application For Membership

Any person or organisation/group wishing to become a member of Katoomba Neighbourhood Centre must complete an Application for Membership of Association form

Any person not approved for membership must be advised of the reason(s) within 30 days of the meeting at which the decision was made. There is no appeal against the rejection of an application for membership.

6. Katoomba Neighbourhood Centre Constitution

The Constitution is the most important policy document. It underpins all of Katoomba Neighbourhood Centre's operations and services and specifies the legal framework within which it operates. The Constitution should be taken to the AGM so that if the need arises, it can be used as a reference document.

6.1 Familiarity With The Constitution

KNC Board members, the KNC Board Executive, KNC General Manager and the KNC Manager Finance and Resources should be familiar with the details of the Constitution, and ensure that all KNC policies and practices are consistent with the Constitution. In particular, the KNC Board must ensure that the legal requirements specified in the Constitution and the Associations Incorporation Act 2009 are met.

6.2 Review Of The Constitution

The Constitution should be reviewed by the KNC Board at least every three years to ensure that it is up-to-date and relevant to the changing environment in which Katoomba Neighbourhood Centre Incorporated operates. KNC Inc.'s Constitution was last reviewed in February 2013, with additions noted and endorsed by NSW Office of Fair Trading. The next review is therefore due by February 2016.

6.3 Copy Of The Constitution

The Constitution is kept in the office of the KNC General Manager, is contained in hard copy in the KNC Policy & Procedures Organisational Governance, is posted on the KNC website www.kncinc.org.au, and is located electronically on the KNC network shared drive in both policies and procedures and governance. A current copy of the Constitution is located in [Appendix A1](#).

6.4 Annual General Meeting

The AGM of Katoomba Neighbourhood Centre will be held within 6 months of the end of the financial year in accordance with the Constitution; the Associations Incorporation Act 2009; the Incorporations Reform Act 2012, Interpretation Act 1987 (NSW) and the reporting requirements of funding bodies.

6.4.1 Notice Of AGM

A minimum of 14 days' notice of the AGM will be given. Notice of the AGM will be placed in the local paper and mailed to all current members and other related services in the region, including services for people with special needs. Voting is restricted to current members of Katoomba Neighbourhood Centre

6.4.2 AGM Agenda

The agenda for the AGM will be:

1. Acceptance of the minutes/proceedings of the previous AGM
2. The tabling of the Annual Report
3. The receipt of the Chairperson's report for the previous financial year (contained within the Annual Report).
4. The receipt of the Treasurer's report and the audited financial statements for the previous financial year (contained within the Annual Report).
5. The financial budget for the current financial year
6. The receipt of the KNC General Managers' report for the previous financial year (contained within the Annual Report).
7. The election of Board members for the next period
8. The election of the Public Officer
9. The appointment of an auditor for the current financial year.
10. Any other business placed on the agenda prior to the commencement of the meeting.

6.4.3 Nomination Of A Proxy

Proxy votes are not acceptable under KNC Constitution

7. Katoomba Neighbourhood Centre Board Of Governance

The Katoomba Neighbourhood Centre Board has stipulated responsibilities, a nomination procedure for Board positions, Board member roles, an orientation process for new members, a code of behaviour and an outline for Board meetings and keeping of minutes.

7.1 Board Role And Accountability

The role of the Board is to:

- oversee the operations and activities of the organisation to ensure it fulfils its aims, objectives and targets;
- set and govern the strategic direction(s) for the Organisation
- govern the organisation within the approved budget and in accordance with Katoomba Neighbourhood Centre's stated objectives, policies and procedures as specified in the Policy and Procedures Manual.
- ensure there are risk management processes in place for assessing the risks to the Organisation across business and operational planning and implementation

The Board is accountable for all matters pertaining to Katoomba Neighbourhood Centre and is directly responsible for all matters except those which are formally delegated.

7.2 Board Duties

- Act as a body through the KNC Chairperson and the KNC Executive (Chairperson, Deputy Chairperson, Secretary, Treasurer)
- Ensure its own competency by making sure a range of skills and expertise exist, or providing training for its members, in the areas of:
 - Governance;
 - Legislation and ethics;
 - Strategic planning;
 - WHS and environmental requirements;
 - Finances;
 - Human resources; and
 - Service promotion.
- Provide portfolios to specific Board members for a particular project or responsibility for a particular Board Sub Committee.
- Terms of Agreement have been developed for each Board position, specifying that member's role in governance. Board members are required to sign their specific Terms of Agreement on appointment.

7.3 Board Responsibilities

The Katoomba Neighbourhood Centre Board should ensure that it is fulfilling its role and responsibilities at all times. The responsibilities of the Board are:

7.3.1 Legal

The KNC Board will ensure that Katoomba Neighbourhood Centre operates in line with:

- its constitution;
- the Associations Incorporation Act 2009;
- all current funding agreements;
- all required legislation/regulations.

7.3.2 Policy And Planning

It is the responsibility of the KNC Board to set the strategic direction(s) and priorities for the Organisation and ensure the careful design, review and implementation of corporate policies that reflect the values and objects of the Organisation.

The KNC Board will:

- develop the Katoomba Neighbourhood Centre Strategic Plan through a strategic planning process, with the planning cycle usually covering 3-5 years;
- monitor the progress of the Strategic Plan ensuring implementation of priorities are formally reviewed every six months, and the plan updated annually across the planning cycle;
- ensure that Katoomba Neighbourhood Centre has clear articulated goals;
- utilise community consultation results to inform aspects of the strategic plan
- develop and evaluate annual business plans for each service/program (monitored quarterly);
- set the overall governance and corporate agenda and endorse the recommendations of the Board Quality & Policy Sub Committee related to overall governance and corporate policies;
- endorse the recommendations of the Board Quality & Policy Sub Committee of operational policies following development by the relevant Service Coordinators and staff;
- ensure new or amended operational policies for Board endorsement are distributed to the Board in the month they are tabled with the Board then considering the policies and procedures for ratification at the next planned Board meeting.
- ensure that there are risk management processes in place for assessing the risks to the Organisation across strategic business and operational planning and implementation

7.3.3 Financial

The KNC Board will ensure that Katoomba Neighbourhood Centre undertakes financial accountability by ensuring that Katoomba Neighbourhood Centre:

- has an approved budget for the year for each program and or service;
- has sufficient income to meet the budget requirements;
- follows the conditions of all Funding Agreements;
- properly accounts for funds and completes an independent audit each year.

7.3.4 Human Resources

The KNC Board will:

- convene an employment sub-committee of the Board as needed to oversee employment and recruitment issues
- appoint a selection panel for recruitment purposes;
- actively engage in all recruitment processes by representation on recruitment panels for all permanent positions;
- be involved in disputes and appeals as and when required.

7.3.5 Risk Management

The KNC Board will ensure that Katoomba Neighbourhood Centre:

- implements the required approaches, policies and procedures necessary to proactively identify and manage risks
- ensure that there are risk management processes in place for assessing the risks to the Organisation ongoingly across strategic business and operational planning and implementation
- identify and manage major risks to Katoomba Neighbourhood Centre, including WHS, Organisational risk(s) to reputation and financial risks, to ensure long term sustainability of the organisation.

7.3.6 Other Responsibilities

The KNC Board will:

- ensure Katoomba Neighbourhood Centre has a strong membership and community support and is a strong and viable organisation;
- represent the organisation in a positive way;
- appoint the KNC General Manager;
- support and work closely in conjunction with the KNC General Manager through the Chairperson and KNC Executive;
- promote the organisation;

- approve fund raising activities as required;
- support the day to day operations of staff ensuring minimal Board involvement in day to day operations unless required;
- self evaluate the efficacy of the Board at regular intervals (using the Board Self Evaluation);
- ensure minutes of all Board and Board sub-committee meetings are recorded.

7.4 KNC General Manager Delegated Responsibilities

The KNC General Manager is delegated to carry out the following management functions approved by the KNC Board. The delegated responsibilities of the KNC General Manager are:

7.4.1 Legal

The KNC General Manager, working with the KNC Manager Finance & Resources will ensure:

- all staff employment agreements are complied with, proper tax is deducted, and safe working conditions are provided;
- the service has adequate insurance cover;
- the service operates within relevant Federal, State and Local Government laws and regulations.

7.4.2 Policy And Planning

The KNC General Manager will ensure:

- the delivery of high quality and effective services to clients;
- all KNC services or programs work within the relevant quality framework for service provision
- the maintenance of up-to-date Policy and Procedures
- all KNC policies and procedures are followed and adhered to in practice by all KNC staff, volunteers, students, sub-contractors and researchers engaged with the Organisation.

7.4.3 Financial

The KNC General Manager, working with the KNC Manager Finance & Resources will ensure:

- that Organisational expenditure is within the budget;
- the Board is supported around income generation;
- that the conditions of all KNC Funding Agreements are followed;
- sound financial practices and documentation are implemented and reflected in the results of the annual independent financial audit;
- approve expenditure within limits designated by Board.

7.4.4 Staff

The KNC General Manager will endeavour to ensure:

- that the best possible staff are recruited to relevant KNC positions;
- staff have access to all relevant professional support, direction, training, professional development and supervision opportunities;
- all staff appraisals are conducted annually;
- staff paid and unpaid, adhere to all relevant KNC policies and procedures;
- all staff paid and unpaid undergo the relevant criminal record and working with children checks
- all staff required to have particular work place certificates or licenses e.g. senior first aid, building qualified supervisor; are current and able to practice in their environments
- that all staff are aware that they may require Board approval for secondary employment particularly where there is potential for a conflict of interest between the secondary employment and the operations of KNC
- that staff are aware that they require formal approval from the KNC Board to sit on or be a representative on Boards, Committees or working groups of other external Organisations. Requests will go to the General Manager and then to the Board for consideration and decision.

7.4.5 Other Responsibilities

The KNC General Manager will:

- promote KNC as an enabler within the Blue Mountains Community Sector
- represent KNC on the Mountains Community Resource Network Board, unless such representation conflicts with the general operations of KNC
- promote the Katoomba Neighbourhood Centre so that it continues as a strong and viable organisation;
- ensure KNC as an Organisation operates within an ethical framework for practice
- represent the Organisation as required by the Board;
- regularly inform the Board of outstanding WHS risks and Human Resource issues
- formally report to the Board monthly
- identify appropriate funding & grant opportunities to the Board
- delegate responsibility for specific programs, services or activities to subordinate managers as required and /or designated in their job descriptions.

The KNC General Manager's position description outlines the management responsibilities in full.

7.5 KNC Manager Finance & Resources Responsibilities

The KNC Manager Finance & Resources, in consultation with the KNC General Manager and under delegation of the Board, will:

- undertake primary responsibility for the operational coordination of the accounts, pay system, banking, bank accounts, bank requisitions and program acquittals for all funding agreements in line with the terms of the individual service contracts
- ensure that KNC insurance policies and premiums are up to date and meet the terms of all funding and service agreements
- develop the annual KNC budget & the annual budgets for each KNC service and program for approval by the Board by September of each financial year
- formally report the financial position of the Organisation to the Board every two months, or at request of the General Manager or Board.

7.6 Board Sub Committees

Sub Committees may be established as and when needed to ensure the smooth running of Katoomba Neighbourhood Centre. Each sub committee will have:

- a specific list of members;
- a purpose and terms of reference;
- a specified term or meeting frequency; and
- a mechanism for reporting back to the Board.

7.6.1 Employment Sub Committee

- Membership of the KNC Employment Sub Committee comprises:-
 - Standing membership
 - A minimum of 2 members of the KNC Board
 - KNC Manager
 - KNC Financial Manager
 - Temporary Membership
 - Staff representatives will nominated and included in the Committee when positions are being recruited and against cited need e.g. for expert advice
- The sub committee meets regularly during periods of industry and award changes e.g. new award implementation and pay campaigns, with the frequency of meetings to be determined by the committee membership.
- Outside these periods the sub committee will be convened against need when positions are being developed and or recruited.
- The sub committee is a mechanism of the Board and is ongoing

- The sub committee's purpose is to provide oversight and governance for the Organisation's recruitment and employment practices, policy and procedure review and development related to recruitment and employment, review and endorsement of statements of duties, employment contracts and industrial agreements in line with the relevant awards.
- The sub committee's terms of reference is attached (see Appendix Four).
- The sub committee will report back to the Board at the next scheduled Board meeting after the sub committee meets or is convened.

