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Definition & Establishment	Admin-DEP	Governance	Administration (Admin)	06/09/2022	01/01/2025

DEFINITION & ESTABLISHMENT OF POLICY (DEP)

1 Purpose:

The purpose of this policy is to ensure that Glenfield Community Centre Incorporated ("GCC") policies and procedures are developed and established in an appropriate and consistent manner.

2 Policy:

All policies at the GCC are to be established in accordance with this policy and procedure.

3 Definitions:

A **Policy** is a written statement that articulates the principles, values, and statements of intent and compliance requirements of the GCC. A policy is **not** a statute, procedure, guideline, framework or a regulation.

Some of the benefits of formal policies include:

- Helping staff to make decisions more efficiently;
- Providing instruction on how to do tasks;
- Creating confidence and reducing bias in decision making;
- Protecting staff from acting in a manner that might endanger their employment;
- Protecting staff from acting in a manner that might endanger the safety of themselves and others;
- Helping staff to initiate actions and take responsibility without constant reference to management; and
- Increasing the accountability of the organisation to its staff.

The creation of policies is good evidence of proactive or forward-thinking management. The role of policy development is to guide the actions of everyone involved or connected with the organisation in regard to any area of activity in which the organisation has jurisdiction. Polices are guidelines for Governance, Staff, Volunteers and Members and might include:

- Policies on financial management;
- Policies on marketing and promotion;
- A Code of Conduct;
- Policies around health and safety.

In some cases, policies must be observed (mandatory), while in other cases, policies serve as guidelines (advisory). The consequences of acting in contravention to a policy that is mandatory will be different to the consequences of acting in contravention to a policy that is advisory.

A **Procedure** is an established set of steps or methods that must be performed to obtain a specified outcome or output. It describes the steps to be performed to obtain a specified outcome or output, establishes the purpose of the activity, who is responsible for the action, communicates acceptable practice and sets boundaries.

Guidelines are a series of steps, factors or considerations that should be worked through when making decisions or coming to conclusions on matters that are subjective in nature or have complex legal requirements to be met. Guidelines assist and guide people to achieve tasks using a recommended course of action or in consideration of an agreed set of principles.

4 Policy Development:

Policies **must**:

- Comply with relevant legislation;
- Consider strategic implications as well as risk;
- Consider the effect on staff;
- Be feasible to implement; and
- Align with the GCC's Constitution, Strategic Plan and Values.

All policies must be set out as directed in the policy template provided in **Appendix One**.

Wording of policy documents is critical, as are legislative and/or ethical considerations. Wording needs to clarify the "must" inherent to the policy. It is the "must" that will constitute the obligations that are central to the policy

Other considerations are:

- Who will be responsible for implementation, day-to-day operation of the policy and monitoring for compliance?
- Proximity — is the policy responsibility related to accountability of function?
- Indicators — what are the mechanisms that indicate the policy is effective?
- Feedback — what are the processes for reviewing and updating the policy?
- Externality — does this policy represent 'best practice'?
- Clarity and Transparency — is the policy easily understood and clear in intent?

- Access — e.g. via the web for staff and members; and
- Consistency — with other GCC policies and procedures.

GCC Policy is developed according to the following steps:

- Identify policy need;
- Undertake policy need and review;
- Seek preliminary stakeholder consultation;
- A draft is prepared by the Policy sub-committee
- The draft goes back to the stakeholders for further consultation and revision;
- Revisions are incorporated into the draft;
- The draft goes for review to Governance;
- Governance provides further feedback and revisions;
- The final draft goes back to Governance for approval;
- The policy is communicated to stakeholders and implemented;
- The policy is entered or updated in the policy schedule;
- Feedback on the policy is kept as it is evaluated in practice;
- The policy eventually comes back up on the schedule for review;
- Finally, the policy is reviewed for relevance and applicability and the process starts again.

These steps are represented in the diagram on the following page:

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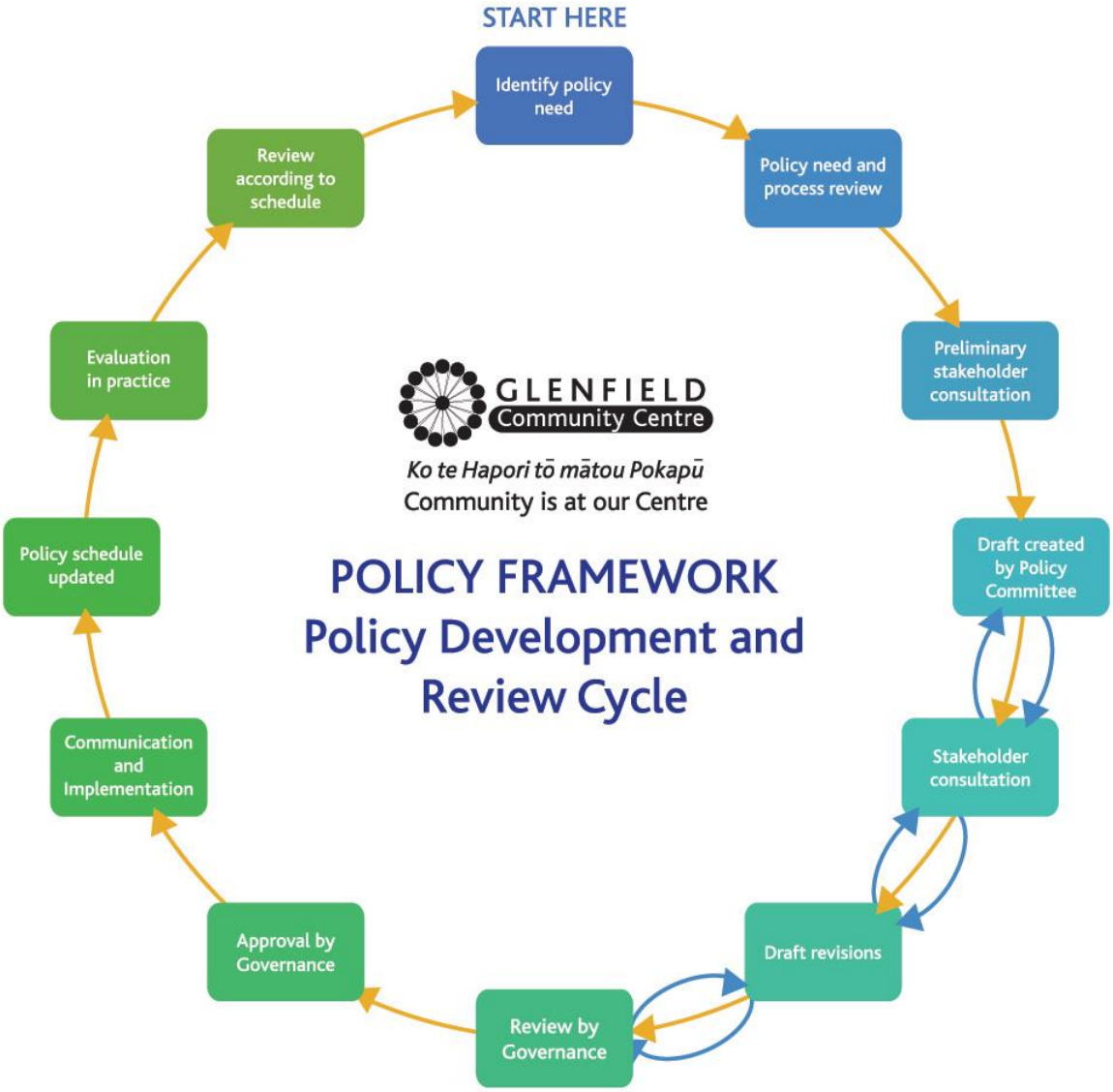

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5 Policy Approval:

Principles of Policy Approval

- Policy approval is by the GCC Governance Group for policies where the legislative accountability is with Governance and the Governance has the competence to consider the subject of the policy.
- Policy approval of policies, where the accountability is with Governance but Governance does not have the competency to consider the subject or considers it more appropriate to delegate, may delegate to the GCC Manager, Policy Sub-committee or other agent as they determine appropriate.
- Policy approval of policies pertaining to management accountabilities to be delegated by Governance to the GCC Manager or Policy Sub-committee.

Policy Approval level is dependent on the above principles and the type of policy being developed:

- Governance will approve Governance Policies.
- Governance will approve policies to ensure that the GCC is managed in accordance with the GCC Constitution and approve policies in relation to the management of GCC's affairs.
- Where policies have an impact on the terms and conditions of employment of staff, the designated Policy Owner will be required to consult appropriately with all staff, and staff representative groups before seeking approval for any revision. Similarly, where policies impact on other key stakeholders (e.g. members/ external stakeholder groups), the designated Policy Owner will be expected to consult before seeking Governance approval.

The **Policy Approver** has formal authority to establish policy, and as the Governance Group has authority to establish policy, the authority to approve policy will sit with the Chair of that Committee or delegated individual (e.g. the GCC Manager).

The **Policy Owner** has functional responsibility for implementation and accountability in the area covered by the policy. The Policy Owner is responsible for carrying out the process for obtaining policy approval.

Management Policies:
Owners of each Management policy will be the GCC Manager, who has functional responsibility for implementation and accountability in the area covered by the policy.

Governance Policies:
The Chair of Governance is the Policy Owner of all Governance related policies.
Other Policy Owners are as designated on individually approved policies.

Policy Guide:
The GCC Policy Guide is the authorised and definitive catalogue of approved policies within the GCC. Policies will be added or updated on the Policy Guide once formally approved, and upon the instructions of the Policy Owner. All policies will include confirmation of approval (i.e. the relevant meeting minute reference number).