7.6.2 Constitutional Review Sub Committee

- Membership of the KNC Constitutional Sub Committee comprises:-
 - Standing Membership
 - A minimum of 2 members of the KNC Board
 - KNC Manager
 - KNC Staff representatives
- The sub committee is convened each three years to complete the required review and to formulate the appropriate recommendations for consideration by the KNC Board around potential amendments to the Constitution, objects and organisational structures.
- The sub committee can be convened outside the routine period when a need to review and or amend the constitution, mission, vision and objects of the Organisation has been identified and a motion passed at the Annual General meeting
- When convened the Constitution Review sub committee meets for a determined period of time at intervals determined by the committee membership, with work to be completed within a maximum 6 month period from the sub committee being reconvened.
- The purpose of the Katoomba Neighbourhood Centre (KNC) Constitution Review Sub Committee is to undertake the review the KNC constitution, objects and KNC structures in line with the operating environment of the time; determine any amendments to the current constitution and ensure that all KNC practices and descriptions of service reflect of the core values of the organisation.
- The sub committee's terms of reference is attached (see Appendix Five)
- The sub committee will report back to the Board at the next scheduled Board meeting after the sub committee meets or is convened.

7.6.3 KNC Advisory Committees

In order to maintain quality standards of service provision and consumer engagement, KNC will convene Advisory forums or other appropriate mechanisms as they deem fit, to seek

input into strategic direction(s), service priorities and community areas of concern at intervals determined by the Board.

Where identified as necessary KNC can also implement specific Service Advisory Committees for KNC services, reporting directly to the Board. The membership of these Advisory Committees would consist of:-

- Board representative(s)
- KNC General Manager and or Manager Finance & Resources
- Service/Program Coordinators
- Key stakeholders
- Service partners
- Consumers

7.6.4 Quality and Policy Sub Committee

- Membership of the KNC Quality and Policy Sub Committee comprises:-
 - Standing Membership
 - A minimum of one member of the KNC Board Executive
 - KNC Manager
 - Temporary Membership
 - Staff representatives will be included in the Committee when specific policies and procedures or quality plans are being reviewed, amended or developed for expert advice and guidance at the Committees request
- The sub committee's purpose is to provide oversight and governance for the Organisation's quality practices, policy and procedure review and development for all aspects of the Organisation against all required Service Standards and legislative requirements governing the work of the Organisation
- The sub committee is convened quarterly as routine to review existing policies and procedures and identify areas where policy and procedure development is required, the committee can be convened more frequently against need and workload
- The committee undertakes the required review of policies and procedures and formulates the appropriate recommendations for consideration by the KNC Board
- The sub committee is responsible for review of quality plans for KNC services and the Organisation, and endorsing any recommendations coming from the staff engagement structures e.g. staff meetings, team meetings, service reports around gaps in policy and procedure or quality improvement initiatives
- The sub committee will provide recommendations to the Board related to overall governance and corporate policies;
- The sub committee will provide recommendations to the Board on operational policies following development by the relevant Service Coordinators and staff;

- New or amended operational policies for Board endorsement will be distributed to the Board in the month they are tabled, the Board will then consider the policies and procedures for full ratification and endorsement at the next planned Board meeting.
- The sub committee is a mechanism of the Board and is ongoing.
- The sub committee's terms of reference is attached (see Appendix).
- The sub committee will report back to the Board at the next scheduled Board meeting after the sub committee meets or is convened.

7.7 Board Composition/Selection

7.7.1 Nomination For Board Position

Board position nominations are a part of the AGM. The nomination process for Katoomba Neighbourhood Centre outlined in the Part 3 of the Constitution is as follows:-

- The total number of Board members is a minimum of 7 and a maximum of 12 (see Appendix Six Terms of Agreement ordinary Board Member) .
- The Board will consist of:
 - the office-bearers of the association, and
 - at least 3 ordinary committee members, each of whom is to be elected at the annual general meeting of the association under clause 15.
- The office-bearers of the association, known as the Executive are as follows:
 - chairperson (details of role in Appendix Seven Terms of Agreement Chairperson)
 - deputy chairperson (details of role in Appendix Eight Terms of Agreement for Deputy Chairperson)
 - the treasurer (details of role in Appendix Nine Terms of Agreement for Treasurer)
 - the secretary (details of role in Appendix Ten Terms of Agreement for Secretary)
- The Board will also have an identified Public Officer
- A Board member may hold up to 2 offices (other than both the chairperson and deputy chairperson offices).
- Each Board member holds office until the conclusion of the 2nd annual general meeting following the date of the member's election (one full term is considered under the Constitution to be 2years). The Board member is eligible for re-election for a maximum of 3 full terms.
- At the completion of 3 full terms of the committee (6 years), the member will not be eligible for re-election to the committee for a period of 12 months, but is eligible for re-election at the conclusion of this 12 month period.

(see Appendix Three KNC Board Member Nomination Form).

7.7.2 Nominating Guidelines

- To assist in maintaining sound governance the following guidelines are to be followed:
- The term of office for a KNC Board member is to be limited to 3 full terms or six years.
- One full term is considered to be two years.
- Where possible, half the KNC Board will be elected annually, to ensure continuity and maintenance of corporate memory.
- After serving on the Board continuously for 6 years, Board members are required to step down from the Board for a period of at least 12 months.
- Individuals who are volunteering for Katoomba Neighbourhood Centre must resign from their former volunteering role once they become Board members, however Board members can engage in assisting within the organisation at the discretion of the Executive
- New Board members are actively recruited and interviewed for appropriateness against identified skills and Board need.
 - The Board will encourage nominations for Board membership from people with a range of cultural backgrounds and areas of interest.
 - New nominations for the Board must be supported by 2 members of the Organisation
 - The Board will ensure its composition provides a range of appropriate skills and expertise to enable Board members to deal with issues relevant to the organisation.
- Staff members cannot be members of the Board.
- Ordinary Board members are elected at the AGM
 - nominations for the Board must be made in writing, signed by 2 members of the association and accompanied by the written consent of the candidate (which may be endorsed on the form of the nomination).
 - nominations must be delivered to the secretary of the association at least 7 days before the date fixed for the holding of the AGM.
 - If insufficient further nominations are received, any vacant positions remaining on the committee are taken to be casual vacancies.
 - If the number of nominations received is equal to the number of vacancies to be filled, the persons nominated are taken to be elected.
 - If the number of nominations received exceeds the number of vacancies to be filled, a ballot is to be held.
- In line with the Constitution, the Board Executive will be elected by the KNC Board membership at the next scheduled meeting after the AGM, this meeting must be held within 28 days of the AGM.

- members of the existing Board Executive will enact their roles, with one assuming Chairperson responsibility if the Chair is not renominating for Board membership, until the new Executive office bearer election takes place.
- nominations for the Executive must be made in writing, signed by 2 members of the association and accompanied by the written consent of the candidate (which may be endorsed on the form of the nomination).
- nominations must be delivered to the secretary of the association at least 7 days before the date fixed for the holding of the meeting at which the Executive office bearer election is to take place.
- nominations will be provided to the Board at the next scheduled committee meeting following the annual general meeting.
- If the number of nominations received is equal to the number of vacancies to be filled, the persons nominated are taken to be elected.
- If the number of nominations received exceeds the number of vacancies to be filled, a ballot is to be held.
- the public officer will officiate over the election of office bearers at this meeting, and hand over the Board meeting proceedings to the newly elected Chair following the completion of election of the office bearers.

7.8 Orientation For New Board Members

Katoomba Neighbourhood Centre is committed to ensuring that all appointed Board members receive a thorough orientation to the Organisation covering core business; challenges, structure, financial position; and their expected roles and responsibilities. The orientation process will support and assist new Board members in developing knowledge and understanding of core business and their key governance responsibilities. This process ensures clarity of purpose for all members; focuses on leadership functions and assists in ensuring confidence for Board members in the sustainability, governance and management systems of Katoomba Neighbourhood Centre.

7.8.1 Orientation Kit

An orientation kit for Board members will be maintained by the Secretary, with assistance from the KNC General Manager & KNC Manager Finance & Resources and supplied to all new members. The Board Member Orientation Kit will include copies of or information central to the Board member discharging their responsibilities and duties. New Board members are supplied with a Board Induction Checklist (see Appendix Twelve Board Induction Checklist, and asked to complete and sign the Checklist, as verification of information provided. The signed Induction Checklist will be maintained in the Organisation's Board membership files.

The kit will include:

- List of all senior employee's names, position titles and contact numbers;
- Copy of the Certificate of Incorporation/Company Certificate;
- Copy of the Constitution;
- KNC Objects, Vision, Mission;
- KNC Organisational Structure & KNC Management Structure
- KNC Board Code of Behaviour;
- KNC Codes of Conduct;
- Copy of the Board members Terms of Agreement
- KNC Organisational Governance Manual
- Board Declaration Conflicts of interest;
- Board Roles and Responsibilities & Decision Making Processes;
- Legal Responsibilities and Statutory Requirements;
- KNC Strategic Plan & Service Business Plans
- Current Katoomba Neighbourhood Centre Annual Reports
- Annual Budget
- Audited Finance Reports
- 7.8.2 Orientation Process

7.8.2 Orientation Process

The first Board meeting following the AGM will include specific orientation information for new KNC Board members. The KNC Secretary or member of the Board Executive will take all new Board members through the Orientation Kit prior to the first meeting. All Board members are required to sign that they have read the Board Orientation Kit as part of the Terms of Agreement for their position.

7.9 Code of Behaviour for Board Members

To support efficient and effective governance of the Organisation, Board members will operate under the endorsed Board Member Code of Behaviour and the general Katoomba Neighbourhood Centre Codes of Conduct (see Appendix 13 & 14). These Codes clearly articulate the expectations of the Organisation for each Board member. Board members are required to adhere to both Codes. Board members are required to sign both Codes, with the signed copy maintained in the Organisation's Board membership files.

KNC Board members agree to:

- act in good faith;
- act as a unified entity in the best interests of the Organisation;
- act honestly and with integrity;
- exercise due care and diligence;

- avoid conflicts between the interests of the organisation and the individual Board member's interests;
- declare any existing or potential conflicts of interest;
- abide by the Katoomba Neighbourhood Centre Codes of Conduct;
- abide by the Katoomba Neighbourhood Centre Board Code of Behaviour;
- observe all the rules of Katoomba Neighbourhood Centre including those specified in the Constitution, the Associations Incorporation Act 2009 and any others set by the Board or the membership of Katoomba Neighbourhood Centre;
- follow all relevant Katoomba Neighbourhood Centre Policies and Procedures;
- maintain confidentiality and privacy around Katoomba Neighbourhood Centre issues;
- attend monthly Board meetings whenever possible, and if unable to attend, to send apologies;
- only act on Katoomba Neighbourhood Centre matters with the consent of the Board;
- focus on their role in governance, establishing and endorsing the policy frameworks and strategic direction for the organisation and monitoring legislative compliance;
- enable the General Manager in a delegated division of power responsibility for the day to day Organisational operation & management of Katoomba Neighbourhood Centre;
- adhere to all the accounting procedures of Katoomba Neighbourhood Centre;
- adhere to confidentiality around issues with people outside of Katoomba Neighbourhood Centre or with staff or members of Katoomba Neighbourhood Centre without the consent of the Board;
- follow all grievance procedures set down by the Board to manage and resolve conflicts;

If a member of the Board fails to abide by the above rules they may be liable to expulsion from the Board. As stated, all Board members are required to sign to agree to abide by the KNC Codes of Conduct; KNC Board Code of Behaviour and declare any existing or potential conflicts of interest in the Conflict of Interest Declaration, as part of the KNC Board Terms of Agreement.

7.9.1 Conflicts Of Interest

Members of the KNC Board will be made aware of their requirement to ensure all Board members are made aware of their responsibility to declare any existing or potential conflict of interest between their role on the Board of KNC Inc, and their personal or professional interests. Board members are obliged to serve the interests of the Organisation with clarity of intent and with transparency and openness in all transactions.

7.9.1.1 Obligation to Declare

All existing or potential conflicts of interest for Board members shall be declared by the Board member concerned. The following processes apply:

- Board members are obliged to declare existing or potential conflicts at the beginning of their term, by completing the Board Declaration of Conflict of Interest Form (*See Appendix 11 Board Declaration of Conflict of Interest Form*).
 - the completed form is held on file and updated as required and appropriate, by the Board member across the period of their term.
 - all conflicts of interest declared by Board members will be tabled at the next scheduled Board meeting after the declaration and minuted
 - any conflicts of interest declared by Board members after their initial declaration in response to the standing item on the Board meeting agenda will be minuted and the Board members declaration form updated to reflect the conflict
 - the Committee Member concerned shall leave the room whilst the issue impacted by the declared conflict of interest is discussed; their time of exit from and re-entry to the Meeting shall be minuted.
 - where any Board member is aware of a real or potential conflict of interest involving one or more Board members, that person has a responsibility to bring this to the notice of the Committee.
 - in the event that the KNC General Manager or Manger Finance & Resources identify a potential or actual conflict of interest related to any business being tabled and discussed at the monthly Board meeting, they will declare the conflict in response to the Board meeting standing agenda item calling for declarations of conflict of interest, and leave the room whilst the issue impacted by the declared conflict is discussed. The declaration of conflict will be minuted and their exit and re-entry to the meeting.

7.9.1.2 Financial Gain

No KNC Board Member may enter into financial transactions on behalf of KNC with privately owned enterprises if they or their immediate family have financial interests in that enterprise. No KNC Board member may participate in Board deliberations relating to KNC financial transactions, supplier contracts, outsourcing or consultancy services where a potential conflict of interest may arise for them or their immediate family members. In these circumstances the Board member is obliged to declare conflict.

7.9.1.3 Professional Conflict

Where a KNC Board member offers a professional service to KNC or any of its operational divisions, a conflict of interest exists, and must be declared.

7.9.1.4 Personal Gain

Where a KNC Board Member or his/her family members or relations receive services directly or indirectly from KNC or its operational divisions, a conflict of interest exists, and must be declared.

7.9.1.5 Commercial Gain

No Board member shall disclose or use any confidential or commercial in confidence information gained in the course of the his/her duties for personal profit or the commercial advantage of the Board member, his/her family or professional associations. This includes any unauthorised distribution of KNC resources, documents or materials under copyright.

7.9.1.6 Conflict Requiring Consideration of Removal or Resignation of Board Member

Where a conflict of interest is of such significance that it has the potential to impact adversely on the Board member's ability to fulfil his or her governance role, the following can occur:

- the Executive can request the Board members resignation, and in the absence of resignation;
- the KNC Board has the Constitutional power to remove the Board member by resolution.

Where an undeclared conflict of interest exists and is identified,

- the Board may take whatever steps they deem necessary to manage this constitutional and policy non-compliance including expulsion from the Board

7.10 Board Meetings

7.10.1 Regular Meeting Schedule

Board meetings are held monthly on the third Thursday of the month at 6.30pm – 9pm at No 6 Station St Katoomba. Other extraordinary meetings may be arranged by the Board as required. Please see 7.6 for Board Sub Committee meeting schedules, with Sub Committees reporting to the Board at the next scheduled Board meeting after the Sub Committee has met.

7.10.2 Meeting Attendance

Board meetings should be attended by all Board members, the KNC General Manager and the KNC Manager Finance & Resources. Guests may be invited to attend meetings by the Board's Chairperson on behalf of the Board, for a specific purpose. In line with Katoomba Neighbourhood Centre's constitution any Board member who does not attend three (3)

consecutive Board meetings without providing a reasonable excuse can be expelled by a majority vote of the KNC Board.

7.10.3 Agenda

The agenda will be drawn up by the KNC General Manager in consultation with the Board's Executive, and circulated to all Board members at least 2 days before the Board meeting.

7.10.4 Quorum

The quorum for KNC Board meetings is five Board members. Five members present constitute a quorum for the transaction of the business of a general meeting however;

- If within half an hour after the appointed time for the commencement of a general meeting a quorum is not present, as per the Constitution, the meeting if convened on the requisition of members, is to be dissolved, and
- is to stand adjourned to the same day in the following week at the same time and (unless another place is specified at the time of the adjournment by the person presiding at the meeting or communicated by written notice to members given before the day to which the meeting is adjourned) at the same place.
- If at the adjourned meeting a quorum is not present within half an hour after the time appointed for the commencement of the meeting, the members present (being at least 5) are to constitute a quorum.
- The Chairperson or, in the Chairperson's absence, the Deputy Chairperson, is to preside as Chairperson at each general meeting of the association.
- If the Chairperson and the Deputy Chairperson are absent or unwilling to act, the members present must elect one of their number to preside as Chairperson at the meeting.

7.10.5 Role of KNC General Manager at Board Meetings

The KNC General Manager attends Board meetings to provide advice and information to the Board to assist it in its deliberations. The KNC General Manager is ex-officio at these

Meetings. The KNC General Manager is responsible for preparing a KNC General Manager's Monthly Report which includes the following information:

- Issues requiring notification
- Issues requiring discussion,
- Issues requiring decision and/or action
- Strategic plan priorities – implementation update
- Operational issues –service & project updates
- Human Resource issues - grievances , disputes, complaints

- Quality issues – policy & procedure reviews, QIP development, community consultations
- WHS Issues
- Major activities since the last Board Meeting (grant submissions, networking, external representation, mandated reports, upcoming events);
- Operational issues
 - Staffing overview
 - volunteers issues
 - leave requests/staff on leave
 - staff training requirements
 - staff vacancies.

Note: The KNC General Manager may be assisted in report preparation by the Manager Finance & Resources, or specific Service/Program Coordinators

7.10.6 Role of Manager Finance & Resources at Service Level

The Manager Finance & Resources has delegated authority to act as the Organisation's second tier management executive. This position takes responsibility in consultation with the General Manger, for the provision of advice and information to the Board to assist it in its deliberations, with specific reference to finance, budget, acquittals, assets, insurance coverage, human resources and industrial relations (award related changes and impacts). The KNC Manager Finance & Resources is also ex-officio at these meetings. The Manager Finance & Resources is responsible for the preparation of comprehensive finance report tabled at the scheduled Board meeting.

7.10.7 Minutes

Minutes of Board meetings must be recorded. Whoever is taking the minutes should be record information outlining the discussion against each agenda item, and must ensure that whenever action is agreed to by the meeting a person and time to complete is identified. Minutes should be typed as per the Board Meeting Minutes and sent to each member of the Board within 3 days of the next scheduled Board meeting. A copy of the minutes must be filed in the Board Meeting Minutes Book/File and a copy signed by the Chairperson. The Secretary is responsible for making sure that procedures for minutes are followed.

7.11 Register Of Board Members

The Secretary will make sure that a Register of Board Members is maintained up-to-date. Register of Board Members is held in the office of the KNC Manager Finance & Resources.

8. References

- Office of Fair Trading
<http://www.fairtrading.nsw.gov.au/business/associations>
- Association Incorporations Act
2009 http://www.austlii.edu.au/au/legis/nsw/consol_act/aia1984307/
- Model Rules
<http://www.fairtrading.nsw.gov.au/business/associations/modelrules.html>
- Role of Public
Officer <http://www.fairtrading.nsw.gov.au/business/associations/publicofficer.html>
- Annual General Meeting information
<http://www.fairtrading.nsw.gov.au/business/associations/annualgeneralmeetings.html>

9. Appendix Documents

A-1	Katoomba Neighbourhood Centre's Constitution
A-2	Katoomba Neighbourhood Centre's Application for Membership of the Organisation
A-3	Katoomba Neighbourhood Centre's Application for Board Membership of the Organisation
A-4	Terms of Reference Employment Sub Committee
A-5	Terms of Reference Constitutional Review Sub Committee
A-6	Terms of Reference Quality and Policy Review Sub Committee
A-7	Terms of Agreement Ordinary Board Member
A-8	Terms of Agreement Board Chairperson
A-9	Terms of Agreement Board Deputy Chairperson
A-10	Terms of Agreement Board Secretary
A-11	Terms of Agreement Board Treasurer
A-12	Conflict of Interest Declaration Form
A-13	Board induction Checklist
A-14	KNC Organisational Codes of Conduct
A-15	KNC Board Code of Behaviour