The Policy Guide is maintained by the GCC Manager and available to all Staff and Governance Group members. Policies are deemed Vital Records and will be managed in accordance with the Records Management Policy.

Policies are public documents. Procedures and related documents are restricted to Governance and GCC Staff only, unless otherwise specified by the Policy Owner. Procedures will be approved by the Policy Owner.

6 Review and Revision:

The Policy Owner will specify a review date not later than three (3) years and complete a review of the policy within three (3) months of the review date specified.

Procedures should be reviewed following the revision of any overarching Policy, or at intervals of no greater than 3 years. For purposes of clarity it should be noted that policies posted on the GCC website remain valid and in force, irrespective of whether the review date has passed.

7 Audience:

All GCC Governance, Executive, Staff, members and external stakeholders.

8 Legal compliance:

Policies must comply with New Zealand law.

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9 Related procedures / documents:

- Policy Template for the approved format of policies
- Procedure Template for the approved format of procedures
- Delegations Document
- Records Management Policy

10 Document Management Control:

Prepared by:	GCC Manager
Authorised by:	Governance
Approved by:	Motion# 6/19/3
Date issued:	July 2017
Last review:	June 2019
Review frequency:	Three-yearly
Next review:	June 2022
Effective Date:	July 2017

11 Policy Storage and Access:

GCC policies are held online in the GCC Manager's OneDrive folder.
The folder contains a master Policy Schedule in an Excel spreadsheet with hypertext links to each individual policy.
A copy of this schedule is published on the GCC website.
Permissions for reading are public but for editing are restricted.
There is a schedule of sub-folders that include, but is not limited to, the following areas:

- Administration
- Communication and Media
- Facilities
- Finance
- Governance
- Health and Safety
- People and Organisational Development

Each folder contains a document that lists the approved individual policies, procedures and guidelines in that area, its reference acronym, whether it is a policy, a procedure or guidelines, its priority (low/medium/high), which Division it may affect (All/Staff/Governance, etc.), its review period (annual/ three-yearly, etc.), the Owner of the policy, the date it was ratified by Governance, the Motion number, and any notes.

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A separate sub-folder within each folder will contain Draft policies and those that are Work in Progress (WIP).
The Owner of the policy is the individual responsible for its review.

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APPENDIX ONE—POLICY TEMPLATE

Header:

Policy:	Policy Manual No.	Authorised By:	Policy Section:	Effective:	Review Date:
Name of Policy, e.g.: Financial Delegations Authority	Policy Section and Acronym in Manual, e.g.: FIN-FDA	Governance	E.g.: Finance (FIN)	Date established	Day/Month/Year

NAME OF POLICY (ACRONYM)

1 Purpose:

A statement indicating the reason for the document's existence and importance. It should be brief and one sentence only.

2 Policy:

Statement of specific policy:

- Use one-sentence statements only.
- Always word the statements concisely to avoid ambiguity.
- There may be more than one policy statement in a policy document. If so, list them down the page.

Alignment with Values:

- All policy must align with GCC's Strategy:

"To support and enhance our Community by making space to bring individuals and groups together to provide services and resources that meet Community need."

*"Support Community * Provide Services * Build Connections"*

Where appropriate, policy statements should be framed under these Values and reflect the Actions GCC will take to maintain them, for example:

"Any actions taken in line with this policy must align with GCC's Strategy and Values: "*To support and enhance our Community by making space to bring individuals and groups together to provide services and resources that meet Community need.*"

3 Definitions:

(Optional) Some policies may require a definition section. The purpose of this section is to define areas that may need clarification. Reference may be made to the Glossary of Definitions that includes reference to all definitions that appear in GCC Policy including common acronyms.

4 Audience:

Each policy should identify who the audience is in terms of Staff, Members, Executive, Governance, and any external bodies (e.g. Kaipātiki Local Board).

5 Relevant Legislation:

State the relevant legislation this policy must comply with or is referenced to.

6 Legal compliance:

If this policy has obligations for legal compliance, these should be explained briefly.
All policy should include the phrase (or equivalent): *"This policy meets or exceeds current statue, bylaws or regulations."*

7 Related procedures / documents:

If any policy has a number of procedures and/or documents associated with it, these should be listed in this section of the policy statement.

This means that the procedures do not necessarily have to reside with the policy documents but need to be recorded in a prominent place within the policy.

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8 Document Management Control:

All policies should have a table with information set out as follows:

Prepared by:	Title of person drafting policy e.g. GCC Manager
Authorised by:	Title of Policy Owner e.g. GCC Chair, Governance
Approved by:	Governance Meeting Motion#:
Date issued:	Month/ Year
Last review:	Month/ Year
Review frequency:	Annually, Three-yearly, etc.
Next review:	Month/ Year
Effective Date:	Month/ Year

Footer: