



Governance Policy Manual

July 2024

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Date Board Revised	Policy No. and Policy Revised or Introduced	Purpose of Revision Or Introduction
5/03/2021 28/5/21	1.7 Director Code of Conduct	Major review of the policy to ensure alignment with IAF requirements.
5/03/2021	1.18 National Award Centres	Clarification to item 6.4 regarding charging AOAs AAFC for services. Includes reference to Participant transfers
28/5/21	2.2 National Fee Structure & RRP	RRP increased by CPI as per policy.
13/9/21	4.6 Award Approval and Presentations	Addition of item 14 detailing the requirements for UK Award ceremony attendance
11/10/21	3.9 National Licence Monitoring & Quality Assurance Policy	Digital format update. Reformat to remove forms and replace with list of criteria only as used in the digital version
4/3/22	1.22 Terms of Reference	Added Nomination & Remuneration Committee Terms of Reference
25/11/22	1.25 Whistle Blower Policy	Added new policy. Cross-reference to HR Policy Manual.
25/11/22	Policy reviews	Minor updates to 1.11,1.14, 1.21, 3.4, 3.14,4.8
15/03/23	2.2 National Fee Structure & Recommended Retail Price	RRP increased by CPI as per policy
18/04/23	2.2 National Fee and Recommended Retail Price & 3.5 Privacy & Online Information	Date Revised panel updated.
8/7/23	1.21 Director Role Description	Added 3.6 Proxy
8/3/24	1.19 Delegations	Change of Job Titles
27/3/24	1.2 Structure & Composition of the National Award Operator (NAO)	Addition of Director Emeritus and Life Patron
27/3/24	4.1 National Training Requirements & Award Leader Accreditation	Revised
27/3/24	4.6 Award Approval and Presentations	Revised
8/04/2024	1.22 Terms of Reference	Added Board Committee list
13/5/2024	Policy routine reviews	1.1, 1.10, 1.4 1.5, 1.7, 1.8, 1.9, 1.12, 1.18, 2.1, 2.2, 2.8, 2.9, 2.13, 2.14. 3.9, 3.14, 5.2, 6.1, 6.2
28/06/2024	1.26 Board and Committee Standing Orders	New Policy added
28/06/2024	2.13 Investment Policy	Major review
28/06/2024	2.8 Accounts Payable & Receivable and Stock Purchases	sample-based review reduced to 2 per year

Table of Contents

1.1 Role & Authority of National Award Operator	6
1.2 Structure & Composition of the National Award Operator (NAO)	8
1.3 Award Operating Authority Committees	10
1.4 Variation to Conditions & Requirements of the Award	11
1.5 Duke of Ed Badges & Certificates	12
1.6 Use of Name & Logo	13
1.7 Director Code of Conduct	18
1.8 National Award Centres	20
1.9. Delivery Other Programs or Products (formerly Complementary Programs)	22
1.10 Risk Management	23
1.11 Role & Structure NAO & National Award Office	25
1.12 Privacy Compliance	26
1.13 National Award Ambassador Program	30
1.14 Emergency Response & Crisis Communications (Media)	32
1.15 Health & Safety	35
1.16 Volunteer Protection	36
1.17 Antidiscrimination & Harassment	38
1.18 National Duke of Ed Centres	39
1.19 Delegations	41
1.20 The Friends of the Duke of Edinburgh’s Award in Australia	44
1.21 Director Role Description	45
1.22 Board Sub-Committee Terms of Reference – Sample Nomination & Remuneration Committee	47
1.23 Related Party Transactions	52
1.24 Business Continuity	54
1.25 Whistle Blower	56
1.26 Board and Committee Standing Orders	62
2.1 Tax Deductible Gifts & Contributions	66
2.2 National Fee Structure & Recommended Retail Price	67
2.3 Participant Assistance	68
2.4 Fundraising (Friends)	73
2.5 Tax Deductibility	74
2.6 Sponsorship & Donations (Fundraising)	75
2.7 Award Operating Authority Subsidies	84
2.8 Accounts Payable & Receivable and Stock Purchases	85
2.9 Friends Budget and Funding Support to the NAO	86
2.10 National Document Register	87

2.11 Board & Directors Expenses	88
2.12 Financial Reserve and Distribution of Donor Funds Policy	89
2.13 Investment Policy	91
2.14 Refunds.....	96
3.1 Role & Responsibilities of an Award Operating Authority and a National Award Centre	99
3.2 Income & Operating Budget.....	100
3.3 Location of National Award Operator (NAO)	101
3.4 Authority to Interpret Award Conditions.....	102
3.5 Privacy & Online Information (Public Document).....	103
3.6 Volunteer Roles.....	107
3.7 Strategic Plan	109
3.8 Award Operating Authority and Award Centre Licences.....	111
3.9 National Licence Monitoring & Quality Assurance Policy	112
3.10 Volunteer and Supporters Recognition.....	119
3.11 Drugs, Alcohol & Tobacco	126
3.12 Protection of Children & Young People	128
3.13 HR Management & Employment.....	130
3.14 Institute of The Duke of Edinburgh’s International Award (“The Award Institute”)	131
4.1 National Training Requirements & Award Leader Accreditation.....	135
4.2 Strategic Management Committee	141
4.3 Accidents & Safety Incidents.....	142
4.4 Participant Registration/ORB.....	143
4.5 Award Handbook	144
4.6 Award Approval and Presentations.....	145
4.7 Award Publications.....	148
4.8 Youth and Award Holder Engagement.....	149
4.9 National & International Forums & Exchanges	150
4.10 Adventurous Journey Requirements, Guides & Policies	151
4.11 Commercial & NFP Activity Providers	152
4.12 Open Award Centre	154
4.13 Volunteer Code of Conduct	155
4.14 National Code of Conduct for Award Employees.....	159
4.15 Protocols for Referring to The Duke of Edinburgh’s International Award.....	163
5.1 Policy Preparation & Review.....	165
5.2 Distribution of Policy Manuals	166
6.1 National & International Affiliations & Links	168
6.2 British Royal Visit Protocols & Fundraising	169
Document Control History:.....	171

Governance Policies

GOVERNANCE POLICY

Policy Name:	1.1 Role & Authority of National Award Operator
Date(s) Revised:	March 2005, June 2017, January 2019, July 2019, August 2020, May 2024
Review Cycle:	3 Yearly
Authority:	IAF Trust Deed (1961), IAF Licence, NAO Constitution, National Board Meeting
National Handbook Reference (s)	Glossary Chapter 2; 2.1.1: The National Award Operator
Related Policies:	Award Handbook (Australia) 1.3 Award Operating Authority Committees 1.8 National Award Centres

Introduction

A Board of Trustees internationally governs The Duke of Edinburgh's International Award. The Award is administered on behalf of the Trustees by the International Award Foundation (IAF), currently based in London.

The Trustees have delegated responsibility for the Program and authority for its operation in Australia (through a licence dated 6 November 2000) to the National Award Operator (NAO – previously referred to as the National Award Authority). The trust deed dated the 18th January 1961 established the initial authority. This Trust Deed was subsequently replaced by the International Award Foundation's 6 year licence arrangement.

The Duke of Edinburgh's International Award - Australia, a company limited by guarantee is licensed by the IAF as the NAO in Australia.

Purpose of the Policy

This policy identifies the authority of the National Award Operator (NAO) to operate The Duke of Edinburgh's International Award - Australia and the role of the NAO in ensuring the Award is made available to the maximum number of young Australians possible.

This policy is to be read together with the IAF Licence to the NAO and the NAO's Constitution.

Policy

In Australia, the NAO has accepted to maintain the essential structure, basic conditions and philosophy of the Duke of Ed as set out by the Trustees. Together with all other National Award Operators, the NAO ensures uniformity is met via the following four conditions:

- 1) The voluntary nature of participation by young people.
- 2) The age range of Registered Duke of Ed Users from 14 to 24 years old, noting that permission was granted to the NAO to offer the Duke of Ed to youth aged 13 and over if they are part of a peer group aged 14 such as a year 9 school year (or equivalent 14 year old school year)
- 3) The structure and framework of the Duke of Ed, i.e. the four mandatory Sections and the three levels.
- 4) The minimum time requirement laid down for the completion of each Level.

1.1 The NAO recognises it has the authority to change the title under which the Duke of Ed operates provided the essential philosophy and structure remain unchanged.

1.2 The NAO:

- 1.2.1 Shall license Award Operating Authorities (**AOA's, also referred to as Divisions**) to operate the Duke of Ed in each State and Territory.
- 1.2.2 May license a company, Government body or other entity trading across two or more States/Territories as a National Duke of Ed Centre.
- 1.2.3 Shall encourage committees, organisations and individuals to take an active interest and responsibility in the development of young people through the implementation of the Award.

1.3 Entities licensed to deliver the Duke of Ed are required to continue to satisfy the NAO that they:

- 1.3.1 Understand the full implications and opportunities in managing the delivery of the Duke of Ed Framework;
- 1.3.2 Are in a position to safeguard the Duke of Ed's principles, aims and conditions to ensure a positive brand is maintained at all times;
- 1.3.3 Ensure its activities are not in conflict with the IAF's NAO licence requirements; and
- 1.3.4 Have the necessary administrative framework to enable the Duke of Ed to function and to ensure its growth, provide ready access through its jurisdiction reflective of population distribution; support the National Strategic Plan; meet the national policies, including the Duke of Ed Handbook; and ensure continuity in a financially sustainable manner.

- 1.4 A key role of the NAO is to set policy for the National Office, Award Operating Authorities and National Duke of Ed Centres. The policies of the NAO recognise and assist the high level of "operating autonomy" given to the Award Operating Authorities and their governing Committees.
- 1.5 The NAO will set policies, and if required, standards, at the operating levels of the Duke of Ed in Australia in its 5 Sections.
- 1.6 The role and authority delegated by the NAO to the Award Operating Authorities and their governing Committees may differ between Award Operating Authorities.
- 1.7 The NAO recognises the Duke of Ed Centre is the pivotal Operating Level with the responsibility for the operation and delivery of the Duke of Ed to young Australians. Each Award Operating Authority has the responsibility to support Duke of Ed Centres in all facets of the Award.
- 1.8 The NAO is to be consulted on all major issues affecting all Award Operating Authorities.

GOVERNANCE POLICY

Policy Name:	1.2 Structure & Composition of the National Award Operator (NAO)
Date(s) Revised:	March 2005, June 2017, Nov 2018, July 2019, Nov 2022, March 2024
Review Cycle:	3 years
Authority:	IAF Licence, Constitution
National Handbook Reference (s)	Glossary Chapter 2; 2.1: The Duke of Ed Structure
Related Policies:	1.3 Award Operating Authority Committees 1.7 Code of Conduct for Directors 1.11 Role & Structure NAO & National Award Office 1.22 Director Role Description 3.8 Award Operating Authority and Award Centre Licences 6.2 British Royal Visit Protocols & Fundraising

Purpose of the Policy

This policy outlines the structure and composition of the National Award Operator in Australia.

Policy

- 1.1. The Duke of Edinburgh's International Award - Australia (The Company) will be governed by the National Board consisting of the National Chair, a nominee of each Award Operating Authority (Division) that is licensed by the NAO, and up to six other members from at least three States or Territories.
- 1.2. The appointment of the Chair and directors is detailed in the Constitution.
- 1.3. Recognising the importance of being a Child Safe Organisation, the Board requires all persons being considered as a director to have the appropriate Working With Children Check eg Blue Card, prior to commencing as a director. This also applies to all Board Committee/Sub-Committee members.
- 1.4. The Board will meet at least annually, with additional meetings convened by the Chair as required in order to conduct the role of the Company in a timely manner.
- 1.5. The Australian Patron will be the Governor-General.
- 1.6. The selection of the National Chair is the prerogative of the Governor General following advice (in the form of a short list and/or recommendation) from the NAO Board.
- 1.7. The role of the National Chair shall include:
 - 1.7.1. Liaison between HRH The Prince Edward, Duke of Edinburgh KG GCVO (as International Patron and Chair of the International Award Foundation), the International Trustees, the Governor-General (as National Patron), The International Award Foundation Office, and the Award Operating Authority Committees.
 - 1.7.2. Chairing NAO meetings, including Board meetings.
 - 1.7.3. Overseeing the key activities of the National Award Office.
 - 1.7.4. National spokesperson for the Award in Australia.
- 1.8. Life Patron. A Life Patron may be appointed by the Board.
 - 1.6.1 A Life Patron will be a person who over a long period has demonstrated an exceptional contribution, commitment, and advocacy of the Duke of Edinburgh's International Award in Australia and Internationally.
 - 1.6.2 When considering the appointment of a Life Patron, the Board will, in the first instance, consider whether recognition of highly meritorious service through the award of a Distinguished Service Medal is more appropriate.
 - 1.6.3 The appointment of Life Patron requires the decision of the Board to be carried without dissent.
 - 1.6.4 A Life Patron will be invited to attend the Annual General Meeting and may be invited to contribute to discussions or working parties at the discretion of the Board.
 - 1.6.5 A Life Patron will be invited to special events and ceremonies.
- 1.9. Director Emeritus – A Director Emeritus may be appointed by the Board.
 - 1.7.1 An Emeritus Director must be a former member of the National Board who the Board considers may provide important advice and support to the Board and the Duke of Edinburgh's International Award in Australia subsequent to the conclusion of their term as a Director.

1.7.2 Confirmation of these appointments will require a two thirds majority of the Board.

Such appointments will be reviewed every three years and may be terminated by the Board at any time by two third majority decision of the Board. The appointment will not extend beyond 6 years.

1.7.3 Director's Emeritus are honorary, non-voting positions.

1.7.4 A Directors Emeritus may be invited to contribute to discussions/working parties.

1.7.5 A Director Emeritus may be invited to attend the AGM.

1.7.6 A Director Emeritus may be invited to special events and ceremonies.

1.7.7 The number of Directors Emeritus that may be appointed is restricted to 5.

GOVERNANCE POLICY

Policy Name:	1.3 Award Operating Authority Committees
Date(s) Revised:	Feb 2006, Nov 2018, Nov 2022
Review Cycle:	3 years
Authority:	National Board
National Handbook Reference (s)	Glossary Chapter 2; 2.1.2: Award Operating Authorities
Related Policies:	3.1 Role & Responsibilities of Award Operating Authorities and National Award Centres 3.7 Strategic Plan 3.8 Award Operating Authority and Award Centres Licences

Introduction

The National Award Operator (NAO) requires each Award Operating Authority (AOA, **also referred to as a Division**) to be a viable entity and to operate the Award in a responsible manner, consistent with the responsibility to both protect and enhance the brand of The Duke of Edinburgh's International Award.

The NAO requires each Division actively support, train and encourage volunteers, and develop the Award across their jurisdiction, in accordance with their licence, the Award Handbook, and the NAO Governance Policies.

Purpose of the Policy:

This policy recognises the NAO grants, by licence, authority to an Award Operating Authority to operate the Award program within a specified jurisdiction.

Policy

- 1.1 The NAO shall grant, by licence, authority to an Award Operating Authority (AOA) to deliver the Award in a specified jurisdiction, usually confined by a state or territory.
- 1.2 Each Award Operating Authority will establish an Award Operating Authority Committee to oversee and manage the licence requirements and the development, implementation, operation and ongoing growth in access, completion and diversity of the Award in their jurisdiction. The AOA Committee will determine the role and extent of authority it will grant to its Award Operating Authorities.
- 1.3 A Terms of Reference or Constitution will determine the composition and operational structure of each Award Operating Authority Committee. A copy of the Terms of Reference or Constitution will be lodged with the NAO. Changes to the Terms of Reference or Constitution must be approved by the NAO.
- 1.4 The primary role of the Award Operating Authority Committee will be the implementation and management of the Award in their jurisdiction (as noted in the Licence).
- 1.5 The authority of an Award Operating Authority is limited to:
 - 1.5.1 The Conditions contained in the licence
 - 1.5.2 The delegations approved by the NAO
 - 1.5.3 The policies approved by the NAO
 - 1.5.4 The Strategic Plans and Business Plans approved by the NAO
- 1.6 Each Award Operating Authority Committee will forward copies of the minutes of their meetings to the NAO.

GOVERNANCE POLICY

Policy Name:	1.4 Variation to Conditions & Requirements of the Award
Date(s) Revised:	March 2005, Nov 2018, July 2019, May 2024
Review Cycle:	3 years
Authority:	National Board
National Handbook Reference (s)	Section 1
Related Policies:	3.4 Authority to Interpret Conditions 4.5 Duke of Ed Handbook 4.6 Duke of Ed Approvals and Presentations 4.10 Adventurous Journey Requirements, Guides, & Policies,

Purpose of the Policy

This policy provides guidance regarding the limitations of the authority of the National Award Operator (NAO) and the Award Operating Authorities (AOAs/Divisions) to vary the essential structure, basic conditions and the requirements of the Award Framework.

Policy

- 1.1 The NAO recognises its licence obligations to the International Award Foundation (IAF) to maintain the essential structure, principles and basic conditions of the Award Framework.
- 1.2 Any desired variation must be submitted to the IAF for their approval.
- 1.3 The NAO has the authority to approve or delegate approval to the Award Operating Authorities for variation to the implementation of the requirements of each Award.
- 1.4 Young people outside the age limits cannot qualify for The Duke of Edinburgh's International Award.
- 1.5 Award Operating Authorities may only make variations to the conditions and guidelines of the Award as stated in the Award Handbook, for undertaking various activities in their jurisdiction in order to meet local legislative requirements.

GOVERNANCE POLICY

Policy Name:	1.5 Duke of Ed Badges & Certificates
Date(s) Revised:	March 2005, Nov 2018, July 2019, May 2024
Review Cycle:	3 years
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	1.6 Use of Name & Logo

Purpose of the Policy:

This policy provides guidance regarding the production and issue of Duke of Ed badges and certificates including Digital Badges.

Policy

- 1.1 The responsibility for the production and issue of Duke of Ed metal badges, Digital Badges and certificates rests with the National Award Operator (NAO).
- 1.2 All Duke of Ed badges, including Digital Badges, and certificates are to be uniform in design and presentation as approved by the NAO, and in accordance with the International Award Foundation requirements.
- 1.3 The design and specifications determined by the NAO will reflect the design and specifications of the International Award Foundation (IAF).
- 1.4 Subject to the prior approval of the NAO, uniformed organisations such as The Australian Defense Cadets may produce and present a Medal and Ribbon to cadets who complete The Duke of Edinburgh's International Award; the ribbon will be worn as a bar on their uniforms.
- 1.5 Subject to the prior approval of the NAO, other uniformed organisations such as Scouts Australia may produce cloth badges to be worn on their uniform.

GOVERNANCE POLICY

Policy Name:	1.6 Use of Name & Logo
Date(s) Revised:	April 2002, Nov 2004, Sept 2014, Sept 2018, Nov 2018, Jan 2019, July 2019, Nov 2022
Review Cycle:	3 years
Authority:	National Board
National Handbook Reference (s)	Glossary Chapter 2; 2.1: The Duke of Edinburgh's International Award Structure
Related Policies:	1.2 Structure & Composition of the National Award Operator 1.14 Emergency Response and Crisis Communication (Media) 4.13 Volunteer Code of Conduct Form 4.15 Protocols for Referring to The Duke of Edinburgh's International Award 6.2 British Royal Visit Protocols & Fundraising

Introduction

The National Award Operator (NAO) is required to manage the brands of The Duke of Edinburgh's International Award - Australia in Australia. It has been required to do so since The Australian Co-ordinating Council was established in 1962. The Award has used the following names in the past;

- 1) The Duke of Edinburgh's Award Scheme (1950's to 1970s)
- 2) The Duke of Edinburgh's Award in Australia (1980 to 2013)

Subject to the licence of the International Award Foundation (IAF), the NAO changed the brand in Australia to The Duke of Edinburgh's International Award – Australia. This aligned with the refreshed visual identity and brand of the IAF, while recognising the IAF brand provides a global guarantee of reliability and quality.

Through this policy the NAO is committed to monitoring its practices and procedures to maintain and enhance the brand of the NAO and The Duke of Edinburgh's International Award –Australia.

The terms of this policy are subject to any applicable Commonwealth or State statute, delegated legislation or industrial instrument. If any provision of this policy is inconsistent with any such statute, legislation or instrument, the terms of the statute, legislation or instrument prevail to the extent of any inconsistency.

Purpose of the Policy:

This policy standardises and coordinates the brand and branding activities of the NAO, with the aim to ensure the integrity and protection of the brand. The brand includes the logo, colour palette, tone and style used to identify and communicate the Award. This extends to the reputation of the Award.

1. Definitions

- 1.1 **Brand** refers to the unique design, sign, symbol, words, or a combination of these, employed in creating an image that identifies a product and/or service, and differentiates it from its competitors.

2. National Logo

- 2.1 Refer to Attachment A for the logo of the NAO.
- 2.2 The logo must be used on all national resources, stationery, signage, advertising and the national website in accordance with the licence by the IAF and IAF Style Guide and IAF Brand Guidelines. This includes media releases.
- 3.2 The Award Ribbon is an additional identifier used in accordance with the licence by the IAF and the IAF Style Guide and IAF Brand Guidelines.

3. Brand and Name Protection

- 3.1 The NAO retain the following registered names:
 - 3.1.1 The Duke of Edinburgh's International Award - Australia
 - 3.1.2 The Friends of the Duke of Edinburgh's Award in Australia
- 3.2 The brand and trademarks of The Duke of Edinburgh's International Award - Australia, The Friends of the Duke of Edinburgh's Award in Australia, and the brands and marks of any related companies, (together the Award Marks) may not be used without prior approval of the NAO.

- 3.3 All uses of the Award Marks must comply with the IAF licence, the IAF Style Guide, the IAF Brand Guidelines and the Australian Branding Guidelines. The Award Marks may not be used in any other form or adapted in any way. No Award Mark may be used with or appear in close proximity to another trademark without the prior written approval of the NAO.

4. National Spokesperson and Media Relations

- 4.1 The National Chair, or their nominated National Board Executive representative, and the National Chief Executive Officer (CEO) are the official spokespersons for the NAO.
- 4.2 The NAO will prepare national media releases and key messages under the direction of the National Chair and the CEO, and provide copies to Award Operating Authorities and the National Award Centres.
- 4.3 For national event appearances, including but not limited to appearances on stage with dignitaries and sponsors, and the content of speeches, clearance must be obtained from the National Chair via the NAO.
- 4.4 Signage and banners at national events will use the National Logo.

5. House Styles

- 5.1 The IAF Style Guide and Brand Guidelines provide the standard use of language as applied to the Award and its National Award Operators. In addition, the NAO capitalises Participant and Section. The following are examples of capitalisation style:
- 5.1.1 Program
 - 5.1.2 Trustees
 - 5.1.3 Award
 - 5.1.4 Bronze
 - 5.1.5 Silver
 - 5.1.6 Gold
 - 5.1.7 Award Leader
 - 5.1.8 Award Assessor
 - 5.1.9 Handbook
 - 5.1.10 Voluntary Service
 - 5.1.11 Skills
 - 5.1.12 Physical Recreation
 - 5.1.13 Gold Residential Project
 - 5.1.14 Award Centre
 - 5.1.15 National Award Centre
 - 5.1.16 The Duke of Edinburgh's International Award
 - 5.1.17 The International Award Foundation
 - 5.1.18 National Award Operator
 - 5.1.19 leaders
 - 5.1.20 level
 - 5.1.21 instructor
 - 5.1.22 supervisor
 - 5.1.23 badge
 - 5.1.24 certificate
 - 5.1.25 holder (as in Award holder)
 - 5.1.26 volunteer

6. Terminology

In accordance with the IAF Style Guide and Brand Guidelines, the following terminology is generally used:

- 5.1. The Duke of Edinburgh's International Award
- 5.2. Participants not candidates, recipients or winners
- 5.3. Badge not medal or pin.
- 5.4. The Award framework and not Scheme
- 5.5. The Adventurous Journey Section, not the Expeditions Section

6. Award Descriptor

The Duke of Edinburgh's International Award equips young people for life and work and helps them find their purpose, passion and place in the world. It is the world's leading achievement award.

7. Form of Address for the British Royal Family (per IAF PR Guidelines)

- 7.1. His Royal Highness The Earl of Wessex KG GCVO (or HRH The Earl of Wessex)
- 7.2. Her Royal Highness The Countess of Wessex GCVO DStJ (or HRH The Countess of Wessex)
- 7.3. Their Royal Highnesses The Earl and Countess of Wessex (or TRH The Earl and Countess of Wessex)

8. Regal Event Arrangements

For events involving Royalty all communications with the Palace, International Award Association, Prime Minister's Office and Governor General's Office will be undertaken by the National Chair through the National CEO of the NAO.

9. Advertising

- 9.1. Requests to advertise on the National website or to put the National Logo on items for a fee must be in writing and referred to the NAO for clearance in advance of any action.
- 9.2. The NAO will be responsible for approving significant advertising initiatives that are not contained within an Award Operating Authority or a National Award Centre.
- 9.3. All advertising requests must be consistent with the Award policies and image.

10. Disputes or Grievances Involving the National Branding

- 10.1. Where there is a dispute or grievance in relation to a national branding matter, the matter should be referred through the NAO to an independent Complaints and Grievance Disputes Panel to be established by the National Board as required.
- 10.2. The Panel is to review such disputes or grievances and make recommendations to the parties involved. They will inform the National Chair and the National Board of the grievances and outcomes.

11. Evaluation of National Branding Activities

- 11.1. The NAO will be responsible for periodic reviews and reporting of national branding related activities.
- 11.2. The benefits from branding arrangements are to be assessed to ensure that such arrangements do not restrict future opportunities to achieve greater benefits.

12. Licences

- 12.1. No licence of an Award Mark may be granted, otherwise than pursuant to the licences in the form prescribed by the NAO without the prior written consent of the National Board.
- 12.2. Such licences will be on licence terms which will include as a minimum the following:
 - 12.2.1. Licensees must obtain the prior approval of the NAO for any use of the Award Marks;
 - 12.2.2. Licensees must comply with any quality standards and directions notified by the NAO in relation to such use;
 - 12.2.3. On the request of the NAO from time to time, licensees must provide samples of the uses of the Award Marks to the NAO and allow the NAO to inspect their premises and operations to ensure use of the Award Marks complies with the quality standards of the NAO and the scope of the licence;
 - 12.2.4. Licensees must not adapt the Award Marks in any way; and
 - 12.2.5. Licensees must not combine the Award Marks with or use them with or in close proximity to any other trademarks.

ATTACHMENT A: PREVIOUS LOGOS

The following logos have been replaced and stopped being used on any Award material from 1st January 2014.

Pre- 2004











2004 – 2012



2010-214



ATTACHMENT B: OVERVIEW OF LOGOS AND DELIVERABLES IN AUSTRALIA

Logo Type	Logo	Who Can Use
IAF LOGO	 <p>THE DUKE OF EDINBURGH'S INTERNATIONAL AWARD</p>	Only to be used by IAF unless otherwise instructed
NATIONAL LOGO With Country Name	 <p>THE DUKE OF EDINBURGH'S INTERNATIONAL AWARD AUSTRALIA</p>	NAO – for all Award material
DIVISION LOGOS With Award Operating Authority name	 <p>THE DUKE OF EDINBURGH'S INTERNATIONAL AWARD AUSTRALIA-ACT</p>	Award Operating Authorities (Divisions)
AUSTRALIAN SUPPORTER LOGO With "Proud to Support"	<p>Proud to support</p>  <p>THE DUKE OF EDINBURGH'S INTERNATIONAL AWARD AUSTRALIA</p>	Approved Supporters & Sponsors
AWARD CENTRE LOGO With "Proud to Deliver"	<p>Proud to deliver</p>  <p>THE DUKE OF EDINBURGH'S INTERNATIONAL AWARD AUSTRALIA</p>	Award Centres
PARTICIPANT LOGO With "Proud to be Doing"	<p>Proud to be doing</p>  <p>THE DUKE OF EDINBURGH'S INTERNATIONAL AWARD AUSTRALIA</p>	Participants
BUTTON LOGO	 <p>AUSTRALIA</p>	Digital application
THE FRIENDS LOGO	 <p>The Friends of The Duke of Edinburgh's Award in Australia</p>	The Friends of the Duke of Edinburgh's International Award ONLY though in most instances the National Logo will be used in place of The Friends logo for public facing documents.

GOVERNANCE POLICY

Policy Name:	1.7 Director Code of Conduct
Date(s) Revised:	Aug 2013, Nov 2018, March 2021, May 2021, May 2024
Review Cycle:	3 years
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	NAO Governance Policy Manual & NAO HR Policy Manual 1.2 Structure & Composition of the National Award Operator (NAO) 1.3 Award Operating Authorities 1.16 Volunteer Protection 4.13 Volunteer Code of Conduct 4.14 National Code of Conduct for Award Employees

DIRECTOR CODE OF CONDUCT

Introduction

- a. The Director Code of Conduct details the standards of behaviour expected of The Duke of Edinburgh's International Award – Australia (the National Award Operator/NAO), The Friends of The Duke of Edinburgh's Award in Australia and any other entities licensed by the NAO.

DIRECTORS ROLES & RESPONSIBILITIES

Directors will:

1. Act in accord with the responsibilities of directors as detailed in the Corporations Act 2001;
2. Perform duties as a director which ensure the highest standards of honesty, professionalism and integrity;
3. Adhere to the policies and processes detailed within the Australian Award Handbook and the National Board policies;
4. Exercise a duty of care to the Award which ensures that its policies and process are adhered to by members of the Board and senior management;
5. Exhibit the highest standards of personal and professional conduct in their interactions with fellow directors, senior management, staff and stake holders;
6. Declare a potential or real conflict of interest as soon as that conflict becomes apparent or known to the director;
7. Demonstrate an understanding the implications of their role as a community leader and representative of the Award; and
8. Not accept any gift or benefit likely or intended to influence the director's actions.

SAFEGUARDING YOUNG PEOPLE

Directors will:

9. Ensure that they adhere to all applicable Commonwealth, State and/or Territory Child Protection Legislative requirements;
10. Ensure that statutory requirements of particular jurisdictions regarding the supervision of young people are applied through the licensing process;
11. Take any allegations or concerns of abuse seriously and immediately follow the reporting process in use within the NAO. Never trivialise abuse, or let allegations, suspicions, or concerns about abuse go unreported;
12. Ensure that NAO policies and procedures require licencees to provide a safe environment that contributes to young people or adults being safe from harm, whether through discrimination, favouritism, sexual harassment, physical force, verbal or mental abuse, neglect, or other harmful actions;
13. Ensure that our policies and communication enable young people and adults to be aware of the Award's safeguarding from harm and abuse processes;
14. Perform their duties in a manner which reflects a deep understanding and acknowledgement of the position of power and influence a director may have when working with young people and other adults, and never abuse this position by forming an inappropriate relationship with a child, young person or vulnerable adult; and
15. Promote an environment where the views of young people are valued, their concerns are listened to and behaviours and attitudes which make them uncomfortable are challenged.

MANAGING INFORMATION

Directors will:

16. Ensure that the Award operates in a manner which requires the highest possible security and confidentiality of the data on individuals and organisations, either participating in or partnering with the Duke of Ed;
17. Ensure that policies and procedures are maintained and reviewed which protect the intellectual property of the Award;

and

18. Ensure that policies and procedures provide for a safe work environment.

REPRESENTATIONS AND MEDIA

Directors will:

- 19. Adhere to the NAO policy on media engagement and representation. Directors will refrain from any representations in the media unless vested with authority by the National Chair to convey a particular position to the media,
- 20. Use materials and behave in a manner that contributes to the good name and reputation of the Awards, including but not limited to social media commentary; and
- 21. Support the use of documents, collateral, website pages or other material that are consistent with the NAO Australian Branding Guidelines, and are compliant with the requirements of the International Brand Guidelines and Style Guide. (available at: <https://dukeofed.com.au/resources/logo-and-brand-guidelines/>)

STATEMENT OF UNDERSTANDING AND ADHERENCE TO THE DIRECTOR CODE OF CONDUCT

- a. I have read and fully understand the Director Code of Conduct.
- b. I undertake to comply with the Director Code of Conduct as it is varied from time to time during my appointment as a Director (/Board Member) of The Duke of Edinburgh’s International Award – Australia, The Friends of The Duke of Edinburgh’s Award in Australia, or any other related entity recognised by the NAO as an Award Operating Authority.
- c. I understand breaches to this Code of Conduct may result in disciplinary action.

Signed:		Date:	
Director’s Name	<i>(print name)</i>		
Witnessed By:	<i>(print name)</i>		
Signature:		Date:	
Position of Witness:			

GOVERNANCE POLICY

Policy Name:	1.8 National Award Centres
Date(s) Revised:	Nov 1985, March 2005, Aug 2005, Sept 2006, Aug 2015, Nov 2018, July 2019, May 2020, May 2024
Review Cycle:	3 years
Authority:	National Board
National Handbook Reference (s)	2.1.1 The National Award Operator 2.1.3 The Duke of Ed Centres
Related Policies:	2.2 National Fee Structure & Recommended Retail Price 3.8 Award Operating Authority and Award Centre Licences

Purpose of the Policy

This policy recognises the opportunity for an organisation to be authorised by the National Award Operator (NAO) to operate the Duke of Ed Framework as a National Award Centre. While it is the preference of the NAO that organisations and individuals interested in delivering the Award register with an Award Operating Authority (AOA/Division), this policy is designed to facilitate organisations with a national structure and focus to deliver the Award.

1. Requirements for a National Duke of Ed Centre Licence

1.1 National Organisation

- 1.1.1 Be a multi-state operation;
- 1.1.2 Company, national government body or incorporated association;
- 1.1.3 Requests for national registration must satisfy the NAO that single or multiple Duke of Ed Centre licenses through an AOA is not practical.

1.2 Initial and Planned Registered Users levels – scaled for national program

- 1.2.1 Minimum 200 initial Participants across two or more jurisdictions of an AOA;
- 1.2.2 Minimum of 500 new participants each year across two or more jurisdictions of an AOA (The National Board retains the discretionary authority to make an exception for disability or high disadvantaged youth operators)

1.3 Self-contained operation – management and administration of program

- 1.3.1 Evidence of executive level management support (including dedicated staffing);
- 1.3.2 Identification of team of adults to manage and administer program proportional to planned size of participation;
- 1.3.3 Can readily provide required record management systems and monitoring systems.

1.4 Licence audit minimum two-yearly by the NAO

- 1.4.1 Additional audits, if deemed necessary by NAO will be at operator costs

1.5 Fully abide by Duke of Ed requirements and National Policies, including:

- 1.5.1 Participant activity;
- 1.5.2 Assessment;
- 1.5.3 Volunteer training and support;
- 1.5.4 Safety;
- 1.5.5 Record keeping.

1.6 Organisation Level Insurance to meet National standards

- 1.6.1 Public Liability;
- 1.6.2 Personal Accident (per participant).

2. Communication and Arrangements with Award Operating Authorities

- 2.1 AOAs will have contact details for all National Award Centres for general enquiries and referral purposes.
- 2.2 AOAs will receive fees for providing training (public courses or in-houses) and any additional support services required by the National Award Centre.
- 2.3 Revenue stream for AOAs will apply.
- 2.4 National Award Centres will liaise with AOAs concerning Award presentations, especially for Gold Awards as appropriate.

3. Pricing

The fees set by National Duke of Ed shall not financially disadvantage AOAs. Fees applicable include:

- 3.1 Application and Initial National Award Centre Registration Fee plus GST, payable to the NAO. This is set by the National Board and revised annually, as per Policy 2.2 National Fee Structure & RRP.
- 3.2 Annual Registration Fee plus GST, payable to the NAO by the National Award Centre;
- 3.3 The Registered User Fee to be used by the National Duke of Ed Centre must comply with Policy 2.2 National Fee Structure & RRP.
- 3.4 A fee will be payable to the AOA in which the Registered User resides.
 - 3.4.1 This fee is determined by the NAO in consultation with the National Duke of EdCentre and the applicable AOA, but will be, as a minimum equivalent to the NAO component of the RRP registration fee. These fees support the administration and management of the Duke of Ed and enable Gold Awards of all National Duke of Ed Centres to be presented at the appropriate Award Ceremony of an AOA, based on where the Award Holder resides.
 - 3.4.2 This fee payable to the AOAs does not apply to the Australian Air Force Cadets as from 1 July 2020, recognizing that service support received by AAFC is limited to Gold Recipients Ceremonies, unless otherwise agreed. AOAs may seek to recover from the AAFC proportional costs for these ceremonies and for any other agreed direct services provided to the AAFC by an AOA.
 - 3.4.3 The transfers by a Registered User from a National Award Centre to another Award Centre, whether it is initiated by the Participant due to the National Award Centre's inability to provide the required support or due to the National Award Centre's decision, may incur a registration transfer fee payable by the National Award Centre and as determined by the National Award Office.
- 3.5 The fundamental consideration for any variation from this will be the amount of service or support required by the National Award Centre to be provided by the Award Operating Authorities.

GOVERNANCE POLICY

Policy Name:	1.9. Delivery Other Programs or Products (formerly Complementary Programs)
Date(s) Revised:	Nov 1984, Nov 1995, May 1996, August 2016, July 2019, Mar 2020, May 2024
Review Cycle:	3 years
Authority:	National Board
National Handbook Reference (s)	Not applicable
Related Policies:	1.6 Use of Name and Logo

Purpose of the Policy

This policy recognises that some Award Operating Authorities (AOAs/Divisions) have operated programs/products considered complementary to The Duke of Edinburgh's International Award under the auspice of an Award Operating Authority Committee. It also noted these programs/products were initially introduced in the 1980s at the time when such complementary programs/awards were considered appropriate by the then National Coordinating Council (the National Board's predecessor).

Policy

- 1.1 The International Award Foundation requires that The Duke of Edinburgh's International Award's intellectual property, brand and resources, including donor/Government funds and in-kind contributions, be protected.
- 1.2 The National Award Operator no longer recognises the operation of other awards or programs/products by some Divisions, as being connected to The Duke of Edinburgh's International Award (The Duke of Ed/the Award).
- 1.3 From 1st June 2019 The National Board will not approve a Division in delivering any other award or program/product. Current youth programs delivered by Divisions will be assessed, with the guidance of the International Award Foundation, regarding their continuity of delivery by a Division.
- 1.4 A Division licence or licence renewal will be on an exclusive basis, which will exclude the operation of any other program or business or service activity by a Division. This requirement may be subject to further review and agreement for AOA Licences held by Government, such as the case in NSW and QLD. Arrangements will be made between the NAO and each applicable Division to ensure current complementary programs being delivered by Divisions or a Division's Award staff are phased out or fully comply with this policy by March 2024.
- 1.5 Should an agreement be reached to allow government-based Award Division's staff to deliver the Award on a non-exclusive basis, it is a requirement that other such programs have independent systems and processes to manage registrations, volunteer engagement, training, child protection, and non-compliance or complaint matters. Information distributed under The Duke of Ed's name must not refer to other awards or programs in any manner that suggests a connection to or an endorsement by The Duke of Ed. For further guidance on brand integrity and brand management, refer to Policy 1.6 Use of Name and Logo.

At the time of the current review of this policy, the Ignite Award (WA), Bridge Award and the Compass Award were operating in Australia by 3 Divisions are complementary awards or additional products.

GOVERNANCE POLICY

Policy Name:	1.10 Risk Management
Date(s) Revised:	Nov 2000, Nov 2006, Nov 2013, Nov 2018, May 2019, July 2019, May 2024
Review Cycle:	Annually
Authority:	National Board
National Handbook Reference (s)	Glossary Chapter 8: Risk Management
Related Policies:	1.4 Variation to Conditions & Requirements of the Duke of Ed 1.9 Delivery Other Programs or Products (formerly Complementary Programs) 1.14 Emergency Response & Crisis Communications (Media) 2.1 Tax Deductible Gifts & Contributions 3.7 Strategic Plan 3.9 National Licence Monitoring & QA

Introduction

The National Award Operator (NAO) is required to actively manage risk (refer Appendix A for definition) across The Duke of Edinburgh's International Award - Australia.

Purpose of the Policy

This policy supports the development, implementation and maintenance of a formal risk management program for The Duke of Edinburgh's International Award - Australia. It recognises the value to the organisation of vigilantly monitoring its processes, policies and procedures to maximise the Duke of Ed's development, and mitigate risks.

Policy


- 1.1 The NAO recognises its obligations for managing risk and integrating risk management across The Duke of Edinburgh's International Award - Australia. Vigilant and robust risk management is required by the NAO and the entities in which it licenses.
- 1.2 This is achieved through the national risk management register and reporting framework, which includes an annual risk management plan to be managed by the Risk Management & WHS Committee. This risk management plan is developed and implemented by the NAO and each Award Operating Authority.
- 1.3 The NAO recognises risk to Award Operating Authorities is risk to the NAO, whether actual, potential, or perceived. The NAO will regularly review the governance and management of each Award Operating Authority as part of its ongoing risk management.
- 1.4 The National Office will coordinate the reporting from Award Operating Authorities regarding their risk profile and management. The National Office will maintain a register and report to the National Board through the Risk Management & WHS Committee to support decision-making processes. This is in addition to the risk management process operationalised in the implementation of Policy 3.9 National Licence Monitoring & QA.
- 1.5 Proposed variations to the Award are subject to Policy 1.4 Variation to Conditions & Requirements of the Duke of Ed.
- 1.6 Risks presented through additional program offerings by Award Operating Authorities are subject to Policy 1.9 Delivery Other Programs or Products (formerly Complementary Programs).

1. Definition: Risk

AS/NZS ISO 31000: 2009 defines risk as “the effect of uncertainty on objectives” and introduces eleven principles for risk management. This recognises the management of risk involves considering the possibility of risks occurring, as well as reducing, removing and/or retaining the nature and degree of uncertainty of meeting objectives. For the purposes of The Duke of Edinburgh’s International Award - Australia, risk management includes *inter alia* consideration of the following areas:

- 1.1 Compliance Risk
- 1.2 Financial Risk
- 1.3 Corporate Governance Risk
- 1.4 Business Risk
- 1.5 Human Resources/Volunteer Risk
- 1.6 Participant/young people risk
- 1.7 Information Risk
- 1.8 Health & Safety Risk
- 1.9 Natural or Civil Disaster Risk
- 1.10 Reputation Risk

SAMPLE RISK MANAGEMENT REGISTER & SUMMARY REPORT

 DIVISION KEY RISK REGISTER REPORT This risk assessment includes factors not fully controlled by the Division, ie governance and operational/delivery considerations managed by Award Units & the NAA										
										Date - Quarterly Update: Aug-16
Risk Identification		Risk Assessment		Risk Management			Risk Rating			
Key for the level Risk rating: Low Med High										
Possible Key Risks		Likelihood of Risk	Impact of Risk	Existing Controls	Nature of Risk	Due Date For Next Review	Responsible Person/Entity	Risk Rating Previous	Risk Rating Current	Comments or Additional Action Required
		H/M/L	H/M/L							
Fin/Income	1.1	Registrations - Participant	L	H	Disadv Yth Funding, Apps	Financial	Apr-16	CEO & Divs		Low registrations in Victoria continue
	1.2	Income: Donors/Ambass	L	H	Growing the base	Financial	Ongoing	CEO		Within budget expectations. No negative issues
	1.3	Income: Sponsors	M	H	Diversity of source	Financial	Ongoing	Friends/CE		Sponsor Income now 100% devt activity
	1.4	Income: ORB - IAF	L	M	Royalty & legal agreement	Financial	Ongoing	CEO		Payments are up to date. Smaller payments now apply
	1.5	Investments - Friends	L	M	Independent advisor	HR/Fin	Ongoing	Financial		Returns are comparable or better than market re low rates
	1.6	Fraud - Theft	L	L	Deleg'n limits & audit	Fin/Ops	Monthly	NAA/Divs		Financial reporting now being done by Deloitte
Compl'ce	2.1	Non Compliance/Leg'n	L	M	Education, systems, QA	Various	14ly	CEO/Divs		No known issues. QA Reviews complete. AL Trg is an issue
	2.2	IAF Licence	L	H	Annual review	Fin/Rep'n	Ongoing	CEO/Chair		Active engagement with IAF. CEO trained Licence review
	2.3	Division's Perfor'ce	M	M	Feedback, encouragement	Fin/Ops	Monthly	Board		Lack of controls (Federated model). Alignment is improving
Key Persons	3.1	Gov/Board Composition	L	L	Only via Brd appointees	Gov	Monthly	Chair		Under review via Chair. Carrying vacancies
	3.2	Key Mang't Loss or Perf	L	M	High engagement	Strat/Ops	14ly	CEO/Chair		Vic and NAA Chair recruitment. Tas replacing directors
	3.3	Key Staff Loss & HRM	L	M	Use of part time & contract	Ops/Fin	14ly	CEO		ORB Skill dependence. Losing Accounts intern
	3.4	Volunteer Recruitment	L	M	Training & Recognition	Fin/Rep'n	Monthly	Divs		Training policy and online materials to be rolled out
	3.5	Award Unit Recruitment	L-M	H	Staff support	Rep/Fin	Ongoing	Divs		NAA to support Divs via Nationally delivery partners
Supplier	4.1	Project Mgt & Partners	L	M	New MOU/Agreements	Fin/Ops	Ongoing	CEO		Federal Govt Funding Roll Out. Untested new systems
	4.2	Suppliers - Adv Journey	L	M	Supplier guide & reg'n	Ops/Growth	Mar-16	CEO/Divs		New Reg Activity Provider register underway. Slow
	4.3	Suppliers - Insurance	M	H	Reduce risk profile	Fin/Ops	30-Jun	CEO/Divs		ORB. Risk mgt tools. Definitions. New broker is proactive
	4.4	Suppliers - IAF	L	H	Proactive mgt with IAF Mgt	Fin/Supply	12 yrly	CEO		New ORB devt. No-Poor doc & functions confirmation
Safety/Reputat'c	5.1	Volunteer Behaviour	L-M	H	Training & monitoring	Ops/Reprn	Ongoing	Divs		Active checking WWC reminders by AUs via Divs
	5.2	Reputation Risk	L-M	M	Media policy	Strat	Ongoing	CEO/Divs		QA policy & Doc Register need active implementation by Divs
	5.3	Government Support	L	L	Project & \$ Engagement	Fin/Rep'n	Ongoing	CEO/Chair		Federal Govt grant received. Milestones on target
Safety-Op	6.1	Safety-Injury: Part/Vol.	L	M	Proactive with training	Fin/Rep'n	Ongoing	Divs		Advised by PR advisor that we need a national risk audit
	6.2	Safety-Injury: Staff	L	M	Proactive with training	Fin/Rep'n	Ongoing	Divs		Need for a WHS review to confirm compliance
	7.1	Documentation	L	L	Document register	Fin/Ops	Ongoing	CEO/Divs		Reactivate doc register via new web site intranet
	7.2	Data Loss (Non ORB)	L	M	Off site back up	Fin/Ops	Ongoing	Fin Mgr		Lack control of Div records (some)
Business-Op	7.3	IT - Hardware/Software	M	H	Office facilities/IT	Fin/Ops	June	Fin Mgr		No changes. Functioning well
	7.4	Utilities Disruption	L	M	Have remote access option	Cust'r/Fin	Ongoing	Fin Mgr		All staff can work from home
Note: All "Medium" and "High" ratings are to be explained in Board Reports										

GOVERNANCE POLICY

Policy Name:	1.11 Role & Structure NAO & National Award Office
Date(s) Revised:	March 1979, May 1979, Nov 1987, March 1994, Nov 2012, Nov 2014, Nov 2018, Jan 2019, July 2019< Nov 2022
Review Cycle:	3 years
Authority:	National Board
National Handbook Reference (s)	Glossary Chapter 2; 2.1: The Duke of Edinburgh's International Award Structure
Related Policies:	1.1 Role & Authority of National Award Operator 1.2 Structure & Composition of the National Award Operator 3.2 Location of the National Award Operator 4.14 National Code of Conduct for Award Employees

Purpose of the Policy

This policy establishes the function and delegated authority of the National Award Office.

Policy

- 1.1 The National Award Office is responsible to the National Board through the National Chief Executive Officer (CEO).
- 1.2 The National Award Office is managed in accordance to Policy 1.1 Role & Authority of National Award Operator, and subject to the conditions and requirements of its licence by IAF.

The National Award Office will be maintained separately from any Award Operating Authority Office.

- 1.3 The National Award Office will be equipped with staff and resources as approved by the Board and managed by the CEO.
- 1.4 The functions of the National Award Office are to be approved by the Board in accordance with the NAO Constitution
- 1.5 The National Board or the National Award Office may delegate to any Award Operating Authority full responsibility for any function so delegated and accepted. The National Award Office retains the responsibility for regularly monitoring any such delegated function.
- 1.6 The National Board recognises that the important leadership, co-ordination, records management and liaison functions of the National Award Office require the full and timely support of the Award Operating Authority Committees and their Executive staff.

GOVERNANCE POLICY

Policy Name:	1.12 Privacy Compliance
Date(s) Revised:	April 2002, March 2009, Feb 2012, October 2016, July 2019, Apr 2020, May 2024
Review Cycle:	3 years
Authority:	National Board
National Handbook Reference (s)	Glossary Chapter 8; 8.3: Privacy
Related Policies:	3.5 Privacy & Online Information (Public Document) 4.14 National Code of Conduct for Employees

Introduction

The Duke of Edinburgh's International Award - Australia Inc (National Award Operator/NAO) is committed to ensuring the privacy and protection of personal information in accordance with the requirements of the Australian Privacy Principles (APPs) found in the *Privacy Act 1988* (Cth) which regulate the collection, storage, use, disclosure and other processing of personal information.

Certain NAO activities with respect to employee records are exempt from this regulation. These exemptions do not apply to the collection of personal information of employees (i.e the obligations described in section 3 of this Policy).

Any organisation or person licensed to administer, manage or coordinate the Duke of Ed in Australia (including without limitation the NAO, Award Operating Authorities (AOAs, also referred to as Divisions), and Award Centres) must comply with this policy.

Purpose of the Policy

This policy sets out how the Award handles the personal information of the Award Volunteers, Supporters and Participants.

1. Definitions

- 1.1 The Duke of Ed Framework: means The Duke of Edinburgh's International Award.
- 1.2 The Duke of Ed: includes any organisation or person licensed to administer, manage or coordinate the Duke of Ed Framework, including without limitation the NAO, AOAs, and Duke of Ed Centres.
- 1.3 Personal Information: is any information or opinion, whether true or not and whether recorded in a material form or not, about an identified or reasonably identifiable individual.
- 1.4 Privacy Laws: includes the APPs, the Spam Act, the Do Not Call Register Act, health records legislation in ACT, Victoria and NSW, state-based surveillance and workplace surveillance laws and other laws protecting particular types of personal information including tax file numbers and criminal records.
- 1.5 Sensitive Information: is a special type of personal information, being any information or opinion about an individual's health, racial or ethnic origin, political opinions, membership of a political association, religious beliefs or affiliations, philosophical beliefs, membership of a professional or trade association, membership of a trade union, sexual preferences or practices, criminal record and certain genetic and biometric information. There are additional restrictions on the collection, use and disclosure of sensitive information in the Privacy Laws. Note that health information includes information about use of health services and is also subject to health records laws in ACT, NSW and Victoria.

2. Compliance management

- 2.1 The Duke of Ed must take reasonable steps to implement practices, procedures and systems to ensure it complies with the APPs and is able to deal with inquiries and complaints from individuals.
- 2.2 The Duke of Ed must have a clearly expressed and up to date privacy policy dealing with:
 - a) the kinds of personal information the The Duke of Ed collects and holds;
 - b) how personal information is collected and held by the Duke of Ed;
 - c) the purposes for which the Duke of Ed collects, holds, uses and discloses personal information;
 - d) how individuals can access and correct their personal information;
 - e) complaint processes; and
 - f) the countries to which the Duke of Ed is likely to disclose personal information.
- 2.3 The Duke of Ed must make its privacy policy freely available in an appropriate form (e.g. online) and in another form on request

3. Collection of personal information

- 3.1** The Duke of Ed must give individuals the option of not identifying themselves or using a pseudonym when dealing with the Award, unless impractical or required or authorised by law.
- 3.2** The Duke of Ed must only collect personal information that is necessary for one or more of its functions or activities. Personal information must be collected lawfully and fairly, e.g. not in an unreasonably intrusive way.
- 3.3** The Duke of Ed generally collects personal information in order to manage, administer, record and support participation in the Duke of Ed. Information is also collected to keep employees, volunteers, supporters and Registered Duke of Ed Users informed about Duke of Ed activities and events. When or before collecting personal information, the Duke of Ed must take reasonable steps to ensure the individual is aware of the identity of the collecting organisation, contact details, the purposes for which the information is required and to whom it will be provided, together with any other matters required by the Privacy Laws.
- 3.4** The Duke of Ed must collect personal information directly from the relevant individual or their authorised intermediaries, unless unreasonable or impractical. The Award must take reasonable steps to ensure that when information is collected from a third party that the subject of the information has been made aware of this action.
- 3.5** In certain circumstances, the Duke of Ed may collect sensitive information about individuals. For example, an individual may provide information on their health or racial origin in the Registered Users Application Form. The Duke of Ed only collects, uses and discloses sensitive information with consent or otherwise in accordance with law. For example, the Privacy Act allows sensitive information to be collected by non-profit organisations where the information relates to the organisation's activities and does not relate to anyone other than members of the organisation or individuals who have regular contact with the organisation in connection with its activities.
- 3.6** If the Duke of Ed receives any unsolicited personal information, it must assess in a reasonable time whether the information could have been collected under APP 3 (as described in sections 3.1, 3.3 and 3.4 above). If yes, The Duke of Ed must comply with APPs 5–13. If not, The Duke of Ed must destroy or de-identify the information as soon as reasonably practical, if lawful and reasonable to do so.

4. Use and Disclosure of Personal Information (other than for direct marketing)

- 4.1** The Duke of Ed generally limits its use and disclosure of personal information to the purpose for which it was collected and other related purposes that would be expected by the individual.
- 4.2** In special circumstances, the Duke of Ed may also use and disclose personal information where it is otherwise allowed under the Privacy Laws (for example, some circumstances relating to law enforcement, emergency situations, legal claims and suspected unlawful activity or serious misconduct).
- 4.3** If the Duke of Ed wishes to use or disclose personal information in other circumstances, it must obtain the individual's consent to do so.
- 4.4** Personal information may also be used to inform volunteers, supporters and Registered Duke of Ed Users of relevant activities and events and, if they have agreed, activities, events and special offers from carefully selected partners. Individuals who no longer wish to receive such promotional information may advise the Duke of Ed using the contact details below. The Duke of Ed's records will normally be amended in five working days. (See section 5.3 for when this timeframe is mandatory).
- 4.5** Personal information may be shared between the various Award organisations and persons responsible for administering the Duke of Ed Framework in Australia. Each of these organisations and persons agree to comply with this policy.
- 4.6** The Duke of Ed may also transfer personal information (including sensitive information) to the Award organisations located outside of Australia such as the International Award Foundation (for example delegate details including health information for international exchanges/camps). Once this personal information is held outside of Australia it may not receive the level of privacy protection required by the Privacy Laws. Individuals who object to the overseas transfer of their personal information may advise the relevant the Award organisation using the contact details below. When disclosing personal information to third parties outside Australia, the Award should generally have suitable contracts in place with the foreign information recipients to ensure an appropriate level of privacy protection. There are some other exceptions including obtaining particularly strong consents from the individuals.
- 4.7** The Duke of Ed may also disclose personal information to its contractors and service providers that assist in the operation or administration of The Duke of Ed Framework from time to time (for example, The Duke of Ed's mailing

house or internet services provider). This strictly excludes for advertising or third-party commercial activity. As a matter of Duke of Ed policy, this strictly excludes disclosure for a third party's advertising or commercial activity.

- 4.8 The Duke of Ed must not adopt a government related identifier of an individual unless authorised by law or regulation. Examples of government related identifiers are State and Territory driver's licence numbers and Australian passport numbers. ABNs are excluded. The Award must not use or disclose a government related identifier unless reasonably necessary for identity verification or for fulfilling obligations to a government agency. There are some other limited exceptions in APP 9.
- 4.9 Tax file numbers must only be used or disclosed for a purpose authorised by taxation, assistance agency or superannuation law. This includes any use or disclosure for matching personal information about the individual.

5. Direct marketing

- 5.1 The Spam Act regulates 'commercial electronic messages'. This includes emails and SMSs sent for a commercial purpose – including marketing, offering, selling or advertising goods or services or promoting a supplier of goods or services. A message which directs a recipient to a location (such as a website) where goods or services are sold or advertised is also regarded as a commercial electronic message. A message seeking donations without promoting a supplier of goods or services is not covered by the Spam Act.
- 5.2 There are three key requirements of the Spam Act:
- a) Consent: a restriction on sending unsolicited messages.
 - b) Unsubscribe: a requirement to include a functional unsubscribe facility.
 - c) Identify: a requirement to include accurate sender information.
- Consent may be 'express' (i.e. opt-in) or 'inferred' from conduct or existing relationships. Note that 'inferred' does not mean 'opt-out'. Inferred consent can arise where, for example, there is an ongoing relationship between The Award and the recipient which would give rise to the recipient's reasonable expectation about receiving commercial electronic messages from the Award.
- 5.3 The Award must action unsubscribe requests within 5 working days.
- 5.4 Registered charities are exempt from the consent and unsubscribe requirements where sending commercial electronic messages about good and services for which they are the supplier.
- 5.5 Registered charities are also exempt from the Do Not Call Register Act in relation to telemarketing calls, unless the call relates to goods and services supplied by another company. Where the Do Not Call Register Act does apply, telemarketing contact lists must be 'washed' against the Register through www.donotcall.gov.au.
- 5.6 Where personal information is used or disclosed for direct marketing to promote the sale of goods or services, APP 7 applies to the extent that the Spam Act and Do Not Call Register Act do not apply. For example, APP 7 applies in relation to direct marketing by mail, or to website advertising that is targeted based on personal information.
- 5.7 Under APP 7, consent is not required to use or disclose personal information for direct marketing where:
- 5.7.1 the use or disclosure is within the individual's reasonable expectations;
 - 5.7.2 the personal information was collected by us directly from the individual (rather than from a third party); and
 - 5.7.3 no sensitive information is used or disclosed.
- 5.8 Under APP 7, the Award must provide a simple means to opt out in all direct marketing communications, and comply with opt-out requests within a reasonable time.
- 5.9 On request, the Award must identify the source of personal information used for direct marketing.

6. Access to and correction of personal information

- 6.1 An individual may request access to the personal information that the Duke of Ed holds about them or request the Award to correct their personal information using the contact details below. Requests to provide access to personal information must be dealt with in a reasonable time, generally 30 days.
- 6.2 An individual may also request the Duke of Ed to take reasonable steps to notify third party of a correction where The Award previously provided the uncorrected information to that party.
- 6.3 In some circumstances, the Duke of Ed may not be required by law to provide an individual with access or to correct their personal information. In these circumstances, the Duke of Ed must provide the individual with the reason(s) for refusal. If the individual disagrees with the Duke of Ed's refusal to make a correction, they can request the Duke of Ed to take reasonable steps to associate a statement with the information noting their disagreement.

7. Data Quality

- 7.1 The Duke of Ed must take reasonable steps to ensure that personal information it collects, uses, or disclose is accurate, complete, up-to-date, relevant and not misleading.

8. Security of Personal Information

- 8.1 The Duke of Ed must take reasonable steps to protect the personal information it holds from misuse, interference and loss and from unauthorised access, modification or disclosure.
- 8.2 The Duke of Ed must take reasonable steps to destroy or permanently de-identify personal information collected which is no longer required for any permitted purpose.

9. Complaints

- 9.1 Management of complaints procedure, including referral to the Complaints and Grievance Disputes Panel is outlined in Policy 4.14.
- 9.2 Any individual who believes the Duke of Ed has not complied with applicable Privacy Laws with respect to the handling of their personal information should write to the relevant Award organisation. The letter should describe in detail the nature of the enquiry or the ways in which the individual believes that a Privacy Law has not been complied with.
- 9.3 If a privacy complaint cannot be resolved between the Duke of Ed and the individual, the individual may contact the Office of the Australian Information Commissioner. Such complaints should be made in writing to the Office of the Australian Information Commissioner at GPO Box 5218, SYDNEY, NSW, 2001 or via their online privacy complaint form at www.oaic.gov.au.

GOVERNANCE POLICY

Policy Name:	1.13 National Award Ambassador Program
Date(s) Revised:	May 2014, Sept 2014, Sept 2018, Nov 2018, July 2019, Nov 2022,
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	2.1 Tax Deductible Gifts & Contributions 2.5 Tax Deductibility 2.6 Sponsors & Donations (Fundraising) 3.5 Privacy & Online Information

Policy

1. Role and Appointment of Ambassadors

- 1.1 An Award Ambassador (Ambassador) is appointed by the National Board.
- 1.2 An Ambassador is a prominent person who has demonstrated an interest and enthusiasm to support and promote the Award. An Ambassador makes a financial contribution but primarily they promote the Award to their business, community and government contacts.
- 1.3 An Ambassador is a person not a corporate body. The Ambassador's financial contribution may be paid by an organisation or company.
- 1.4 Before a person is appointed as an Ambassador it must be established that they are of good character and are not or have not been involved in activity that is in conflict with the Award's brand as a reputable and substantial youth development program. This includes recognising compliance to the Anti-Money Laundering and Counter-Terrorism Act 2006 (Cth). Also refer to Policy 2.1.
- 1.5 The Ambassador is a perpetual appointment subject to their willingness to actively support and promote the Award and subject to their character not bringing the Award into disrepute.
- 1.6 A couple can be recognised as joint Ambassadors. An Ambassador list (public information) will be maintained and published in print and made available online via the Award website. The National Board may appoint honorary Ambassadors. An honorary Ambassador appointment recognises an individual whom has given a substantial in kind or other highly valued contribution as well as having demonstrated they have actively advocated for the Award. The number of honorary Ambassadors is to be tightly controlled by the Board and as a guide is limited to a maximum 1 per 20 paid Ambassadors. An honorary Ambassador once approved will be recognised as an Ambassador in all communication.

2. Ambassador Requirements

- 2.1 A minimum \$25,000 at the commencement of the appointment, or by arrangement \$5,000 p.a. for 5 years
- 2.2 Ambassador financial contributions are now directed to supporting disadvantaged youth to undertake the Award.
- 2.3 The Board may review the required financial contribution and any increases will not be applied retrospectively.
- 2.4 Ambassadors electing to pledge ongoing regular financial donations will be further recognised as Continuing "Ambassadors".

3. Ambassador Communication and Function Invitations

- 3.1 An Ambassador directory will be maintained by the National Award Office (restricted circulation to Ambassadors, National Board members, Award Operating Authority Executive Officers and National Staff)
 - 3.1.1. Communication with Ambassadors will be at a personal level, i.e. minimising group communication such as newsletters
 - 3.1.2. Ambassadors will be invited to Gold Award presentations, key supporter functions, opportunities to visit Award Centres, major launches and Regal and Vice Regal events where possible.

4. Division Secured and Supported Ambassadors: Refer to Policy 2.6

5. Ambassador Dinners

- 5.1** At the discretion of HRH The Prince Edward, Duke of Edinburgh KG GVC O an annual Ambassador Dinner will be hosted by The Earl at a Palace in London. These dinners are considered thank you dinners for the support provided by Ambassadors and in taking up an advocate role for The Duke of Edinburgh's International Award.
- 5.2** The dinner will be co-hosted by the National Chair or the Chair's nominee. The Private Secretary to The Earl will be the contact person for all communication.
- 5.3** The IAF via the Asia Pacific Regional office will be notified in writing of all dinner requests via the Palace Diary requests process.
- 5.4** Each Ambassador will be invited to one dinner for themselves and their guest. All expenses associated with attending the dinner (travel and related) are to be met by the Ambassador.
- 5.5** An Ambassador may attend an additional dinner subject to availability of seating and an additional financial contribution, to cover direct costs, as a guide a minimum \$2,000 per person. If requests from multiple Ambassadors are received for additional attendance, these will be managed in an order based on: number of Ambassadors previously introduced; support for or attendance to Award functions; and, advocacy activity.
- 5.6** A professional photographer will be arranged by the NAO to attend and photograph each couple as well as casual shots subject to Palace agreement.
- 5.7** Additional activities associated with the Dinner, e.g. attending the Changing of the Guard at Buckingham Palace, will be optional and subject to Palace approval, staff resources and interest.

GOVERNANCE POLICY

Policy Name:	1.14 Emergency Response & Crisis Communications (Media)
Date(s) Revised:	April 2002, Nov 2004, April 2016, Sept 2018, July 2019, Nov 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	1.6 Use of Name & Logo 1.10 Risk Management 1.19 Delegations 1.24 Business Continuity 4.13 Volunteer Code of Conduct

Purpose of the Policy

This policy establishes requirements and a framework for how The Duke of Edinburgh's International Award - Australia will implement a swift and effective communications response to a defined crisis of emergency situation.

The key objective of this policy is to minimise the impact of a crisis or emergency on the reputation of the Award and to provide strong communications support to the overall crisis or emergency response.

Emergency and crisis situations will typically arise from any of the following:

- i. Behavioral matters, e.g. Child abuse
- ii. Accident: e.g. Injury or death
- iii. Legal or Compliance E.g. Fraud, tax
- iv. Data breaches
- v. Negative media: e.g. Investigative journalism, association with a key supporter who is in trouble
- vi. The Award's "moral compass" has failed

The National Award Operator (NAO) recognises the importance of protecting the safety, security and wellbeing of employees, volunteers and participants and the reputation and good name of the Award.

This policy is to be consistent with the Policy 1.10 Risk Management and the International Award PR Guidelines – Reactive Media Relations.

It is recognised that Award Operating Authorities (Divisions) as well as Award Centres have local processes and procedures to be followed in such situations.

Policy

Licence documentation with Award Operating Authorities is to refer to this policy.

1.1 National Spokesperson

1.1.1 The National Chair, or their nominated NAO Board or Staff Executive representative, is the official spokesperson for the Award in Australia in emergency or crisis situations (actual or high potential), regardless of the jurisdiction.

1.2 Crisis Team

1.2.1 In the event of a national emergency or crisis situation the NAO Executive and National Chief Executive Officer (CEO) will act and assemble as the Crisis Team. The Crisis Team may appoint additional personnel to assist them, especially recognising the onsite key person(s) and the Award Centre involved.

1.3 Notification of Emergency or Crisis Situation

1.3.1 The National Chair and the National Board Executive Committee is to be notified at the earliest opportunity, through the National Award Office of all fatalities, significant accidents, instances of missing Adventurous Journey groups or incidents/actions, which need to be managed immediately.

1.4 State Response Plan

1.4.1 In addition to notifying the National Chair, the relevant Division Chair and Award Operating Authority Committee members are required to be notified and local processes followed in concert with the NAO's response.

1.4.2 The National Chair is to be updated and advised of the outcome of the situation through the National Award Office.

1.5 National Emergency or Crisis Response Plan

- 1.5.1 In a national emergency situation, the NAO Executive and Crisis Team will convene to assess the situation and develop the key message, an official statement and a National Response Plan.
- 1.5.2 The National spokesperson will take appropriate agreed action in relation to communicating with the parties involved or briefing the media and/or relevant stakeholders.
- 1.5.3 As soon as practicable the Award Operating Authorities will be informed of the situation and provided with a copy of any official statement.
- 1.5.4 The National Award Office will act under the direction of the National Chair to undertake any action or follow-up required by the agreed National Response Plan.
- 1.5.5 The Award will seek to work with relevant authorities when dealing with the crisis.

1.6 Post Emergency or Crisis Situation Evaluation

- 1.6.1 The NAO Executive and Crisis Team will undertake a post emergency or crisis management evaluation. The National Award Office will prepare and retain an evaluation report.
- 1.6.2 The National Chair through the National Award Office will write, as appropriate to any affected parties to provide post emergency or crisis follow-up.

1.7 Approved Award Spokespersons – National and Division

- i. Approved spokespersons will be the NAO Chair and National CEO of the NAO and each Division, as well as any additional people appointed by the National Award Office.
- ii. Each recognised spokesperson to have completed crisis communication media training¹ and/or demonstrated competence in both media and high-profile event public speaking.

1.8 Crisis Management Initial Immediate Action Steps

1. **Awareness/Reporting** of a major incident or crisis (e.g. via Division, Award Centre, Media Enquiry, Google Alert)
If not received by the relevant Division(s) or CEO, they are to be directly (verbally) informed immediately
2. **Inform immediately** (regardless of time of day) all key persons of known or potential crisis
 - i. National CEO
 - ii. National Chair
 - iii. Other Division EOs
 - iv. Division Chairs/all NAO directors/all The Friends Directors
 - v. Media/PR Advisors
 - vi. IAF re: Serious Incident Reporting Policy (as per IAF-NAO licence)
3. Organise **teleconference** of key persons
4. Research/gather **additional information and confirm information**
5. Ensure media is being continuously monitored as the crisis or emergency unfolds
6. Add a statement on the website home page and social media, when and/or where appropriate
7. Agree on **action position**
8. Prepare **briefing notes** and **media statement**
9. Agree on **spokesperson(s)**

1.9 Communication

- i. All internal and external communications during a crisis will be guided by the following core principles:
 - a. Appropriate and timely: taking into account the required speed and tone of communications
 - b. Proactive and measured: delivering information that demonstrates control over the situation: and
 - c. Clear and plain English: presenting information that is easily understood by all stakeholder audiences; and
 - d. Consistency across different channels: ensuring messages used are consistent, regardless of whether they are disseminated through traditional media, online media, social media or via internal communications channels.
- ii. All press statements must be factual. Always:
 - a. Be honest, measured and helpful;
 - b. Response quickly; and

¹ Media training course as verified being suitable by the NAO's National Media and Communications Advisor (Hon)

c. Keep records

iii. Do not:

- a. Lie, mislead, or cover up;
- b. Say “no comment”
- c. Admit liability
- d. Blame or defend others
- e. Speculate or go “off-the-record”; and
- f. Make statements on behalf of any other third party

GOVERNANCE POLICY

Policy Name:	1.15 Health & Safety
Date(s) Revised:	April 2002, Nov 2018, July 2019, Nov 2022
Review Cycle:	2 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	1.10 Risk Management 3.13 HR Management & Employment 4.3 Accidents & Safety Incidents 4.14 National Code of Conduct for Award Employees 4.13 Volunteer Code of Conduct

Purpose of the Policy

This policy aims to achieve the highest standards of health and safety for people involved in The Duke of Edinburgh's International Award - Australia.

Policy

- 1.1 The National Award Operator (NAO) is committed to providing a safe and healthy workplace and working environment for its employees, contractors, volunteers and visitors.
- 1.2 The NAO will promote a culture where harm to its people through work is unacceptable. All employees share responsibility for implementing this policy.
- 1.3 To achieve the commitment in this policy, the NAO shall:
 - 1.3.1 Actively comply with all relevant health and safety legislation, as a minimum;
 - 1.3.2 Demonstrate commitment and leadership through the National Award Office management;
 - 1.3.3 Communicate clearly health and safety responsibilities for management, employees, contractors and national volunteers;
 - 1.3.4 Incorporate health and safety into strategic and operational planning, management systems and decision making;
 - 1.3.5 Work to eliminate hazards and practices that could cause incidents, injuries or illnesses;
 - 1.3.6 Involve all people who work for the NAO to identify risks and monitor health and safety performance;
 - 1.3.7 Allocate resources to meet the commitments of this policy.
- 1.4 National licensing documentation will make reference to this policy.

GOVERNANCE POLICY

Policy Name:	1.16 Volunteer Protection
Date(s) Revised:	April 2002, Nov 2006, May 2014, Nov 2018, July 2019, Nov 2022
Review Cycle:	2 years
Authority:	National Board
National Handbook Reference (s)	2.1.2 (6) re; Insurance 8.4 re: Risk Management
Related Policies:	1.10 Risk Management 3.6 Volunteer Qualifications 3.12 Protection of Children & Young People 4.13 Volunteer Code of Conduct Form 4.15 National Code of Conduct for Employees

Introduction

The National Award Operator (NAO) is committed to promoting the safety and wellbeing of the volunteers of The Duke of Edinburgh's International Award - Australia and to providing a positive and supportive environment for participating in the Award. Volunteers are not employees or contractors of the NAO, the relevant Award Operating Authority or National Award Centre, but rather perform volunteering activities.

The terms of this policy are to be construed subject to any applicable Commonwealth or State/Territory statute, delegated legislation or industrial instrument such that if any provision of this policy is inconsistent with any such statute, legislation or instrument, the terms of the statute, legislation or instrument prevail to the extent of any inconsistency.

Purpose of the Policy

This policy establishes protective measures and outlines the processes for addressing volunteer protection within the Award in Australia. This policy clarifies the standards and boundaries within which activities take place, and manage, review, and minimise the risks associated with volunteers participating in the Award.

1. Definitions

- 1.1 “National Level Matter”** means matters involving the NAO or staff employed directly by the NAO. It may also be where the complaint, grievance or dispute is of a scale or significance that it warrants the awareness and resources of the NAO and/or the National Award Office. They would include matters of child abuse, WHS, discrimination, harassment or bullying.
- 1.2 “Volunteering”** is an activity that is undertaken:
- 1.2.1 to be of benefit to the community and the person;
 - 1.2.2 of the person's own free will and without coercion;
 - 1.2.3 for no financial payment; and
 - 1.2.4 in positions which are designated by the NAO or an Award Operating Authorities and National Award Centres as volunteer positions only.

2. Award Operating Authorities and National Award Centres obligations

- 2.1** Award Operating Authorities and National Award Centres must take reasonable steps to ensure all people with which it engages, including but not limited to its Board members, employees, Award Centres, instructors, Assessors, Award Leaders and volunteers are:
- 2.1.1 provided with a copy and are made aware of this policy and any other policy of the NAO or the Award Operating Authority and National Award Centre pertaining to volunteers; and
 - 2.1.2 informed of any legal or other relevant obligations relating or attaching to the specific activity in which they are involved, including relevant State/Territory and Commonwealth legislative requirements.
- 2.2** Award Operating Authorities and National Award Centres must ensure volunteers who participate in the Award are:
- 2.2.1 recognised by an Award Centre, Award Operating Authority, National Award Centre, or the NAO; and
 - 2.2.2 informed of and understand their role, responsibilities and obligations
 - 2.2.3 Agree, sign, and adhere to the Volunteer Code of Conduct
 - 2.2.4 Adhere to the Protection of Children and Young People policy

3. Insurance

The NAO will use reasonable endeavours to provide or cause the provision of insurance cover as advised from time to time to all young people who are registered as Participants of the Award. This insurance cover is in addition to the licence requirements placed by the NAO for all Award Centres to have public liability insurance that recognises the delivery of the Award in their school or organisation. The NAO will undertake a market review of its appointed insurance broker on a minimum 5-year cycle.

4. Complaints, grievances and disputes involving volunteers

- 4.1 All complaints, disputes or grievances involving and/or including volunteers who participate in the Award must immediately and initially be reported to and addressed by the Award Centre, with the exception of National Level Matters.
- 4.2 If the matter clearly or potentially is a crime it is to be referred to the police.
- 4.3 If the matter cannot be resolved satisfactorily to the parties involved or in a timely matter by the Award Centre, it must be referred to the relevant Award Operating Authority or National Award Centre.
- 4.4 If the matter cannot be resolved by the Award Operating Authority or National Award Centre, or the matter is a National Level Matter, it must be referred by the Award Operating Authority or National Award Centre to a standing Complaints and Grievance Disputes Panel via the National Award Office.
- 4.5 As a sub-committee of the National Board, the panel will be convened by the Deputy Chair of the National Board and will have 2 additional directors appointed by the Chair subject to there being no actual, potential, or perceived conflict of interest with the matter being addressed. If the matter is referred to the Complaints and Grievance Disputes Panel:
 - 4.5.1 The Complaints and Grievance Disputes Panel will meet to deal with the matter at the earliest opportunity, subject to receiving in writing all background information pertaining to the matter, including the original complaint or grievance which must be in writing;
 - 4.5.2 The Complaints and Grievance Disputes Panel may seek legal advice or consult appropriate authorities as required, respecting the privacy and confidentiality of all parties at all times and ensuring all parties are kept informed of the process;
 - 4.5.3 The Complaints and Grievance Disputes Panel must objectively, factually and independently review the matter and make recommendations to the parties involved as appropriate.
 - 4.5.4 Following the making of the recommendations in relation to the matter, the Complaints and Grievance Disputes Panel must inform the National Chair of the matter and outcomes. The recommendations of the panel are binding with respect to either impacting an Award Leader or the licence of an Award Operating Authority or National Award Centre to deliver the Award.
 - 4.5.5 If mediation is agreed by parties, the cost of this will be carried by the Award Centre, the Award Operating Authority or National Award Centre, or the NAO depending on the level that the matter is being addressed.

5. Disciplinary Matters

- 5.1 Disciplinary matters involving volunteers are initially to be raised and dealt with by the relevant Award Centre, Award Operating Authority or National Award Centre unless the volunteer has been appointed by the NAO or National Award Office.
- 5.2 Types of disciplinary action that may be considered include:
 - 5.2.1 A written or verbal apology
 - 5.2.2 A warning
 - 5.2.3 Requirement for counselling and/or education
 - 5.2.4 Suspension of appointment
 - 5.2.5 Termination of appointment
 - 5.2.6 Banning the volunteer from further involvement with the Award or attending activities related to the Award
 - 5.2.7 Informing police or other relevant authority(s)
- 5.3 If any of the parties involved have a justifiable cause to claim that the matter cannot be resolved by the relevant Award Centre and/or Award Operating Authority or National Award Centre, or the nature of the discipline is unwarranted, they may refer their concerns to the Complaints and Grievance Disputes Panel via the NAO, or if the matter involves the Panel, then to the National Board for appropriate action.

GOVERNANCE POLICY

Policy Name:	1.17 Antidiscrimination & Harassment
Date(s) Revised:	April 2002, Nov 2018, July 2019, Nov 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	1.15 Health & Safety 3.13 HR Management & Employment 4.14 National Code of Conduct for Award Employees 4.13 Volunteer Code of Conduct

Introduction

This policy recognises that all States and Territories have their own anti-discrimination legislation. In respect of the National Award Office, the NSW Anti-Discrimination Act 1977 applies in addition to the relevant Commonwealth legislation. The terms of this policy are subject to any applicable Commonwealth or State/Territory statute, delegated legislation or industrial instrument, such that the terms of the statute, legislation or instrument prevail to the extent of any inconsistency contained in this policy.

Purpose of the Policy

This policy aims to maintain appropriate standards of professional conduct and prevent unlawful discrimination and harassment in the workplace.

1. Definitions

- 1.1 “**Discrimination and harassment**” occurs when a person is discriminated against or harassed in certain areas of public life because of their race, colour, descent or national or ethnic origin, as defined under the Racial Discrimination Act 1992 (Cth), or because of their sex, marital status, pregnancy as defined under the Sex Discrimination Act 1994 (Cth), or because of disability as defined under the Disability Discrimination Act 1992 (Cth), or because of their age as defined under the Age Discrimination Act 2004 (Cth), or other such grounds defined under Australian Human Rights Commission Act 1986 (Cth).

2. Policy

- 2.1 The National Award Operator (NAO) is committed to ensuring a working environment free from discrimination and harassment for its employees, contractors, volunteers and visitors.
- 2.2 The NAO will promote a culture where of any kind of discrimination or harassment is not tolerated. Disciplinary action will be taken against any employee (or agent) who breaches this policy. All employees share responsibility for implementing this policy.
- 2.3 To achieve the commitment in this policy the NAO will:
- 2.3.1 Actively comply with all relevant anti-discrimination and equal opportunity legislation, as a minimum;
 - 2.3.2 Demonstrate commitment and leadership through the National Award Office management;
 - 2.3.3 Implement awareness raising strategies to ensure employees, contractors and national volunteers know their rights and responsibilities;
 - 2.3.4 Provide an effective procedure for complaints;
 - 2.3.5 Treat all complaints in a sensitive, fair, timely and confidential manner;
 - 2.3.6 Encourage the reporting of behaviour which breaches the discrimination and harassment;
 - 2.3.7 Allocate resources to meet the commitments of this policy.
 - 2.3.8 National licensing documentation will make reference to this policy.

GOVERNANCE POLICY

Policy Name:	1.18 National Duke of Ed Centres
Date(s) Revised:	Nov 1985, March 2005, Aug 2005, Sept 2006, Aug 2015, Nov 2018, July 2019, May 2020, March 2021, May 2021, May 2024
Review Cycle:	3 years
Authority:	National Board
National Handbook Reference (s)	2.1.1 The National Award Operator 2.1.3 Award Centres
Related Policies:	2.2 National Fee Structure & Recommended Retail Price 3.8 Award Operating Authority and Duke of Ed Centre Licences

Purpose of the Policy

This policy recognises the opportunity for an organisation to be authorised by the National Award Operator (NAO) to operate the Award Program as a National Award Centre. While it is the preference of the NAO that organisations and individuals interested in delivering the Award register with an Award Operating Authority (AOA/Division), this policy is designed to facilitate organisations with a national structure and focus to deliver the Award.

1. Requirements for a National Award Centre Licence

1.1 National Organisation

- 1.1.1 Be a multi-state operation;
- 1.1.2 Company, national government body or incorporated association;
- 1.1.3 Requests for national registration must satisfy the NAO that single or multiple Award Centre licences through an AOA is not practical.

1.2 Initial and Planned Participant levels – scaled for national program

- 1.2.1 Minimum 200 initial Participants across two or more AOA jurisdictions;
- 1.2.2 Minimum of 500 new participants each year across two or more AOA jurisdictions (the National Board retains the discretionary authority to make an exception for disability or high disadvantaged youth operators).

1.3 Self-contained operation – management and administration of program

- 1.3.1 Evidence of executive level management support (including dedicated staffing);
- 1.3.2 Identification of team of adults to manage and administer program proportional to planned size of participation;
- 1.3.3 Can readily provide required record management systems and monitoring systems.

1.4 Licence audit minimum two-yearly by the NAO

- 1.4.1 Additional audits, if deemed necessary by NAO will be at the cost of the AOA.

1.5 Fully abide by Duke of Ed requirements and National Policies, including:

- 1.5.1 Registered User activity;
- 1.5.2 Assessment;
- 1.5.3 Volunteer training and support;
- 1.5.4 Safety;
- 1.5.5 Record keeping.

1.6 Organisation Level Insurance to meet National standards

- 1.6.1 Public Liability;
- 1.6.2 Personal Accident (per Duke of Ed Registered User)

2. Communication and Arrangements with Award Operating Authorities

- 2.1 AOAs will have contact details for all National Duke of Ed Centres for general enquiries and referral purposes.
- 2.2 AOAs will receive fees for providing training (public courses or in-houses) and any additional support services required by the National Duke of Ed Centre.
- 2.3 Revenue stream for AOAs will apply.
- 2.4 National Duke of Ed Centres will liaise with AOAs concerning Award presentations, especially for Gold Awards as appropriate.

3. Pricing

The fees set by National Duke of Ed Centres shall not financially disadvantage AOAs. Fees applicable include:

- 3.1 Application and Initial National Duke of Ed Centre Registration Fee plus GST, payable to the NAO. This is set by the National Board and revised annually, as per Policy 2.2 National Fee Structure & RRP.
- 3.2 Annual Registration Fee plus GST, payable to the NAO by the National Award Centre;
- 3.3 The Registered User Fee to be used by the National Duke of Ed Centre must comply with Policy 2.2 National Fee Structure & RRP.
- 3.4 A fee will be payable to the AOA in which the Duke of Ed Registered User resides.
 - 3.4.1 This fee is determined by the NAO in consultation with the National Duke of Ed Centre and the applicable AOA, but will be, as a minimum equivalent to the NAO component of the RRP registration fee. These fees support the administration and management of the Award and enable Gold Awards of all National Duke of Ed Centres to be presented at the appropriate Award Ceremony of an AOA, based on where the Duke of Ed Alumni resides.
 - 3.4.2 This fee payable to the AOAs does not apply to the Australian Air Force Cadets as from 1 July 2020, recognising that service support received by AAFC from most AOAs is limited to Gold Award Ceremonies. AOAs may recover from the AAFC proportional costs for these ceremonies and for any other agreed direct services provided to the AAFC by an AOA and to recover proportional costs for services that can only be provided by an AOA eg. Government reporting.
 - 3.4.3 The registration transfer by a Duke of Ed Registered User from a National Duke of Ed Centre to another Duke of Ed Centre, whether it is initiated by the Participant due to the National Duke of Ed Centre's inability to provide the required support or due to the National Duke of Ed Centre's decision, may incur a registration transfer fee payable by the National Duke of Ed Centre and as determined by the National Office.
- 3.5 The fundamental consideration for any variation from this will be the amount of service or support required by the National Duke of Ed Centre to be provided by the Award Operating Authorities.

GOVERNANCE POLICY

Policy Name:	1.19 Delegations
Date(s) Revised:	Sept 2006, June 2012, March 2014, Nov 2018, March 2019, July 2019, Nov 2022, March 2024
Review Cycle:	3 yearly
Authority:	NAO Executive. The Friends Board
National Handbook Reference (s)	
Related Policies:	1.2 Structure & Composition of the National Award Operator (NAO) 1.6 Use of Name & Logo 1.14 Emergency Response & Crisis Communications (Media) 3.2 Income & Operating Budget

Introduction

A delegations' register, as detailed in this policy, will be maintained to reflect on the key delegations contained in this policy as well as management and operations delegations introduced by the National CEO.

Policy:

1. Financial Delegations

- 1.1** The **National Chair** may authorise, without further approval any single item of expenditure that:
- 1.1.1 Does not exceed \$20,000, and
 - 1.1.2 Has been identified in the annual budget that has been approved by the National Board, or
 - 1.1.3 Is a non-budgeted item considered most important to the organisation up to \$5,000 after consideration of the overall financial position.
- 1.2** Any **two Executive Members (Office Bearers)** may jointly authorise without further approval any single item of expenditure that:
- 1.2.1 Does not exceed \$40,000, and
 - 1.2.2 Has been identified in the annual budget that has been approved by the National Board, or
 - 1.2.3 Is a non-budgeted item considered most important to the organisation up to \$10,000 after consideration of the overall financial position.
 - 1.2.4 The opening of a bank or financial institution account in accordance with the National Board's investment policy
- 1.3** The **National Chief Executive Officer (CEO)** may authorise without further approval any single item of expenditure that:
- 1.3.1 Does not exceed \$20,000 (other than online payment registration disbursements to Divisions and payroll for approved staff), or \$30,000 for Disadvantaged Youth Funding, and
 - 1.3.2 Has been identified in the annual budget that has been approved by the National Board, or
 - 1.3.3 Has been approved by the National Chair under delegation from the National Award Operator (NAO), or
 - 1.3.4 Is a non-budgeted item considered most important to the organisation up to \$5,000 after consideration of the overall financial position.
 - 1.3.5 Approve investment of funds in accordance with the National Board's Investment Policy

2. Spokesperson and Release of Information

- 2.1** The National CEO is delegated to act as the Spokesperson the Company for the purpose of responding to requests for information and data, including the media.
- 2.2** The CEO may respond to requests for media interviews in the absence of the National Chair and when it is not a matter for one Award Operating Authority's attention.

3. Contracts

- 3.1** The National CEO may enter into office accommodation and supplier contracts and agreements identified in the annual budget that has been approved by the National Board.
- 3.2** The CEO or the National Board may approve:

- 3.2.1 Contracts and licences regarding Award delivery with partner institutions, including variations to Award Centre licence agreements that need minor variations, e.g. variations on insurance thresholds
- 3.2.2 Joint venture agreements (non-financial)
- 3.2.3 Memorandum of understanding (non-financial)
- 3.2.4 Confidentiality agreements

3.3 The National Board must approve:

- 3.3.1 Agreements for the sale and purchase of real property
- 3.3.2 Commercial contracts with industry
- 3.3.3 Bank or financial institution accounts opened or closed
- 3.3.4 NAO agreements to assign, licence, commercialise or otherwise deal contractually with intellectual property
- 3.3.5 All documents to be executed under seal
- 3.3.6 Agreements to form or enter into a company
- 3.3.7 Contracts with industry
- 3.3.8 Building construction and major works contracts

4. Affiliation and Memberships

- 4.1 The CEO may represent the NAO in affiliating or becoming a member of peak organisations, employer association and industry bodies.
- 4.2 Fees related to any such membership exceeding \$1000.00 per annum will require prior approval of the National Chair.

5. Staff and HR

- 5.1 The National CEO may adjust the staff composition, engage and terminate staff (permanent, temporary, casual, contract) conditional that overall budgeted staff costs (including indirect costs and provisions) are maintained.
- 5.2 The recruitment and appointment of the CEO will be the decision of the National Board.
- 5.3 The CEO will manage performance of all employees and contracted personnel.
- 5.4 The CEO will review and make changes and updates to HR Policies subject to the changes and updates not representing any substantial or material changes.
- 5.5 The National Chair approves the CEO's leave.

6. Security

- 6.1 The National CEO, Executive Manager Operations and the Senior Manager, Finance and Administration are responsible for arrangements concerning access to property (office), and storage and access to assets (non-financial) and documentation.
- 6.2 The CEO may determine matters of disposal of equipment that is not serviceable or surplus to need.
- 6.3 The CEO, Executive Manager Operations and the Senior Manager, Finance and Administration are to jointly determine the disposal of archived and historical documents and material.

7. Services and Compliance

- 7.1 The National CEO, Executive Manager Operations and the Senior Manager, Finance and Administration, are delegated to be the contact persons for utility companies, Australian Tax Office and other organisations that the Award has a service relationship.

8. Policy Review

- 8.1 The National CEO may approve the review and updating of governance policies if the changes being made are not material in nature, i.e. relate to date updates, typographic or format corrections or improvements, content added or deleted to improve comprehension or changes made that are related to another policy approved by the National Board.

9. Management Delegations

- 9.1 The Chief Finance Officer (CFO)
 - i. Payroll, limited to approved staff salary (jointly with CEO or National Business Services Manager).
 - ii. Superannuation payments, limited to approved staff salary levels (jointly with CEO or National Business Services Manager).
 - iii. Office expenses, including equipment servicing/repairs up to \$500 per item or related items or if with National Business Services Manager or National Operations Manager, \$1,500, subject to being within approved budget for such expenses.

- iv. Travel expenses up to \$500 per item or related items subject to being within approved budget for such expenses.
- v. Visitor or supporter hospitality expenses up to \$200 per item or related items subject to being within approved budget for such expenses.
- vi. CEO's travel and petty cash expenses (jointly with National Business Services Manager) subject to being within the approved budget for such expenses.

9.2 The National Business Services Manager

- i. Payroll, limited to approved staff salary (jointly with CEO or CFO).
- ii. Superannuation payments, limited to approved staff salary levels (jointly with CEO or CFO).
- iii. Office expenses, including equipment servicing/repairs up to \$500 per item or related items or if with CFO or National Operations Manager, \$1,500, subject to being within approved budget for such expenses.
- iv. Travel expenses up to \$500 per item or related items subject to being within approved budget for such expenses.
- v. Visitor or supporter hospitality expenses up to \$200 per item or related items subject to being within approved budget for such expenses.
- vi. CEO's travel and petty cash expenses (jointly with CFO) subject to being within the approved budget for such expenses.

9.3 The National Operations Manager

- i. Office expenses, including equipment servicing/repairs up to \$500 per item or related items or if with CFO, or National Business Services Manager, \$1,500, subject to being within approved budget for such expenses.
- ii. Travel expenses up to \$500 per item or related items subject to being within approved budget for such expenses.
- iii. Visitor or supporter hospitality expenses up to \$200 per item or related items subject to being within approved budget for such expenses.

9.4 Executive Support Officer

- i. Office expenses, including equipment servicing/repairs up to \$500 per, subject to being within approved budget for such expenses.

GOVERNANCE POLICY

Policy Name:	1.20 The Friends of the Duke of Edinburgh's Award in Australia
Date(s) Revised:	May 1986, Nov 2018, July 2019, Nov 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	2.1 Tax Deductible Gifts & Contributions 2.4 Fundraising (Friends) 2.5 Tax Deductibility 2.6 Sponsorship & Donations (Fundraising) 2.9 Friends Budget and Funding Support to the NAO

1. Policy

- 1.1 The Friends' of the Duke of Edinburgh's Award in Australia Inc (The Friends) (ABN: 85 021 371 716) has Deductible Gift Recipient Status (DGR) under item number 11.2.2 of the table in section 30-95 of the Income Tax Assessment Act 1997.
- 1.2 The Friends is governed by a Board (Committee) whose composition is subject to approval of the National Board of the National Award Operator (NAO).
- 1.3 The current Rules (constitution) of The Friends as adopted 12 April 2017.
- 1.4 The objects and specific powers of the Association are outlined in the Rules.
- 1.5 **It is only through The Friends that financial contributions to the Award may be eligible for taxation concessions.** Refer to Policy 2.1 and Policy 2.5.
- 1.6 The two main ways in which contributions may be tax deductible.
 - 1.6.1 Gifts
 - 1.6.2 Tax Deductible Contributions
- 1.7 The Friends and the NAO entered into an MOU regarding cooperation concerning funds, governance and management.
- 1.8 While the National Award Office is receiving subsidised accommodation, it will provide The Friends with free or subsidised office accommodation and essential office equipment and communications facilities support.

GOVERNANCE POLICY

Policy Name:	1.21 Director Role Description
Date(s) Revised:	May 1986, March 2017, Nov 2018, July 2019, Nov 2022, May 2023
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	1.1 Role & Authority of National Award Operator 1.2 Structure & Composition of the National Award Operator 1.7 Code of Conduct for Directors 1.10 Risk Management 1.19 Delegations 1.20 The Friends of the Duke of Edinburgh's Award in Australia 1.23 Related Party Transactions 2.11 Board & Directors Expenses

1. Position Title

Director

2. Reporting To

- 1.1 The Board of The Duke of Edinburgh's International Award - Australia (The National Board).
- 1.2 National Award Operator (NAO) via the National Chair.

3. Key Responsibilities

- 3.1 Contribute to the appointment and ongoing performance assessment of the Chief Executive Officer (CEO) and any of their direct management reports.
- 3.2 Be informed of the licensee requirements between the NAO and the International Award Foundation (IAF)
- 3.3 Read, consider and if required challenge, all papers, reports and information (Award Operating Authorities, operational, market, financial, policy) made available (or requested) to the Director.
- 3.4 Contribute to the National Board's strategic planning process.
- 3.5 Attend and actively participate in all National Board meetings and any additionally scheduled meetings.
- 3.6 May appoint a member of the Board as a proxy to attend a meeting or vote on your behalf, as per clauses 11.10 and 11.11 of the Constitution. Appointments must be notified in writing.
- 3.7 Prepare and/or review papers or submissions on topics considered important to the successful operation of the Award and the delivery of non-formal education, youth and broader community benefits.
- 3.8 Be at all times cognisant of actual, perceived and/or potential conflict of interests, and disclose these to the National Board at the earliest opportunity.
- 3.9 Inform the National Board of any activities or interests that may conflict with, compromise or restrict the director from fully meeting their duties, including any related to representative obligations.
- 3.10 Review implementation of Board and Management policies and assist in the formulation of new policies.
- 3.11 Consider and approve the annual budget as presented by the Treasurer and/or the National CEO.
- 3.12 Undertake the chair or convenor role on Board sub-committees or project groups.
- 3.13 Monitor and appraise all matters concerning the financial viability of the NAO (including financial and operational key performance ratios) to ensure compliance with all relevant legislation, codes, policies and standards
- 3.14 Undertake ongoing (annually) training and professional development activities to address or enhance knowledge and skills needs applicable to this National Board appointment.
- 3.15 Contribute to the National Board's representation at public or Award Operating Authority events.
- 3.16 Assist in the identification and briefing of individuals that may be both interested and capable of serving as a future Director or in an advisory role.
- 3.17 Maintain other community and professional interests to enhance perspective and independent input to the National Board.
- 3.18 Assist with securing financial support and in-kind resource support.
- 3.19 Uphold the commitment of the NAO to safeguarding, particularly for children and young people, and the principles of Child Safe Organisations.
- 3.20 Contribute to the Board's ongoing risk review to ensure compliance with the NAO's Risk Management policy (Policy 1.10), current IAF licence requirements, and legislative compliance.

4. Delegations

4.1 All delegations are clearly documented in the relevant Policy 1.19.

5. Personal Qualities to be Demonstrated

- 5.1 Honesty and trustworthiness at all times
- 5.2 100% confidentiality regarding all National Board matters
- 5.3 Strong loyalty to the interests of the Award through its national, Award Operating Authority and registered operator operations
- 5.4 Timely, confident and very well informed decision making and problem solving
- 5.5 Articulate and confident communicator (verbal and written)
- 5.6 Leadership and achievement driven
- 5.7 Numerically and analytically competent
- 5.8 Exercise complex judgement and initiative

6. Remuneration and Expenses

- 6.1 The annual remuneration and expenses allowance will be set by the National Board in accordance with its rules, and reflect the not-for-profit status of the NAO.
- 6.2 Currently the NAO rules do not provide for the payment of remuneration to Directors
- 6.3 Board meeting expenses will be met by each Director or the Award Operating Authority by which they have been nominated.
- 6.4 Directors requiring financial assistance with meeting expenses require prior approval from the National Board or National Chair in accordance with the NAO policy.
- 6.5 Directors undertaking additional approved activity may apply to have approved/recognised expenses reimbursed.

7. Performance Review Conditions

- 7.1 As required by the National Board, each Director will undertake a performance review using this role description for the criteria.
- 7.2 As requested by the National Board or the National Chair, each Director will undertake a self-assessment which will be confidentially collated. The purpose being to contribute to improved performance through review and feedback.
- 7.3 Each Director will have a current Police Check and/or relevant (State/Territory legislation) Working With Children Check.
- 7.4 Be well informed of current research and key Government policy concerning youth.
- 7.5 Be well informed on the operations and current strategic and financial status of the Award at all times.
- 7.6 The Board will undertake a governance review to assess the performance of the whole of Board no less than every two years. Wherever possible, the Board will use an independent assessment tool to facilitate this review process.

GOVERNANCE POLICY

Policy Name:	1.22 Board Sub-Committee Terms of Reference – Sample Nomination & Remuneration Committee
	Structure Review Sub-Committee Terms of Reference
Date(s) Revised:	Nov 2013, Nov 2018, Nov 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	

The **following sample** of a Sub-Committee Terms of Reference is to be used as a template for preparing all Board Sub-Committees Terms of Reference.

1. OBJECTIVE

- 1.1 The primary objective of the Sub-Committee is to make recommendations to the National Board to ensure the future sustainability of the Award in Australia
- 1.2 This is to include the options and recommendations for a preferred model to operate and deliver the Award throughout Australia more efficiently and more effectively.

2. AUTHORITY

- 2.1 The Terms of Reference for the Board Sub-Committee were adopted by a resolution of the Board

3. TERM

- 3.1 The Sub-Committee will be appointed for 12 months or as otherwise determined by the Board.

4. COMPOSITION

- 4.1 The Committee shall consist of a minimum 3 and a maximum 5 members appointed by the Board.
- 4.2 The initial members are <insert names>.
- 4.3 The Chair will be appointed by the Sub-Committee. The initial convenor will be <insert name>.
- 4.4 The National Chair will be an ex-officio member.
- 4.5 The National CEO will be a non-voting member.
- 4.6 The Sub-Committee may also invite various parties to contribute to its work and as required to attend its meetings, including National Award Office or Award Operating Authority management on a needs basis.
- 4.7 The meetings of the Sub-Committee will otherwise be closed meetings.

5. MEETINGS

- 5.1 A quorum for the Sub-Committee shall be 3 members.
- 5.2 The Sub-Committee shall hold regular meetings in order to fulfil its objectives.

6. MINUTES

- 6.1 A National Office employee shall be appointed to keep minutes of the meetings, as requested by the Chair of the Sub-Committee. Draft minutes will be included in papers for the next Board Meeting.

7. DUTIES & RESPONSIBILITIES

- 7.1 The Sub-Committee shall consider, but not be limited to, the following:
 - 7.1.1 The role of the National Award Office and the Award Operating Authorities.
 - 7.1.2 Location of National Award Office and offices of an Award Operating Authority office.
 - 7.1.3 National Award Office roles that can be undertaken by an Award Operating Authority office.
 - 7.1.4 Merging of Award Operating Authorities and/or offices.
 - 7.1.5 Board membership and staffing linked to model(s) proposed.
- 7.2 The Sub-Committee in undertaking the above shall:
 - 7.2.1 Develop an action/milestone timetable and allocate tasks to Sub-Committee members.
 - 7.2.2 Utilise the current strategic plan as a component of determining future projections and organisational needs.
 - 7.2.3 Collect and review all available information and communication concerning critiquing the current national structure.
 - 7.2.4 Identify successful models for structure and practice amongst related NFP organisations.
 - 7.2.5 Engage the Award Operating Authorities and key stakeholders in providing feedback to support the review.

- 7.2.6 Keep the National Board informed with regular updates.
- 7.2.7 Seek independent validation (via pro-bono) of modelling and assumptions.
- 7.2.8 Prepare and make detailed recommendations to the National Board.

8. ACCESS TO SUPPORT

- 8.1 The Sub-Committee shall have unlimited access to the National CEO. The Committee may also consult independent experts where it is considered necessary to carry out its duties.
- 8.2 Current delegated expenditure approvals apply. No specific are funds allocated for this review.

9. REPORTING

- 9.1 Draft report by <insert date>
- 9.2 Final report <insert date>
- 9.3 Extended reporting:
 - 9.3.1 Progress Report: <insert date>
 - 9.3.2 Details Report and Final Recommendations: <insert date>

10. List of Current Terms of Reference

- 10.1 Board Executive Committee
- 10.2 Brank, Marketing & Comms Committee
- 10.3 Cyber Advisory Panel
- 10.4 Investment Committee
- 10.5 Medals & Awards Committee
- 10.6 Nominations & Remuneration Committee
- 10.7 Organisation Structure Review Committee
- 10.8 Risk Management & WHS Sub Committee
- 10.9 Youth Advisory Panel

(Policy 1.22)

SAMPLE: Nomination & Remuneration Sub-Committee Terms of Reference

1. OBJECTIVE

The Board has established a Nomination and Remuneration Committee. The Nomination and Remuneration Committee is guided by this Terms of Reference (policy) in conjunction with the Constitution of the Company so far as it may be relevant.

The primary objective of the Nomination and Remuneration Committee is to assist the Board in discharging its responsibilities with regard to

1. the appointment of Board appointed Directors, and
2. the appointment of the Chief Executive officer, and
3. the remuneration package of the Chief Executive Officer.

2. AUTHORITY

The Terms of Reference for this Board Committee were adopted by a resolution of the Board, 4th March 2022

3. COMPOSITION

- i. The Chairman of the National Board will be the chair of the Nomination and Remuneration Committee.
- ii. The Committee shall consist of a minimum 4 directors (including the Chair) or such greater number as determined by the Board from time to time.
- iii. The majority of committee members must be Board appointed directors.
- iv. Committee members may be proposed by the Chair of the Board.
- v. The committee membership must be approved by the Board.
- vi. Committee members (where possible) must:
 - a. have a sound knowledge of the Company's business, organisation structure and related executive/employee remuneration policies and practices;
 - b. be able to demonstrate relevant knowledge at a senior management level of Company remuneration/reward programmes and the setting of performance objectives and related industry/market practices;
 - c. have an appropriate understanding of best practice principles and disclosure requirements in respect of executive appointment and remuneration;
 - d. have an appropriate understanding of corporate governance matters particularly in relation to Board and director responsibilities.
- vii. Members of the Board, company management and/or independent consultants may attend all or part of each meeting at the invitation of the Chair.
- viii. Voting at committee meetings will be restricted to committee members.
- ix. The meetings of the Committee will otherwise be closed meetings.

4. TERM

In accord with the constitution, the Chair may serve a maximum of two 3-year terms. Other committee members may serve up to three 2-year terms.

5. MEETINGS

- i. The number of meetings is to be determined by the nomination and remuneration chair so as to allow the Nomination and Remuneration Committee to fulfil its obligations but will not be less than two each year.
- ii. The quorum of a meeting will be a minimum of three directors.
- iii. All meetings will be conducted subject to an agenda to which the Nomination and Remuneration Committee members have had the opportunity to contribute.

- iv. The chair is required to call a meeting of the Nomination and Remuneration Committee, if requested to do so by a member of Nomination and Remuneration Committee where the committee member has provided a statement of reasons for the meeting to each committee member at least 7 days prior to any proposed meeting.
- v. Where the Nomination and Remuneration Committee is unable to reach consensus on a matter, the chair of the committee will report this to the Board.
- vi. The Board will then determine whether it is appropriate for the matter be resolved by the Board and/or whether independent advice should be sought.
- vii. No director will be responsible for appraising their own performance.
- viii. Subsequent to each committee meeting the Chair will report to the Board, matters discussed by the Committee. Such reports may include:
 - a. results of remuneration setting for all relevant senior executives;
 - b. nomination and performance criteria;
 - c. nominations for Directors or senior executives as required;
 - d. minutes and formal resolutions; and
 - e. other key activities and significant issues of which the Board should be informed.
- ix. The performance of the Nomination and Remuneration Committee will be measured against this Terms of Reference/policy and such other relevant criteria as approved by the Board.

6. MINUTES

The secretary to the committee will maintain minutes of all meetings of the Nomination and Remuneration Committee and those minutes will be signed by the Chair.

7. DUTIES & RESPONSIBILITIES

The Nomination and Remuneration Committee shall consider and monitor, but not be limited to, the following:

- i. Ensuring that the committee and its members conduct the business of the committee in accord with constitution, policies and procedures of the Duke of Edinburgh's International Award - Australia;
- ii. Seeking suitable board director candidates for consideration.
- iii. Recommending director candidates for consideration by the Board;
- iv. Ensuring appropriate induction and education programmes are available to Directors;
- v. Ensuring Board approved systems and measures are established and implemented to facilitate the review of the performance of:
 - a. the Chair;
 - b. directors;
 - c. senior executives;
 - d. committees of the Board; and
 - e. the Board as a whole.
- vi. Setting criteria for Board membership, skill requirements and subject to the Constitution, the number of directors comprising the Board;
- vii. Making recommendations to the Board on appropriate remuneration (if applicable) in relation to both the amount and its composition for:
 - a. the Chair;
 - b. Directors;
 - c. the Chief Executive Officer: and
 - d. Committee Chairs
- viii. Ensuring that recommended remuneration levels take into account relevant industry benchmarks;
- ix. Developing and recommending to the Board remuneration incentive programmes such as bonus schemes;
- x. Developing, maintaining and monitoring appropriate remuneration policies and procedures;
- xi. The nomination and remuneration Terms of Reference/policy will be reviewed annually and revised as required.
- xii. The performance of the Nomination and Remuneration Committee will be measured against this Terms of Reference/policy and such other relevant criteria as approved by the Board.

8. ACCESS TO SUPPORT

- i. The Nomination and Remuneration Committee will have a right of access to all levels of management.
- ii. The Nomination and Remuneration Committee or any individual member, with the approval of the Chair is entitled to obtain independent, professional or other advice at the expense of the Company where they consider it necessary to carry out their duties.
- iii. With the prior approval of the Chair, the Nomination and Remuneration Committee or any individual member, is entitled to obtain independent, professional or other advice at the expense of the Company where they consider it necessary to carry out their duties.
- iv. Specific funds have not been allocated for this committee.

9. REPORTING

- i. The Chair of the Nomination and Remuneration Committee will report to the Board after each committee meeting, matters discussed which will generally cover:
 - a. results of remuneration setting for all relevant senior executives;
 - b. nomination and performance criteria;
 - c. nominations of Directors or senior executives as required;
 - d. minutes and formal resolutions; and
 - e. other key activities and significant issues of which the Board should be informed.

GOVERNANCE POLICY

Policy Name:	1.23 Related Party Transactions
Date(s) Revised:	March 2017, January 2019, Nov 2022
Review Cycle:	2 yearly
Authority:	National Board
National Handbook Reference (s)	Not applicable
Related Policies:	1.7 Code of Conduct for Directors 1.20 The Friends of the Duke of Edinburgh's Award in Australia 1.21 Director Role Description 2.1 Tax Deductible Gifts & Contributions

Purpose of the Policy

This policy recognises and manages related party transactions to reduce corporate risk and protect members' interests. It intends to ensure that financial or in-kind benefits are not given to related parties without approval by the National Board. In meeting this policy, the Award is subject to compliance to the Anti-Money Laundering and Counter-Terrorism Act 2006 (Cth), also refer to Policy 2.1.

Policy

1. The management of related party transactions cannot be separated from the process for managing conflicts of interest. The process requiring directors to declare any material personal interests assists the Board to determine if any transaction being entered into is a related party transaction.
2. Related party transactions are managed for the clear benefit of the Award and not that of an individual director.
3. Where an individual director or a supporter (e.g. Award Ambassador) is considered to be a fee based service provider that is not subject to an open market consideration, then one of the following benefits to the Award must readily and substantially apply:
 - (i) The supplier's fee is confirmed to be substantially much less than the market price due to a clear subsidy or discount being applied
 - (ii) The knowledge of the provider regarding the Award and its relation to the service is substantial and cannot be replicated within a required time scale
 - (iii) The timing and urgency of the service requirement e.g. to meet compliance requirements, is such that the opportunity to go to market is not available
4. Should any of the above-mentioned conditions (3(i)-3(iii)) apply, the service arrangements must be limited in scope and duration to enable an open market evaluation to be applied at the earliest and most reasonable opportunity, and all the details reported to the National Board and minuted as such.
5. The National Board considers related parties to include (but not limited to) the following, as defined in the Corporations Act:
 - a. directors of the company
 - b. directors of any entity that controls the company
 - c. spouses of a director of the company, or a director of any entity that controls the company
 - d. parents and children of a director of the company, or a director of any entity that controls the company
 - e. an entity that controls the company
 - f. an entity controlled by any of the above (unless the entity is also controlled by the company)
 - g. an entity that was one of the above in the past six months
 - h. an entity that believes or has reasonable grounds to believe that is likely to become one of the above at any time in the future, and
 - i. an entity acting in concert with any of the above related parties on the understanding that the related party will receive a financial benefit if the company gives the entity a financial benefit
 - j. Employees of the company

6. A related party transaction is one in which a related party accrues a direct or indirect financial benefit as a result of the transaction. In determining whether a financial benefit is being provided, the Corporations Act requires that entities give a broad interpretation to the financial benefit being given, giving preference to the economic and commercial substance over the legal form, and disregarding any consideration that may be provided for the benefit, even if the consideration is considered adequate.
7. A related party transaction is defined in AASB 124. The definition is a transfer of resources, services or obligations between a charity and a related party regardless of whether a price is charged.

Related party transactions can include:

- a. purchases, sales, donations: e.g. responsible persons' donation to a charity
 - b. receipt of goods, services or property
 - c. leases
 - d. transfers of property including intellectual property
 - e. loans
 - f. guarantees
 - g. provision of employees on a paid or complementary basis
8. The National Board recognises related parties that are exempt from ongoing review and reporting other than the approval process as per the National Board's delegations policy.
 - i. The Friends of the Duke of Edinburgh's Award in Australia, including its sub-committees
 - ii. The Award Operating Authorities Committees and their Award Offices
 - iii. The International Award Foundation
 9. The National Board will maintain a Conflict of Interest Register that includes any Related Party declarations of directors and employee's material personal interests. This process will commence with the appointment of all new directors to the National Board and The Friends Board as well to all management employees.
 10. As required, the National Board will seek external advice on the application of the exemptions and where relevant, including seeking external advice in situations where the National Board does not accept the recommendations of the CEO/ management.
 11. Directors will be prohibited from participating in voting procedures associated with related party transactions where they are the related party.
 12. Where the National Board determines that an exemption applies and resolves to proceed with the transaction, and the transaction relates only to one director, the National Board, in the absence of that director, may vote and approve the transaction. In a similar manner to conflicts of interest, the director may continue to be present and vote if the other directors who do not have such an interest pass a resolution identifying the director; the nature and extent of the director's interest and its relation to the affairs of the company.
 13. In relation to a director who has been excluded from the meeting, the director will be kept informed of the transaction, even if only in general terms.

GOVERNANCE POLICY

Policy Name:	1.24 Business Continuity
Date(s) Revised:	Sept 2020, May 2024
Review Cycle:	2 yearly
Authority:	National Board
National Handbook Reference (s)	Not applicable
Related Policies:	1.19 Delegations 1.21 Director Role Description CEO Recruitment Terms of Reference

Introduction

This policy contains the core requirements to ensure business continuity is maintained by the NAO Office and that key person dependence is mitigated.

This policy needs to be read with Policy 1.9 Delegations

In the event of a substantial disruption to its business, service delivery and operations processes or to key personnel, the NAO's business continuity policy aims to meet the following objectives:

- a. to provide timely availability and focus of all key resources necessary to operate critical business processes to provide an acceptable level of operation nationally through each of its Divisions;
- b. to maintain staff/AOA-Division/Award Centre/stakeholder/public communication and retain confidence;
- c. to fulfil regulatory requirements; and
- d. to control expenditure and reduce any extraordinary costs caused by a disruptive event.

Policy:

1. All key national functions, as identified by the Board Executive Committee and the CEO, are to have a second person that has demonstrated competence at undertaking the function.
As a minimum these include:
 - a. Access to digital platforms including ORB
 - b. Access to website
 - c. Access to files
 - d. Ongoing operation of funding related activity: grants, registration income distribution
 - e. Access to stock
 - f. Delivery of fortnightly payroll
 - g. Banking and payment arrangements
 - h. Governance arrangements
 - i. Key service suppliers e.g. ATO, Telstra
2. The second person may be an NAO employee, Board member, senior employee in one of the Divisions or a supplier, for example current contract IT Support and Maintenance
3. The Risk Management Committee will annually undertake a Crisis Testing of this policy, including to verify the named people are aware of the dependence on them and that, they are able to undertake the function.
4. The testing of this policy will be done by interview and demonstration as determined by the Risk Management Committee. This testing may be delegated out to a third party.
5. In the event of a major disruption to business continuity, The Risk Management Committee will be expanded to form a Business Continuity Committee. The additional Committee members will be:
 - i. The National Chair or their delegate, who will Chair the Business Continuity Committee
 - ii. The Board Executive Committee members

- iii. Chair of the Friends Board or their delegate
 - iv. The CEO, their delegate or person identified by the Board Executive
6. A major business continuity disruption will be deemed to be one that can have a substantial reputation, operational, compliance or financial impact on the Award. Examples include:
- i. Sudden key person unavailable, due to accident/illness or resignation, for 2 months or more
 - ii. Inability to access the office or data/files for 2 days or more.
 - iii. A major event that requires the immediate and extended attention of 2 or more of the NAOs management team for 5 days or more.
7. The Committee will be formed at the earliest opportunity after it has been determined by the Board executive that a Business Continuity Committee needs to be formed. AOA's Executive Officers to be briefed as soon as practicable.

ADMINISTRATION & FINANCE POLICY

Policy Name:	1.25 Whistle Blower
Date(s) Revised:	November 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	1.7 Code of Conduct for Directors 1.10 Risk Management 3.9 National Licence Monitoring & QA 3.12 Protection of Children & Young People 4.3 Accidents & Safety Incidents 4.13 Volunteer Code of Conduct 4.14 National Code of Conduct for Award Employees NAO HR Policy Manual

1. Introduction

- 1.1 Our organisation is committed to fostering a culture of legal, ethical and moral behaviour and exemplary corporate governance.
- 1.2 We recognise the value of transparency and accountability in its administrative and management practices, and supports the reporting of improper conduct.
- 1.3 This Whistle Blower Policy and Procedure has been developed so that people can raise concerns regarding situations where they believe that The Duke of Edinburgh's International Award-Australia (Duke of Ed) or anybody connected with the Duke of Ed has acted in a way that constitutes serious wrongdoing, including unethical, illegal, corrupt or other inappropriate conduct, as set out below.

2. Purpose

This Policy aims to:

- a) encourage a person to report improper conduct in good faith if they know or have reasonable grounds to suspect such conduct;
- b) provide a mechanism to report misconduct or dishonest or illegal activity that has occurred or is suspected within the organisation;
- c) enable the Duke of Ed to deal with reports from whistle blowers in a way that will protect the identity of the whistleblower and provide for secure storage of the information;
- d) ensure that any Reportable Conduct is identified and dealt with appropriately;
- e) ensure that individuals who disclose wrongdoing can do so safely, securely and with confidence that they will be protected and supported; and
- f) help to ensure that the Duke of Ed maintains the highest standards of ethical behaviour and integrity.

3. Scope

- 3.1 This policy applies to:
 - i. Directors
 - ii. Employees
 - iii. Volunteers
 - iv. Contractors
 - v. Participants
 - vi. Suppliers
 - vii. An associate of the entity: Award Operating Authority and Award Centres as per current Licences
 - viii. A relative or dependent of any of the above, or a dependent of the spouse of any of the above
 - ix. An individual prescribed by the Regulations as being an eligible whistleblower.
- 3.2 Within this policy all of these officers and employees and personnel are represented by the term **"Personnel"**.

- 3.3 This policy will be communicated to directors and employees directly and all other personnel via the website, www.dukeofed.com.au

4. Principles

- 4.1 **Higher standard** – This Policy is designed to comply with the Duke of Ed legal obligations. If anything in this Policy is inconsistent with any law imposed on the Duke of Ed, that legal obligation or the “higher standard” will prevail over this Policy.
- 4.2 **Speak up and report it!** – We encourage Personnel to report any concerns in line with our policies and procedures.
- 4.3 **Our expectations of Workers** – The Duke of Ed expects Personnel to act honestly and ethically, and to make any report on reasonable grounds.
- 4.4 **Our responsibility to Whistleblowers** – Our obligations to Personnel are spelled out in this policy, but in particular in section 6 ‘Protection’.
- 4.5 **Confidentiality and consent** - The Duke of Ed will maintain confidentiality of all reports and protect the identity of reporters to the fullest extent possible. While the Duke of Ed encourages Whistleblowers to identify yourself to a director/senior manager, you may opt to report your concerns anonymously.

5. Reportable Conduct

5.1 Who can make a report?

- 5.1.1 A Whistleblower is a person who, whether anonymously or not, attempts to report misconduct or dishonest or illegal activity that has occurred in connection with the Duke of Ed, and wishes to avail themselves of protection against reprisal for having made the report.
- 5.1.2 A Whistleblower may have a current or former relationship with the Duke of Ed.

5.2 What is Reportable Conduct?

- 5.2.1 A person may disclose any information that the person has reasonable grounds to suspect concerns misconduct, or an improper state of affairs or circumstances in relation to:
- the Duke of Ed; or
 - A related body corporate of the Duke of Ed
- 5.2.2 Reportable Conduct is any past, present or likely future activity, behaviour or state of affairs considered to be:
- dishonest;
 - corrupt (including soliciting, accepting or offering a bribe, or facilitating payments or other such benefits);
 - fraudulent;
 - illegal (including theft, drug sale or use, violence or threatened violence, or property damage);
 - in breach of regulation, internal policy or code (such as our Code of Conduct);
 - improper conduct relating to accounting, internal controls, compliance, actuarial, audit or other matters of concern to the whistleblower;
 - a serious impropriety or an improper state of affairs or circumstances;
 - endangering health or safety;
 - damaging or substantially risking damage to the environment;
 - a serious mismanagement of the Duke of Ed's resources;
 - detrimental to the Duke of Ed's financial position or reputation;
 - maladministration (an act or omission of a serious nature that is negligent, unjust, oppressive, discriminatory or is based on improper motives);
 - concealing reportable conduct.

- 5.2.3 Reportable Conduct usually relates to the conduct of employees or directors, but it can also relate to the actions of a third party, such as a funder, customer/client, supplier or service provider.

5.3 What is *not* Reportable Conduct?

- 5.3.1 While everybody is encouraged to speak up and report any concerns to the Duke of Ed, not all types of conduct are intended to be covered by this Policy or by the protections under the *Corporations Act 2001* (Cth).
- 5.3.2 Personal work-related grievances are those that relate to the discloser's current or former employment with the Duke of Ed that might have implications for the discloser personally but do not:
- Have any other significant implications for the Duke of Ed (or another entity); or
 - Relate to any conduct or alleged conduct about a disclosable matter (as set out in 5.2.2).
- 5.3.3 Personal work-related grievances include grievances such as interpersonal conflicts, decisions about promotions, decisions that do not involve a breach of workplace laws, or terms and conditions of employment.

- 5.3.4 However, personal work-related grievances may be covered by this policy where they include information about misconduct, an allegation that the entity has breached employment or other laws.

PROCEDURES

5.4 What information is needed to make a report?

- 5.4.1 To make a protected report you must know of or have reasonable grounds to suspect the Reportable Conduct.
- 5.4.2 For a report to be investigated, it must contain enough information to form a reasonable basis for investigation. It is important therefore that you provide as much information as possible. This includes any known details about the events underlying the report such as the:
- Date, time, location;
 - name of person(s) involved;
 - possible witnesses to the events; and
 - evidence of the events (e.g. documents, emails).
- 5.4.3 The report is to include any steps that may have already taken to report the matter elsewhere or to resolve the concern.

5.5 How to make a report?

- 5.5.1 A report must be made to any one of the following:
- The Duke of Ed National Chair, National Deputy Chair, National CEO, or a Senior Manager (the people filling these roles can be identified via www.dukeofed.com.au or ceo@dukeofed.com.au);
 - The Duke of Ed's external auditor, or a member of the audit team (currently PWC)
 - The International Award Foundation's Secretary General (email direct)
- 5.5.2 The Duke of Ed will also protect individuals who have made a report:
- To a regulatory body;
 - To a legal practitioner for the purposes of obtaining legal advice or legal representation about whistleblower protections; or
 - To a journalist if the disclosure qualifies as an emergency or public interest disclosure under the Corporations Act 2001(Cth). It is important that you understand the criteria for making a public interest or emergency disclosure and you may wish to consult an independent legal adviser before making a public interest or emergency disclosure.
(refer to the ASIC website, link available in Item 9 of this policy)
- 5.5.3 While the Duke of Ed encourages people to identify when making a report a person may opt to report their concerns anonymously such as by adopting a pseudonym.

6. Protection

6.1 How will a person be protected if they speak up about Reportable Conduct?

- 6.1.1 If you have reasonable grounds to suspect Reportable Conduct, even if it turns out your concerns are mistaken, the Duke of Ed will support and protect you and anyone else assisting in the investigation.
- 6.1.2 The Duke of Ed will not tolerate any detriment inflicted on you because you or somebody else has made, or might make, a report of Reportable Conduct. Examples of a detriment include:
- retaliation, dismissal, suspension, demotion, or termination of your role;
 - bullying, harassment, threats or intimidation;
 - discrimination, subject to current or future bias, or derogatory treatment;
 - harm or injury;
 - damage or threats to your property, business, financial position or reputation; or
 - revealing your identity as a Whistle blower without your consent or contrary to law;
 - threatening to carry out any of the above actions.
- 6.1.3 This protection applies regardless of whether any concerns raised in a report are found to be true, provided that you are acting honestly and ethically and made the report on reasonable grounds.
- 6.1.4 This protection also applies to individuals conducting, assisting or participating in an investigation. You will also be entitled to the protection if you make a report of Reportable Conduct to an external body under this Policy.
- 6.1.5 Anyone found to be victimising or disadvantaging another individual for making a disclosure under this Policy will be disciplined and may be dismissed or subject to criminal or civil penalties.
- 6.1.6 If you believe you have suffered a detriment in violation of this Policy, we encourage you to report this immediately to the National Chair, Deputy Chair or National CEO, or an external body under this Policy.

Your concerns of being disadvantaged will be treated as a report of Reportable Conduct in line with this Policy.

- 6.1.7 Anyone engaging in detrimental conduct may be subject to serious consequences, including disciplinary action and/or termination of engagements or contracts, as applicable. They may also be subject to civil and criminal penalties.
- 6.1.8 You may also be entitled to the following legal protections for making a report:
 - a) protection from civil, criminal or administrative legal action;
 - b) protection from having to give evidence in legal proceedings; and/or
 - c) compensation or other legal remedy.

6.2 How will Duke of Ed ensure confidentiality?

- 6.2.1 A discloser can choose to remain anonymous while making a disclosure, over the course of the investigation and after the investigation is finalised. The Duke of Ed will do all it can to protect confidentiality.
- 6.2.2 However, we encourage all individuals to disclose their identity when raising a concern. This will assist us to gather further information on your report. If you choose to disclose your identity, your details will be treated confidentially to the fullest extent possible in connection with the investigation. The Duke of Ed will take measures to protect your identity such as by redacting your personal information, storing your information and disclosure securely, referring to you in a gender-neutral context and only allowing qualified staff or a third party (external) to investigate your disclosures.
- 6.2.3 You may choose to report your concerns anonymously. However, if you choose to disclose your identity, your details will be treated confidentially to the fullest extent possible in connection with the investigation, and your identity will not be disclosed unless:
 - a) you consent in writing to the disclosure;
 - b) the disclosure is made to ASIC, ACNA, APRA or the Police;
 - c) the disclosure is made to a Legal Practitioner for the purpose of obtaining advice;
 - d) the disclosure is authorised under the *Corporations Act 2001* (Cth); and/or
 - e) disclosure is necessary to prevent or lessen a threat to a person's health, safety or welfare.
- 6.2.4 We encourage all individuals to disclose their identity when raising a concern. This will assist us to gather further information on your report. All information relating to a report of Reportable Conduct will be stored securely and access will be limited to authorised staff.
- 6.2.5 It is illegal for a person to identify a discloser or disclose information that is likely to lead to the identification of the discloser unless an exception above applies. If you feel that your confidentiality has been breached, you can lodge a complaint with a regulator, such as ASIC, ACNC, APRA or the ATO, for investigation. The Duke of Ed may also take disciplinary action against individuals that breach the confidentiality of a discloser, including summary dismissal.

6.3 False reports or disclosures

- 6.3.1 Protected Disclosures must be made on reasonable grounds. Anyone who knowingly makes a false report/disclosure of Reportable Conduct may be subject to disciplinary action, including dismissal.
- 6.3.2 The disciplinary action will depend on the severity, nature and circumstance of the false disclosure.

7. Handling and investigating a disclosure

- 7.1.1 Upon receiving a Protected Disclosure, within 2 working days, the Duke of Ed will acknowledge receipt and within 10 working days endeavour to assess the disclosure to determine whether:
 - a) It qualifies for protection; and
 - b) A formal, in-depth investigation is required.
- 7.1.2 The Duke of Ed will endeavour provide the discloser with regular updates.
- 7.1.3 The Duke of Ed may not be able to investigate a disclosure if it is unable to contact the discloser.
- 7.1.4 The Duke of Ed will handle and investigate Protected Disclosures in accordance with the Whistle Blowing Procedure below.

8. Monitoring and assurance

- 8.1 This Policy will be for all Personnel via the Governance Policy Manual, The Operations Policy Manual (under development) and the HR Policy Manual
- 8.2 To ensure effective protection under the Policy, the National Board will monitor and review this Policy every 3 years.
- 8.3 Oversight of this policy on behalf of the Board will be undertaken by the Risk Management Committee.

9. Further information

<https://asic.gov.au/about-asic/asic-investigations-and-enforcement/whistleblowing/>

<https://download.asic.gov.au/media/5702691/rq270-published-13-november-2019-20200727.pdf>

<https://www.acnc.gov.au/tools/factsheets/whistleblower-protections>

<https://www.herbertsmithfreehills.com/latest-thinking/new-whistleblower-laws-what-you-need-to-be-thinking-about>

<https://www.bartier.com.au/insights/articles/whistleblowers-laws-how-to-handle-a-protected-disclosure/>

Policy Name:	1.26 Board and Committee Standing Orders
Date(s) Revised:	May 2024
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	Not Applicable
Related Policies:	1.7 Code of Conduct for Directors 1.21 Director Role Description 1.22 Board Sub-Committee Terms of Reference 1.23 Related Party Transactions

This policy sets out procedures aimed to enhance Board and Committee meetings.

The goal of having standing orders is to enable the Board and its Committees to operate in an orderly, transparent and open manner where directors and members can speak their mind and be heard with respect. The standing orders integrate with other organizational governance documents such as the Code of Conduct, and reinforce the principal that discussions held in the Board or Board Committees remain confidential and that all directors/members support the decisions once made.

1. Notice of Meeting

Subject to anything in the constitution/rules the Chief Executive Officer or Secretary will call for Agenda items three weeks prior to a Board meeting. Agenda items should be supported with a paper for circulation to all Board members to help their preparation and participation in discussions. The agreed template should be utilised. The final Agenda and supporting papers will be circulated to Board members at least one week prior to the scheduled meeting date.

2. Meeting Rules

Meetings to commence and finish on time (3 hours maximum is the benchmark).

Directors and members will:

- i. Undertake the necessary preparation before the meeting including reading Minutes and Agenda papers.
- ii. Focus on solutions and outcomes when matters are being discussed.
- iii. Focus on the issue(s) not individuals.
- iv. Always treat each other with respect.
- v. Ensure that individuals are genuinely listened to, regardless of whether other directors/members agree with the points/solutions raised.
- vi. Refrain from engaging with other business matters.
- vii. Acknowledge that listening does not signal agreement.
- viii. Value that different perspectives will be brought to many matters and that this ultimately enables better quality solutions for the Duke of Ed community.
- ix. Ensure that only one person is to speak at a time.
- x. Understand that when discussion/debate becomes repetitive, the Chair may move it along without anyone feeling offended.
- xi. Refer to the rules and the Constitution for guidance.
- xii. Seek progress not necessarily perfection.

3. Directors/Members' Interests

At the start of each meeting the Chair will ensure Board members are familiar with the Conflict of Interest Policy, and the procedures required by that policy. Board members will be asked if anyone has an Interest to declare, noting the meeting's agenda.

4. Voting at Board and Committee Meetings

Subject to anything within the Constitution/rules:

- i. The Chair will summarise and open for discussion any motion, recommendation, proposal or amendment (motion) tabled, normally supported by a paper.
- ii. The mover of any motion (or recommendation, proposal or amendment) has the right to speak first on that motion for the time period allocated by the Chair, but not longer than 5 minutes.

- iii. A motion must be seconded prior to any discussion or debate. The seconder may speak to the motion immediately following the mover of the motion or defer until the end of the discussion/debate. The seconder may speak for the time period allocated by the Chair, but not longer than 3 minutes.
- iv. Other speakers may speak for the time period allocated by the Chair, but not longer than 3 minutes each.
- v. Unless otherwise decided by the Chair and/or the Board/Committee, speakers, other than the mover of the motion, will be entitled to speak once only to any motion or amendment to a motion.
- vi. When speaking on a motion, or amendment, remarks should be confined to the motion at hand.
- vii. Adequate and open discussion/debate will be facilitated by the Chair ensuring input from all members.
- viii. At the conclusion of the debate/discussion, the Chair will present the motion, recommendation or proposal for resolution.
- ix. Meeting minutes will note who put the motion forward, who seconded it, and whether or not it was carried.

5.2

5. Minutes

The Minutes of any meeting of the Board or Committee shall be circulated to all members before the scheduled date of the next meeting. The minutes shall record:

- i. The date, time and venue of the meeting.
- ii. The names of those members and officers present.
- iii. The name of the chairperson.
- iv. Any apologies tendered.
- v. Any failure of a quorum.
- vi. A list of items considered.
- vii. Any resolutions pertaining to the items.
- viii. Details of any declarations of Conflicts of Interest.

6. Amendments to Standing Orders

The Board may amend these Standing Orders at any time, either permanently or for a specified period. Amendments may be made through consensus or by a simple majority vote.

7. Other Matters

In exercising his or her discretion, the Chair is to take account of, but is not bound by, Robert's Rules of Order (<http://www.rulesonline.com/>).

Administration & Finance Policies

ADMINISTRATION & FINANCE POLICY

Policy Name:	2.1 Tax Deductible Gifts & Contributions
Date(s) Revised:	July 2004, Nov 2005, Nov 2018, July 2019, June 2020, May 2024
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	1.20 The Friends of the Duke of Edinburgh's Award in Australia 2.4 Fundraising (Friends) 2.5 Tax Deductibility 2.6 Sponsorship & Donations (Fundraising) 2.9 Friends Budget and Funding Support to the NAO

Introduction

The National Award Operator (NAO) recognises the importance of national co-ordination in encouraging and distribution donations. The NAO maintains high standards of accountability, ethics and probity in seeking, receiving and managing all gifts and contributions, including sponsorship and donations. In meeting this policy, the Duke of Ed is subject to compliance to the Anti-Money Laundering and Counter-Terrorism Act 2006 (Cth).

This policy should be read in conjunction with Policy 2.4 Fundraising (Friends) and Policy 2.5 Tax Deductibility.

Purpose of the Policy

This policy provides guidance on the topic of tax-deductible donations and other financial donations. The National Award Operator (NAO) recognises the importance of national co-ordination in encouraging and distributing donations.

Policy

- 1.1 The National Award Operator (NAO) recognises The Friends of the Duke of Edinburgh's Award in Australia Inc (The Friends) as the only entity in Australia eligible to receipt tax-deductible gifts and tax-deductible financial contributions to the Award.
- 1.2 The National Office will assist with managing donations to The Friends.
- 1.3 Donations are subject to all due care to uphold the standards for compliance, and donor due diligence is undertaken proportionate to the donation/s made.
- 1.4 Award Operating Authorities holding fundraising events may choose to offer guests the opportunity to make a gift or financial contribution eligible for tax concessions. In all cases the arrangements require prior approval by The Friends.
 - 1.4.1 The function and ticket prices must meet the ATO conditions.
 - 1.4.2 Guests must be provided with a statement that the discretionary gift and/or the tax-deductible contribution is for The Friends of the Duke of Edinburgh's Award in Australia (ABN: 85 021 371 716). This will be regulated by The Friends to ensure compliance with the DGR licence requirements.
 - 1.4.3 Award Operating Authorities must also comply with any state/territory fundraising legislation.
- 1.5 Donors can request the gift be directed to a particular major project or AOA. Such arrangements will not prevent the payment from being a gift provided that The Friends:
 - a) obtains in its own right the full value or benefit of the property donated; and
 - b) is empowered and has absolute discretion whether or not to distribute the property to those organisations nominated by the giver.
- 1.6 The NAO recognises the role and responsibility it and its staff have in complying with the Anti-Money Laundering and Counter-Terrorism legislation and all due care is taken to ensure the recognition and understanding of this compliance.
- 1.7 As part of its prudent financial risk management, the NAO maintains appropriate controls to support it recognise and report suspicious transactions.

ADMINISTRATION & FINANCE POLICY

Policy Name:	2.2 National Fee Structure & Recommended Retail Price
Date(s) Revised:	Nov 2013, Nov 2015, May 2016, May 2017, May 2018, Feb 2019, July 2019, Apr 2020, May 2020, May 2021, Nov 2022, March 2023, May 2024
Review Cycle:	Annually
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	2.6 Sponsorship & Fundraising 2.3 Participant Assistance (Subsidy) 2.14 Refunds

Policy

1. National Fee Structure

- 1.1 The Award will apply a mandatory User Registration fee to contribute to the administration of the Duke of Ed in Australia. This will be set as part of the annual budget process and will as a minimum be based on CPI and a partial recovery of bank merchant fees.
- 1.2 An application and an annual licence fee for Duke of Ed Centres may be set by Award Operating Authorities (Divisions) but is not mandatory. A fee for National Duke of Ed Centres will also apply and this is to be set by the National Board.
- 1.3 Participant registration fees are to apply for the commencement of each level of the Award.
- 1.4 Award Operating Authorities and the National Award Operator (NAO) may approve Participant registration fees refunds (full or partial) in accordance with Policy 2.14 Refunds.
- 1.5 A National Duke of Ed Centre registration fee is payable to the NAO. This is set by the National Board and revised annually, the minimum Duke of Ed being CPI. The current fee schedule is \$1400 for year one and \$800 thereafter.
- 1.6 The Recommended Retail Price (RRP) for Participant registrations is set by the National Board annually. It is to be used to guide Award Operating Authorities and National Award Centres in setting their Duke of Ed Registered User pricing to enable Division administration costs to be readily funded.

2. RRP for 2023

- 2.1 The RRP is provided to Award Operating Authorities as a guide.
- 2.2 The NAO recognises that each Award Operating Authority or National Award Centre may seek to have one fee applicable for all levels and possibly an annual continuation fee.
- 2.3 The RRP is to be determined with the input from Award Operating Authorities so as to not unnecessarily have an Award Operating Authority charging above the RRP.
- 2.4 RRP only to apply to Participants. Each Award Operating Authority is to set their own fee structure for Award Centres and other services provided, e.g. training.
- 2.5 The RRP for 2023 (from 1st January) is as follows:

Award Level	2023 RRP	2024 RRP
Bronze	\$180	
Silver	\$190	
Gold	\$200	

- 2.6 The NAO component of the New Duke of Ed Registered User fee has also increased by CPI, 3.2%. Effective from 01 January 2023, the new fee is \$56.10.

ADMINISTRATION & FINANCE POLICY

Policy Name:	2.3 Participant Assistance
Date(s) Revised:	Sep 2012, Nov 2013, Nov 2015, May 2016, March 2019, July 2019, Nov 2022
Review Cycle:	2 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	1.20 The Friends of the Duke of Edinburgh's Award in Australia 2.2 National Fee Structure & RRP 2.4 Fundraising (Friends)

Introduction

The National Board is committed to ensuring the Award is accessible to all young Australians, especially those whom are disadvantaged. This includes but is not limited to those with lower socio-economic status and disability. The Award manages its pricing policy and its robust philanthropy, sponsorship and fundraising strategies to support those with access challenges. The funding for this assistance is in addition to financial support currently being provided by Award Operating Authorities (also referred to as Divisions).

This policy is in line with the Objects of The Friends. See Policy 1.20 and Policy 2.4.

Purpose of the Policy

The Participant Assistance Policy enables provisions for the Award's commitment to accessibility through financial support.

1. Policy

- 1.1 An annual funding allocation will be approved by the National Board to use to fund Award Operating Authorities and Award Centres that apply this Policy to assist targeted young people. This may be in addition to any assistance funding provided by the Division.
- 1.2 It is preferable that the financial assistance is to be a portion of the National Board's Recommended Retail Price (RRP) and where possible and appropriate, not the full amount.
- 1.3 The level of financial assistance will be approved by the National Board and will be linked to young people (or their family) that may qualify for a National (eg. Centrelink Health Card or Pension Card) or State Government (eg. SA's School Card) support program, or through the recognition and endorsement by the Award Centre and endorsement by the Division.
- 1.4 The Award Centre via the Award Leader applies for assistance and nominates the category of assistance and funding required.
- 1.5 There are 3 levels of registration assistance (same assistance is applicable to Bronze, Silver and Gold) funded: **Base Level: \$50; Mid Level: \$100; High Level: \$RRP** full cost of Registration fee applicable in your State.
- 1.6 This is subject to an application by the Award Centre followed by Award Operating Authority endorsement and National Office approval, using National Board delegation.
- 1.7 Award Operating Authorities have the discretion to apply for further subsidised costs for Participants with high needs using available grant initiatives or offering high need participants with Adventurous Journey Assistance up to \$400 each.
- 1.8 High Need is defined by the National Award Operator (NAO) as:
 - 1.8.1 A young person who is in receipt of State or Federal Government financial assistance or support due to a social or disability need.
 - 1.8.2 A young person identified by the Award Leader or the Award Operating Authority that requires financial assistance or support due to a social or disability need.
- 1.9 The administration of the policy will be as follows:
 - 1.9.1 **Award Centre (AC):** Apply for financial support using the **online application form** on the website (or if agreed by the NAO by using Form A, B or C). This may be for a single Participant or a group of Participants (or a pre-approval request).
 - 1.9.2 Approve and retain the paperwork relating to evidence requirements.

- 1.9.3 Complete terms and conditions or agreements as required by the NAO
- 1.9.4 Ensure all Participants have registered onto the Online Record Book
- 1.9.5 Invoice the NAO using a tax invoice.
- 1.9.6 Provide Stories and Acquittal Reports as required in your funding agreement.
- 1.9.7 **Award Operating Authority (AOA/Division): *****
- (i) Review and verify application meets criteria under this policy
 - (ii) Confirm with NAO that funding is available (re: annual budget) for each application.
 - (iii) Ensure Award Centres meet the funding requirements and amend applications that exceed the funding allocation.
 - (iv) Work with the NAO to follow up stories, progress and acquittal reports.
- 1.9.8 **National Award Operator:** Fund the registration income short fall or the net financial assistance sought to the Award Operating Authorities on a per application.
- 1.9.9 Monitor the approval and integrity of the Award Centre and Award Operating Authority record keeping.
- 1.10 Application forms are available online at the Award website and will be updated based on grant availability.
<https://dukeofed.com.au/resources/funding-assistance/>

Eligible Group	Consideration
Occasional individual Participant	Use Form A for each application.
Regular multi Participant support required	Group application, Form B.
Ongoing majority or all Participant cohort. E.g. Remote community AC Disability Services AC	Award Centre to be preapproved to a specified level or levels. Report using Form C.
Specialised Award Centre	

APPLICATION FOR FINANCIAL ASSISTANCE

Form A

I request financial assistance with the registration or participation in The Duke of Edinburgh's International Award for the following young people. I recognise this assistance is provided from funding provided by a range of sponsors/supporters and is coordinated by the National Award Office and that The Duke of Edinburgh's International Award may as part of their QA and audit process require:

1. The Award Centre to provide supporting evidence of high need
2. Provide a report on the Participant's progress or status in completing the Award.

Summary

Type of Assistance	Amount	Number of Participants	Total Financial Assistance Requested
Base	\$50		
Mid	\$105		
Other (insert \$)	\$		
High	\$RRP		
Adventurous Journey - Base	\$100		
Adventurous Journey – Other (insert \$)			
Adventurous Journey – Max.	\$400		
TOTAL:			

*Registration fee applicable in your State.

Award Centre

Name of Award Centre	
Address:	
Award Leader's Name:	
Telephone/Email	

Participant Details (attach additional names using Form B)

Participant's Name:			
Level of Award:		Date of Birth:	
Type of assistance		Amount:	
Supporting statement & Evidence, eg. School Card/Centrelink/Other			

Signed-
Award Leader:

Date:

Award Operating Authority Office Use Only

Date Received:		Date Reviewed & Verified:	
Date NAO Funding Check Made:		Date Approved:	
Date AC Notified		Date NAO Invoiced:	
Div. Funds Available		If Available, amount contributed.	
Notes:			

APPLICATION FOR FINANCIAL ASSISTANCE

Form B - Multi Applications

This form is to be used in conjunction with Form A

Additional Participant Details

Participant's Name:			
Level of Award:			
Type of assistance		Amount:	
Supporting statement & Evidence, eg. School Card/Centrelink/Other			

Participant's Name:			
Level of Award:		Date of Birth:	
Type of assistance		Amount:	
Supporting statement & Evidence, eg. School Card/Centrelink/Other			

Participant's Name:			
Level of Award:		Date of Birth:	
Type of assistance		Amount:	
Supporting statement & Evidence, eg. School Card/Centrelink/Other			

Participant's Name:			
Level of Award:		Date of Birth:	
Type of assistance		Amount:	
Supporting statement & Evidence, eg. School Card/Centrelink/Other			

Participant's Name:			
Level of Award:		Date of Birth:	
Type of assistance		Amount:	
Supporting statement & Evidence, eg. School Card/Centrelink/Other			

Signed-
Award Leader:

Date:

APPLICATION FOR FINANCIAL ASSISTANCE

Form C – Pre-Approval for Award Centre

Ongoing Annual Assistance Application: For Award Operating Authority Approval

I request ongoing (annually approved) approval for financial assistance with the registration or participation in The Duke of Edinburgh's International Award for all or most young people undertaking their Award through this Award Centre. I recognise this assistance is provided from funding provided by a range of sponsors and is coordinated by the National Award Office and that The Duke of Edinburgh's International Award may as part of their QA and audit process require:

1. The Award Centre to provide supporting evidence of high need as requested.
2. Provide a report on the Participant's progress or status in completing the Award.

Summary

Type of Assistance	Amount	Estimated Number of Participants Per Year	Estimated Total Financial Assistance Requested
Base	\$50		
Mid	\$105		
Other (insert \$)	\$		
High	\$RRP		
Adventurous Journey - Base	\$100		
Adventurous Journey – Other (insert \$)			
Adventurous Journey – Max.	\$400		
TOTAL:			

* Registration fee applicable in your State.

Award Centre

Name of Award Centre:	
Address:	
Award Leader's Name:	
Telephone/Email	

Supporting Statement (Evidence of high need, eg. School Card/Centrelink/Other)

Please attach detailed statement and provide a summary below:

Signed-

Award Leader:

Date:

Award Operating Authority Office Use Only

Date Received:		Date Reviewed & Verified:	
Date NAO Funding Check Made:		Date Approved:	
Date AC Notified		Date NAO Invoiced:	
Div. Funds Available		If Available, amount contributed.	
Notes:			

ADMINISTRATION & FINANCE POLICY

Policy Name:	2.4 Fundraising (Friends)
Date(s) Revised:	April 1996, August 2005, Nov 2018, July 2019, Nov 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	1.13 National Award Ambassador Program 1.20 The Friends of the Duke of Edinburgh's Award in Australia 2.1 Tax Deductible Gifts & Contributions 2.5 Tax Deductibility 2.6 Sponsorship & Donations (Fundraising) 2.9 Friends Budget and Funding Support to the NAO

Purpose of the Policy

This policy recognises that the fundraising for the Award is conducted by The Friends of the Duke of Edinburgh's Award in Australia Inc (The Friends).

The main objectives of The Friends of the Duke of Edinburgh's Award in Australia Inc. is:

- 1) Undertaking an annual/ongoing fundraising program,
- 2) Guardianship of the tax-deductibility of gifts

The National Award Operator (NAO) encourages The Friends to take a leadership role in fundraising, assisting and encouraging the Award Operating Authorities (Divisions) to fundraise and obtain sponsorship in a highly professional and ethical way. In meeting this policy, the Award is subject to compliance to the Anti-Money Laundering and Counter-Terrorism Act 2006 (Cth), also refer to Policy 2.1.

Policy

- 1.1 The Friends holds the DGR licence for the Award. It is the only entity eligible to receipt tax-deductible gifts and tax-deductible contributions.
- 1.2 As an incorporated body The Friends operates under the control of a Committee of Management.
- 1.3 The Friends annual fundraising program is to be complementary to the fundraising efforts of the Award Operating Authorities (Divisions).
- 1.4 The funds raised by The Friends will be used for both:
 - 1.4.1 A long term capital fund (strategic projects), and
 - 1.4.2 Funding disadvantaged young people through grant activity managed by the National Award Office, in consultation with Award Operating Authorities.
- 1.5 Award Operating Authorities may submit requests for fundraising requirements and fundraising projects directly to The Friends.

ADMINISTRATION & FINANCE POLICY

Policy Name:	2.5 Tax Deductibility
Date(s) Revised:	April 1996, Nov 2018, July 2019, Nov 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	1.13 National Ambassador Program 1.20 The Friends of the Duke of Edinburgh's Award in Australia 2.1 Tax Deductible Gifts & Contributions 2.4 Fundraising (Friends) 2.6 Sponsorship & Donations (Fundraising) 2.9 Friends Budget and Funding Support to the NAO

Introduction

Tax deductibility status was granted in 1989 to The Friends of the Duke of Edinburgh's Award in Australia Inc (The Friends).

Policy

- 1.1 The National Award Operator (NAO) and the National Board recognises the difficulty of achieving a tax deductibility status.
- 1.2 Activities of Award Operating Authorities are not to risk the current DGR status of The Friends.
- 1.3 The benefits (corporate and individual donations) gained from this tax-deductible status are to be directed, wherever possible, to benefit the operation and implementation of the Award in Australia.

ADMINISTRATION & FINANCE POLICY

Policy Name:	2.6 Sponsorship & Donations (Fundraising)
Date(s) Revised:	Nov 2006, Nov 2013, 30 May, Nov 2014, August 2016, Nov 2017, Sept 2018, July 2019, Nov 2019, Nov 2022
Review Cycle:	2 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	1.6 Use of Name & Logo 1.10 Risk Management 1.13 National Award Ambassador Program 1.14 Emergency Response & Crisis Communications (Media) 1.18 National Alumni 1.20 The Friends of the Duke of Edinburgh's Award in Australia 2.1 Tax Deductible Gifts & Contributions 2.4 Fundraising (Friends) 2.9 Friends Budget and Funding Support to the NAO 3.10 Volunteer and Supporters Recognition

Introduction

The Duke of Edinburgh's International Award- Australia (the National Award Operator/ the NAO) recognises the importance of high standards of accountability, ethics and probity in seeking, receiving and managing sponsorship and donations. It further recognises the real, potential and perceived ethical, commercial and political financial and non-financial risks. These may include:

- 1) Perception of improper conduct,
- 2) The potential to embarrass the Award by association with a sponsor who has undertaken inappropriate activity
- 3) Undertaking an activity on the basis of potential sponsorship, breaching requirements or not being cost-effective.

This policy is to be consistent with the policies of The Friends of the Duke of Edinburgh's Award in Australia (The Friends) and International Award Fundraising Guidelines. This policy has been prepared in accordance with the Australian National Audit Office (ANAO) Better Practice Guide – Management of Corporate Sponsorship. In meeting this policy, the Award is subject to compliance to the Anti-Money Laundering and Counter-Terrorism Act 2006 (Cth), also refer to Policy 2.1.

Purpose of the Policy

This policy aims to effectively guide and coordinate the sponsorship and donor activities of the NAO. It clarifies the ethical standards and boundaries wherein activities take place and manage and review the risks associated with sponsorship, fund development and donor management.

This policy recognises the main objective of The Friends is to support the work of the NAO and the Award Operating Authorities through fund development.

The NAO has committed 100% of donations will be used to support front line activities, which support disadvantaged youth or projects that engage a greater number of young people to participate in the Award. All funds provided to an Award Operating Authority must be directed accordingly to the NAO.

Definitions

“Sponsorship” is the purchase of the right to associate the sponsor's name, products or services with the sponsored organisation's service, product or activity in return for negotiated benefits.

“Donations” is the receipt of financial or in-kind assistance made without obligations, real or perceived.

Policy

1. Administration of Sponsorship Arrangements

- 1.1 The National Chief Executive Officer (CEO) in consultation with The Friends Board and The Friends employee/contractor is to be responsible for research, developing sponsorship proposals, and approaching potential sponsors and donors.
- 1.2 A member of The Duke of Edinburgh's International Award - Australia Board (the National Board) or The Friends Board may also be utilised to approach potential sponsors and donors.
- 1.3 Prior to a national approach being made, the NAO will first check the National Sponsors and Donors list to see if a current arrangement exists. Award Operating Authorities are to be consulted first to agree any further action where pre-existing arrangements apply in that state/territory.
- 1.4 The Board Executive² is to sanction national sponsorship proposals prior to submission and approve agreements in writing with a properly authorised signatory of the sponsor. This agreement will specify: All parties to the agreement, the payment terms, duration, financial conditions, intellectual property terms and quality controls, dispute resolution procedures and use of money. Measurable marketing or corporate objectives and targets should be set for all sponsorships. The targets should be part of the approval process and performance should be measured regularly against the agreed targets.
- 1.5 The NAO will maintain records of national donor and corporate sponsorship arrangements and provide administrative and general support
- 1.6 A list of current sponsors and supporters is to be compiled and circulated, or disclosed to the National Board, Award Operating Authorities and The Friends Board on an annual basis
- 1.7 On occasions or for activities where more than one sponsor or donor is required or involved, each sponsor or donor should be made aware of the involvement of the other(s).
- 1.8 To ensure consistency and the integrity of the Award brand, the NAO will:
 - 1.8.1 Establish and accurately maintain a central registry of all State/Territory/ National sponsorship and fundraising arrangements made or underway using The Friends' DGR status;
 - 1.8.2 Make available the list (central registry) to all Award Operating Authorities and The Friends (in confidence);
 - 1.8.3 Provide central support to all Award Operating Authorities around sponsorship and fundraising including:
 - a) Materials for fundraising;
 - b) Advice;
 - c) Leads (if appropriate); and
 - d) Assistance with strategy planning
 - i. Provide details to Award Operating Authorities in relation to the National Fundraising Strategy;
 - ii. Provide a range of benefits to potential sponsors secured by Award Operating Authorities, which may strengthen their pitches. NB: high level offerings, such as Royal event invitations which are managed by the NAO (see Attachment 1);
 - iii. Work with the Award Operating Authority to ensure funding raised by the National Award Office for particular State/Territory based projects is distributed to the Award Operating Authority; and
 - iv. Ensure national donors are provided details of all State/Territory projects to determine how their donation will best support the Award in Australia.

2. Trademarks

- 2.1 When engaged in sponsorship activities the NAO must ensure that the NAO's registered and unregistered trademarks (including name and logo) are properly used (Award Marks). Refer to Policy 1.6. All uses or depictions of a trademark must be in the form in which the mark is registered, or in the case of unregistered trademarks, in the form in which the mark is used by the NAO in Australia.
- 2.2 The NAO must ensure that it controls any permitted use of the Award Marks by sponsors to ensure the sponsors meet the standards of the NAO and comply with the NAO trademark guidelines.
- 2.3 The sponsorship agreement will clearly set out requirements on the use of Award Marks in compliance with the licence agreement between the NAO and the International Award Foundation (IAF).
- 2.4 Where receiving national sponsorship funding and using the sponsor's trademark, the NAO should use the mark in the form and manner approved by the sponsor or as set out in the sponsorship agreement. Should the NAO use the sponsor's trademark(s), the NAO should seek protection from the sponsor in relation to the use of such trademark(s).

² Board Executive refers to the elected office bearers.

- 2.5 The sponsor is not permitted to use the Award Marks in combination with or near proximity to the sponsor's trademarks.
- 2.6 The sponsor is obliged to use such form of trademark notice as specified by the NAO from time to time in proximity to Award Marks.
- 2.7 The sponsor is must be obliged to cease all use of Award Marks on termination of the sponsorship agreement.
- 2.8 The sponsorship agreement should document the NAO's right to review all promotional material prior to release.

3 Funds Raised by Sponsorship (Non Donor)

- 3.1 All funds raised from sponsorship are to be only used for the purpose(s) for which they were intended, promoted and agreed. The budget and description of what the money is to be used for must be set out in writing in the agreement.
- 3.2 All funds raised from sponsorship are to be appropriately allocated and accounted for in either the National Award Operator or The Friends Financial Statements.
- 3.3 A written reconciliation and report(s) is to be prepared for major fundraising events and submitted to the National Board and The Friends Board.
- 3.4 Funds expended to generate sponsorship are to be provided from general funds or from funds generated by sponsorship, as approved by the Board and specified in the sponsorship agreement.
- 3.5 If the NAO works with an Award Operating Authority to jointly secure sponsorship for a project/purpose, the NAO will retain a minimum 20% of the total amount as a support fee. If this project/purpose requires ongoing management by the NAO, this managerial fee may be adjusted in consultation with the Award Operating Authority, but will not likely exceed 35% in any one year.

4 Recognition of Supporters: Donors and Sponsors

- 4.1 Refer to Attachment One: National Supporters Recognition Policy

5 Distribution of Funds

The NAO has a commitment to all donors that 100% of their funds will be used to support front line activities that support disadvantaged youth or projects that engage a greater number of young people in Australian to undertake the Award.

5.1 IAF Major Donors and World Fellows

- 5.1.1 Where an Award Operating Authority secures a new World Fellow, who directs on the Commitment Form to the IAF up to 50% to the NAO, the Award Operating Authority will be allocated a minimum 50% of the National component of the pledge to assist the growth of the Award. The balance will be retained by The Friends for distribution by project application.

5.2 Award Ambassadors

- 5.2.1 Award Ambassador funding is intended to be unspecified funding.
- 5.2.2 Where an Award Operating Authority secures a new Ambassador, the Award Operating Authority will be allocated 50% of the National component of the pledge. By negotiation with the National Board, this amount to the Award Operating Authority may be increased to 100% and is subject to an application being made using the specified NAO form. Funds will be used for disadvantaged youth and that the Award Operating Authority will provide detailed reporting on this undertaking progressively as well as at the conclusion of the funds being utilised.
- 5.2.3 The designation of Award Ambassadors (Continuous) will be made to Award Ambassadors who continue to gift to the Award after their entire pledge is fulfilled. This better recognises ongoing financial support to the Award.

5.3 Business Ambassadors

- 5.3.1 Business Ambassador funding is intended to be unspecified funding.
- 5.3.2 Where an Award Operating Authority secures a new Ambassador, the Award Operating Authority will be allocated 50% of the National component of the pledge. By negotiation with the National Board, this amount to the Award Operating Authority may be increased to 100% and is subject to an application being made using the specified NAO form. Funds will be used for disadvantaged youth and that the Award Operating Authority

will provide detailed reporting on this undertaking progressively as well as at the conclusion of the funds being utilised.

5.3.3 Business Ambassador funds secured by the NAO will be retained and expended by the NAO.

5.4 Alumni and Alumni Donations

5.4.1 There is to be no creation of a separate Award Operating Authority Alumni, however, the Award Operating Authorities are encouraged to engage with the National Alumni from their own jurisdiction to further engage them in local Award activities.

5.4.2 Engagement with Alumni members for funding opportunities:

- a) The NAO will use the National Alumni database as a potential pool of donors.
- b) The express approval of the NAO is required should an Award Operating Authority be interested in approaching an Alumni member about fundraising.

5.4.3 The NAO will review the request and respond in writing to the Award Operating Authority as to whether the approach is appropriate (and permission to contact given) or inappropriate (and permission to make contact denied) or appropriate only if the approach was done as a joint effort between NAO and Award Operating Authority. The main criteria around approval would be an existing relationship with NAO and the proposed funding targets or a specific opportunity with that member already identified.

5.4.4 The NAO effectively owns the Alumni. However, the NAO recognises that the Alumni exists as a result of work the Award Operating Authorities have done in the past to secure the Participant. The funding split outlined below recognises both of these factors.

- a) If the NAO secures unspecified funding via the Alumni or member organisations, the Award Operating Authority of origin will receive 20% of the funding.
- b) If the Award Operating Authority secures unspecified funding via Alumni members/member organisations, the Award Operating Authority may retain all of it.
- c) If the funding is received from Alumni for a specific project (i.e., specified funding), all the funds will go to the project.

6 Award Friends

6.1 This category of supporter is designed for regular giving by individuals or by organisations.

6.2 The donations made/funds raised from Award Friends is fully directed to disadvantaged youth and is allocated to the Award Operating Authority in which the Award Friend (donor) resides, unless otherwise agreed with the donor.

6.3 An Award Operating Authority can in turn distribute the funds to an Award Centre or a project connected to the donor(s).

7 Restrictions on Sponsorship

7.1 Sponsorship will not be allowed to influence or negatively impact the National Strategic Plan goals or integrity of the NAO.

7.2 In relation to youth related initiatives, careful consideration is to be given to and clearance obtained from the Board Executive before entering into sponsorship arrangements in the following:

- 7.2.1 Areas which have the potential to cause widespread public controversy
- 7.2.2 Gambling or drug-related sponsorships
- 7.2.3 Events which duplicate or compete with existing NAO sponsorship projects;
- 7.2.4 Sponsorship by a political party

7.3 Tobacco companies shall not be accepted as sponsors.

7.4 Wine and alcohol companies may be accepted for one-off events where alcohol is being served and when the event is not youth-centred.

7.5 Sponsors shall not have any access to the NAO's or any Award Operating Authority's mailing list.

8 Dispute Resolution

In the event of a dispute occurring between the NAO and a National sponsoring organisation the matter is to be referred to the Board Executive to take appropriate remedial action with the nominated sponsor representatives. If the matter cannot be resolved in a timely matter an independent panel is to be established and the cost of the panel or resolution to be met equally by both parties.

9 In Kind Support

- 9.1** The provision of in-kind support to the NAO is permitted, provided:
 - 9.1.1 Both parties agree on an appropriate value for the items;
 - 9.1.2 Any benefits are for the Award and not individuals;
 - 9.1.3 The process is properly documented and managed; and
 - 9.1.4 Accountability and transparency is maintained.
- 9.2** Establishing a reasonable estimation of sponsorship value should be undertaken with a value identified between both parties for in-kind support to enable a true assessment of the total value of the sponsorship

10 Award Operating Authority Co-operation

- 10.1** Each Award Operating Authority is required to:
 - 10.1.1 Inform the NAO, on behalf of The Friends, sponsorship/ donor strategies and proposals (including prospects, event and campaign details) on an annual basis;
 - 10.1.2 Provide an update of current sponsorship, benefactor and fundraising details to the NAO on behalf of The Friends every six (6) months;
 - 10.1.3 Align sponsorship recognition standards and diligence to NAO standards when negotiating funding or sponsorship in the name of the Award;
 - 10.1.4 Seek prior approval from the NAO before entering into any co-branding arrangement with a sponsor;
 - 10.1.5 Report against the progress of projects funded by The Friends; and
 - 10.1.6 Work with the NAO to ensure details and information of projects undertaken in their jurisdiction is provided to NAO so they can approach potential donors on behalf of Award Operating Authorities.
 - 10.1.7 The NAO will inform an Award Operating Authority of communication occurring in their jurisdiction with a prospective sponsor, donor or supporter.

11 Probity

- 11.1** The relationship between the NAO and sponsors needs to be conducted in a transparent manner and be able to stand up to public scrutiny and preserve public trust.
- 11.2** All ethical considerations are to be taken into account, documented and placed on public record before entering into an agreement.
- 11.3** No advance payments or progress payments are to be accepted prior to the finalisation of any national sponsorship agreement.
- 11.4** Award Ambassadors, Principal Sponsors, Gold Sponsors and Benefactors are to be screened (personal and/or organisational) by the Board Executive prior to their contribution and engagement with the Award being accepted.
- 11.5** Any real or potential conflicts of interest must be disclosed to the National Board through the NAO. Issues involving conflict of interest should be recorded in the appropriate records or minutes to ensure they are transparent and capable of review.
- 11.6** Individuals with private interests such as investments, voluntary work or membership of other groups should not participate or vote on any issue relating to a sponsorship arrangement or proposal.
- 11.7** Board and committee members, NAO employees and volunteers acting on behalf of the NAO should not receive any personal benefits for themselves, colleagues, family members, friends or associated entities.
- 11.8** Where benefits are offered, such as hospitality or gifts, they must be cleared through the Board Executive.
- 11.9** Regular reviews of internal controls are to be conducted by the Board Treasurer.

12 Fraud

- 12.1** All sponsorship funds are to be maintained and reported by two approved signatories including a member of the Board Executive.
- 12.2** The need to disclose criminal records should be specified in writing in sponsorship agreements.
- 12.3** An annual audit process is required to be conducted of all national finances including sponsorship related funds.
- 12.4** In the event an officer thinks fraud or corruption has occurred the matter is to be referred in writing stating reasons to the National Chair via the NAO.
- 12.5** The Board Executive will be responsible for ensuring an investigation and appropriate action is taken. The Board will be informed of such matters and outcomes.

13 Evaluation of Sponsorship

- 13.1** Regular reviews and reporting of national sponsorship arrangements are to be undertaken by the National CEO.
- 13.2** An internal evaluation report and financial reconciliation including indirect costs will be produced by NAO and provided to the National Board.

13.3 The benefits from sponsorship arrangements are to be assessed to ensure that such arrangements do not restrict future opportunities to achieve greater benefits

14 National - Award Operating Authority Co-operation

14.1 Award Operating Authorities may make their own arrangements concerning donors and sponsors subject to:

14.1.1 Exercising standards and diligence when negotiating sponsorship in the name of The Duke of Edinburgh's International Award - Australia.

14.1.2 Seeking prior approval from the NAO before entering into any co-branding arrangement, especially with respect to Award Marks (refer to section 2 of this policy) and International (IAF) licence implications.

14.2 The National Award Office to establish and accurately maintain a central registry of all Award Operating Authority sponsorship arrangements made or underway.

14.3 The Friends having tax deductible status to be used as the primary vehicle for obtaining corporate sponsorship at a national level.

14.4 Award Operating Authority Committees to fully assess their ability to completely service the sponsorship obligations associated with the receipt of funds or in-kind contribution.

14.5 Award Operating Authority Committees to evaluate if it may be more attractive for a potential sponsor to donate for Australia-wide purposes rather than at a state/territory level.

ATTACHMENT ONE
National Supporters Recognition Policy

The Duke of Edinburgh's International Award - Australia
and The Friends of the Duke of Edinburgh's Award in Australia Inc (The Friends)

Note: Award Ambassadors and Supporters Dinners with HRH The Earl of Wessex are subject to an annual review and approval by The Earl and the International Award Foundation.

	Category	Criteria	Form of Recognition
IAF World Fellowship Program	Platinum Fellowship	£1 million, 3 year pledge	Annual one-one meeting with IAF CEO Full day Award induction Bespoke communications with Award news and updates Opportunity to see the work of the Award in action with IAF CEO/Trustee Bespoke package of recognition matched to the donors' interests Invite to welcome lunch with IAF Chair Supporter pin presented by IAF Chair of the board of Trustees Invitation to the annual World Fellowship anniversary dinner Split 50% of your gift with a country of your choice where IAF has a National Award Operator presence Invitations to fundraising and engagement events Supporter Award news updates by email Recognition in IAF Annual Review Dedicated personal contact Recognition as Australian Award Ambassador (if opt in). Refer to Award Ambassador benefits Lifetime recognition on www.dukeofed.com.au Receipt Letter for Tax Purposes (DGR)
	Diamond Fellowship	£500k, 3 year pledge	Full day Award induction One-to-one meeting with IAF CEO Bespoke communications with Award news and updates Opportunity to see the work of the Award in action with IAF CEO/Trustee Bespoke package of recognition matched to the donors' interests Invite to welcome lunch with IAF Chair Supporter pin presented by IAF Chair of the board of Trustees Invitation to the annual World Fellowship anniversary dinner Split 50% of your gift with a country of your choice where IAF has a National Award Operator presence Invitation to see the work of the Award in action Invitations to fundraising and engagement events Supporter Award news updates by email Recognition in IAF Annual Review Dedicated personal contact Recognition as Australian Award Ambassador (if opt in). Refer to Award Ambassador benefits Lifetime recognition on www.dukeofed.com.au Receipt Letter for Tax Purposes (DGR)
	Gold Fellowship	£250k, 3 year pledge	Invite to welcome lunch with IAF Chair Supporter pin presented by IAF Chair of the board of Trustees Invitation to the annual World Fellowship anniversary dinner Split 50% of your gift with a country of your choice where we have a National Award Operator presence Invitation to see the work of the Award in action Invitations to fundraising and engagement events Supporter Award news updates by email Recognition in IAF Annual Review Dedicated personal contact Recognition as Australian Award Ambassador (if opt in). Refer to Award Ambassador benefits Lifetime recognition on www.dukeofed.com.au

			Receipt Letter for Tax Purposes (DGR)
	Silver Fellowship	£100k, 3 year pledge	<p>Invitation to the annual World Fellowship anniversary dinner</p> <p>Split 50% of your gift with a country of your choice where we have a National Award Operator presence</p> <p>Invitation to see the work of the Award in action</p> <p>Invitation to Thank you/welcome lunch with IAF CEO or IAF International Trustee</p> <p>Supporter pin presented by IAF CEO/Trustee</p> <p>Invitations to fundraising and engagement events</p> <p>Supporter Award news updates by email</p> <p>Recognition in IAF Annual Review</p> <p>Dedicated personal contact</p> <p>Recognition as Australian Award Ambassador (if opt in). Refer to Award Ambassador benefits</p> <p>Lifetime recognition on www.dukeofed.com.au</p> <p>Receipt Letter for Tax Purposes (DGR)</p>
	Fellowship	£30k, 3 year pledge	<p>Invitation to Thank you/welcome lunch with IAF CEO or IAF International Trustee</p> <p>Supporter pin presented by CEO/Trustee</p> <p>Invitations to fundraising and engagement events</p> <p>Supporter Award news updates by email</p> <p>Recognition in IAF Annual Review</p> <p>Dedicated personal contact</p> <p>Recognition as Australian Award Ambassador (if opt in). Refer to Award Ambassador benefits</p> <p>Lifetime recognition on www.dukeofed.com.au</p> <p>Receipt Letter for Tax Purposes (DGR)</p>
Supporting Major Australian Development and National Projects	Benefactor	\$500,000 +	<p>Lifetime recognition on www.dukeofed.com.au</p> <p>Prominent presence on Award website with link to company website</p> <p>Logo inclusion on all media releases distributed</p> <p>Logo inclusion on all Award Newsletters</p> <p>Logo inclusion on any banners/promotional material produced for events</p> <p>Quarterly EDMs (if applicable) to our database</p> <p>Gold Plaque presented at a Regal or Vice Regal Function</p> <p>Invitation to attend 2 Royal Thank You Dinners with HRH The Earl of Wessex, with opportunity for guests</p> <p>Invitations to attend events around the country</p> <p>Inclusion on National Newsletter Distribution List</p>
	Principal Sponsor	\$200,000+	<p>Lifetime recognition on www.dukeofed.com.au</p> <p>Prominent presence on Award website with link to company website</p> <p>Naming rights to particular project if applicable</p> <p>Logo inclusion on all media releases distributed</p> <p>Logo inclusion on all Award Newsletters</p> <p>Logo inclusion on any banners/promotional material produced for events</p> <p>Quarterly EDMs (if applicable) to our database</p> <p>Gold Plaque presented at a Regal or Vice Regal Function</p> <p>Invitation to attend 2 Royal Thank You Dinners</p> <p>Invitations to attend events around the country</p> <p>Inclusion on National Newsletter Distribution List</p>
	Gold Sponsor	\$100,000+	<p>Lifetime recognition on www.dukeofed.com.au</p> <p>Prominent presence on Award website with link to company website</p> <p>Naming rights to particular project if applicable</p> <p>Logo inclusion on all media releases distributed</p> <p>Logo inclusion on all Award Newsletters</p> <p>Logo inclusion on any banners/promotional material produced for events</p> <p>Quarterly EDMs (if applicable) to our database</p> <p>Gold Plaque presented at a Regal or Vice Regal Function</p> <p>Invitation to attend 2 Royal Thank You Dinners</p> <p>Invitations to attend events around the country</p> <p>Inclusion on National Newsletter Distribution List</p>
	Silver Sponsor	\$50,000 +	Lifetime recognition on www.dukeofed.com.au

				<p>Prominent presence on Award website with link to company website</p> <p>Naming rights to particular project if applicable</p> <p>Logo inclusion on all Award Newsletters</p> <p>Quarterly EDMs (if applicable) to our database</p> <p>Silver Plaque presented at a Regal or Vice Regal Function</p> <p>Invitation to attend 2 Royal Thank You Dinners</p> <p>Invitations to attend events around the country</p> <p>Inclusion on National Newsletter Distribution List</p>
		Bronze Sponsor	\$25,000 +	<p>Lifetime recognition on www.dukeofed.com.au</p> <p>Prominent presence on Award website with link to company website</p> <p>Naming rights to particular project if applicable</p> <p>Logo inclusion on all Award Newsletters</p> <p>Quarterly EDMs (if applicable) to our database</p> <p>Bronze Plaque presented at a Regal or Vice Regal Function</p> <p>Invitation to attend 2 Royal Thank You Dinners</p> <p>Invitations to attend events around the country</p> <p>Inclusion on National Newsletter Distribution List</p>
		Grants	From \$5000	<p>Recognition on www.dukeofed.com.au</p> <p>Invitations to attend events around the country</p> <p>Inclusion on National Newsletter Distribution List</p> <p>Receipt Letter for Tax Purposes (DGR)</p>
	Supporting Projects	Business Ambassador	\$50,000 (Corporate)	<p>Lifetime recognition on www.dukeofed.com.au</p> <p>Silver Plaque presented at a Regal or Vice Regal Function</p> <p>Option to nominate an Award Ambassador</p> <p>Invitation to attend 1 Royal Thank You Dinner</p> <p>Prominent presence on Award website with link to company website</p> <p>Invitations to attend events around the country</p> <p>Inclusion on National Newsletter Distribution List</p> <p>Naming rights to particular project if applicable</p> <p>Receipt Letter for Tax Purposes (DGR)</p>
		In Kind (Pro-Bono) Contributions	\$50,000 in-kind / Regular in-kind support 10 years +	<p>Lifetime recognition on www.dukeofed.com.au</p> <p>Silver Plaque presented at a Regal or Vice Regal Function</p> <p>Invitations to attend Events around the country</p> <p>Inclusion on National Newsletter Distribution List</p> <p>Receipt Letter for Tax Purposes (DGR)</p>
		Award Ambassador	\$25,000 (Individual or Joint)	<p>Lifetime recognition on www.dukeofed.com.au</p> <p>Inclusion in Ambassador Directory to promote networking amongst Ambassador Group</p> <p>Bronze Plaque presented at a Regal or Vice Regal Function</p> <p>Invitation to attend 1 Royal Thank You Dinner</p> <p>Invitations to attend events around the country</p> <p>Inclusion on Ambassador Newsletter Distribution List</p> <p>Receipt Letter for Tax Purposes (DGR)</p>
		Donors	Ad Hoc Donations by Individuals not recognised by other category	<p>Recognition to be reflected of the financial and/or inkind contributions as aligned to the other categories.</p> <p>As a minimum:</p> <p>Recognition on www.dukeofed.com.au</p> <p>Receipt Letter for Tax Purposes (DGR)</p>
		Supporter	\$1,000 - \$5,000	<p>Donor contributing \$1,000 to \$5,000 or a Duke of Ed Employer or Duke 4Sport Partner</p> <p>Recognition on a www.dukeofed.com.au for a 2-year period</p> <p>Inclusion on National Newsletter Distribution List</p> <p>Permission to include The Duke of Ed logo on organisation collateral and website</p> <p>Receipt Letter for Tax Purposes (DGR)</p>
		Award Friend	\$240pa	<p>Regular giving option eg \$20pm.</p> <p>Award Certificate</p> <p>Annual Tax Deductible Receipt Letter (DGR)</p> <p>Inclusion on National Newsletter Distribution List</p>
		Alumni Founding Friend	\$500 limited to 50 Award Holders or supporters	<p>Lifetime recognition as Founding Friend on The Alumni pages of www.dukeofed.com.au</p> <p>Invitations to Alumni Events</p> <p>Tax Deductible Receipt Letter (DGR)</p>
		Alumni	Award Holder	<p>Award Certificate</p> <p>Invitations to Alumni Events</p>

ADMINISTRATION & FINANCE POLICY

Policy Name:	2.7 Award Operating Authority Subsidies
Date(s) Revised:	June 1995, May 1996, Nov 2018, July 2019, Nov 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	1.2 Structure & Composition of the National Award Operator 1.11 Role & Structure NAO & National Award Office 2.3 Participant Assistance (subsidy) 2.11 Board & Director Expenses 2.12 Financial Reserve Policy

Introduction

Purpose of the Policy

This policy addresses the issue of pricing and costing subsidies to assist Award Operating Authorities (Divisions) due to distance, size of operation or local financial distress.

Policy

1. The National Chair has the authority by the National Award Operator (NAO) to determine the nature and extent of travel subsidies for financially disadvantaged Divisions to travel to National meetings.
2. The National Award Office has the authority to only charge Divisions for direct expenses incurred in conducting National meetings.
3. The NAO has identified Western Australia, Tasmania and Northern Territory as the two Divisions likely to require a travel subsidy. The subsidy to be no greater than the excess of their fares over those from South Australia (Adelaide).
4. National Board approval is required before the National Award Office applies subsidised pricing that does not benefit all Divisions, to any Division on stock or other expenses or income items/activities.

ADMINISTRATION & FINANCE POLICY

Policy Name:	2.8 Accounts Payable & Receivable and Stock Purchases
Date(s) Revised:	August 2005, June 2007, March 2017, July 2019, April 2020, May 2021, May 2024
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	1.19 Delegations 2.14 Refunds (draft)

Introduction

The Duke of Edinburgh's International Award - Australia (the National Award Operator) recognises the importance of high standards of accountability, ethics and probity in managing its finances. The NAO recognises its limited resources to provide credit to debtors. The NAO recognises the principles of incorporating environmental, social and governance (ESG) issues into procurement, ownership and investment activities.

Purpose of the Policy

This policy outlines the management of expense claims and terms and conditions implicit in any financial relationships with the National Award Operator.

Policy

1. Debtors

- 1.1 Terms for the payment by Award Operating Authorities for goods and services purchased from the National Office are;
 - i. Full payment prior to delivery, or
 - ii. Full payment within 30 days on delivery of the goods;
- 1.2 Terms for all other debtors are 30 days EOM from date of invoice. This includes payment of insurance premiums, services provided by the National Award Office and the new Duke of Ed Registered User fee.
- 1.3 In exceptional circumstances and by prior arrangement with the Chief Executive Officer (CEO), up to 60 days credit may be provided;
- 1.4 Failure to complete payment by any debtor in the specified time may incur an administrative charge of \$15 per invoice per 30 days.

2. Creditors

- 2.1 All accounts payable by the National Award Operator shall be paid within 30 days from date of invoice.

3. Payment Options

- 3.1 Cheque
- 3.2 Direct credit to account nominated on the invoice
- 3.3 Debit Card
- 3.4 Credit Card, including a 1-2% credit card fee payable by the payee

4. Finance Controls

- 4.1 All payments will be made in accordance with the NAO approved annual budget and within Policy 1.19 Delegations.
- 4.2 The Treasurer will undertake at least 2 times per year a random sample-based review of all expenditure processed by the NAO office.
- 4.3 All cash expense claims that do not have appropriate documentation over the value of \$50 will be listed and forwarded to the Treasurer for their review.

5. Stock Purchasing

- 5.1 Wherever possible, supplies will be sourced to favour a positive environmental and social good footprint. This includes minimising transport from production, purchase and final use; supplier to store locally and distribute to Divisions as required.
- 5.2 Wherever possible, enquiries (as a minimum by a phone call) will be made of suppliers regarding their supply chain and confirmation of their compliance with the Modern Slavery Act, 2018 (Cth), wherein the value of the goods/services procured by the Award are at least \$2,000AUD.

ADMINISTRATION & FINANCE POLICY

Policy Name:	2.9 Friends Budget and Funding Support to the NAO
Date(s) Revised:	2012, May 2024
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	N/A
Related Policies:	1.20 The Friends of the Duke of Edinburgh's Award in Australia 2.1 Tax Deductible Gifts & Contributions 2.4 Fundraising (Friends) 2.6 Sponsorship & Donations (Fundraising) 2.12 Financial Reserve Policy 3.2 Income & Operating Budget

Introduction

The Duke of Edinburgh's International Award - Australia has entered into an agreement with The Friends of the Duke of Edinburgh's Award in Australia regarding the management and allocation of fund raising to support the annual income requirements of the National Award Operator (NAO).

Policy

1. The Friends will retain all fundraising income in trust for the NAO as per its Objects.
2. The Friends will prepare an annual budget in collaboration with the NAO to ensure that the budgeted cash flow needs of the NAO are being met.
3. The National Board of the NAO will be given access to The Friends ongoing financial report and will likewise reciprocate.

ADMINISTRATION & FINANCE POLICY

Policy Name:	2.10 National Document Register
Date(s) Revised:	Sept 2014, May 2015, Sept 2018, July 2019, Nov 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	NA
Related Policies:	1.6 Use of Name & Logo

Introduction

The Duke of Edinburgh's International Award - Australia (the National Award Operator/ the NAO) established a National Document Register in 2000 following the Coroner's report on David Iredale's death in 1999. The Register enables the Award to mitigate inconsistent, inaccurate or incomplete information from being distributed regarding the management and delivery of the Award.

Policy

1. The NAO will maintain a register of documents it creates (hard copy or soft copy) as well as documents that each Award Operating Authority creates or has altered (e.g. new branding), including their Award Centres.
2. As a minimum the following information will be retained for each document:
 - i. Name
 - ii. The Date the document was created
 - iii. The Creator of the document (if known)
 - iv. Related documents or document superseding
3. The following criteria will apply to assist with deciding which documents are relevant for the register:
 - i. Any information that refers to the Award and its requirements/conditions regarding doing or delivering the Award that is:
 - a) Public Information:
 - Training: e.g. "how to..."
 - Reference: e.g. "Role of..."
 - General information about the Award: e.g. summaries, posters, checklists, brochures
 - Adventurous Journey information
 - b) Organisational Information
 - Policies that have been updated
 - Forms: e.g. a Participant checklist
 - Annual reports
 - ii. Any document where the logo and/or brand is being used for the first time other than similar documents that have already been submitted to register. E.g. Gold Award programs, account invoices etc.
4. Documents that are only used internally and not released to the general public do not need to be registered e.g. a template used to create certificates.
5. The NAO will inform Award Operating Authorities on at least a quarterly basis the documents added to the Register and will make these available, unless they have a restricted circulation.
6. The NAO will issue a Document Register code (number) that is to be used on the document. This will typically be: Source Code/ Document number/DD/MM/YYYY

ADMINISTRATION & FINANCE POLICY

Policy Name:	2.11 Board & Directors Expenses
Date(s) Revised:	June 2006, May 2007, Nov 2018, July 2019, Nov 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	NA
Related Policies:	1.7 Code of Conduct for Directors 1.21 Director Role Description 2.7 Award Operating Authority Subsidies

Introduction

The National Award Operator (NAO) is committed to ensuring directors can fulfil their role by attending meetings and related governance engagements by providing directors with the option for the reimbursement of directors' significant out of pocket expenses, particularly the costs of fares and accommodation to attend National Board and/or The Friends Board meetings and necessary representation costs.

The policy also recognises that being a National Board director or Friends Director, there is a financial and/or in-kind contribution made by directors, their nominating Award Operating Authority (Division) or their employer.

Policy

- 1.1 For domestic travel, a director may claim the cost of a "lowest available" economy airfare from their closest major airport to the city hosting an approved Board meeting or approved governance meeting/function.
- 1.2 For Board approved international travel, a director may claim the cost of a "lowest available" premium economy airfare from their closest major airport to the city hosting the Award meeting or approved meeting/function. This allows for individual needs regarding medical conditions, or accommodating height/body size requirements.
- 1.3 The NAO acknowledges that while there are significant savings in making a non-refundable non-transferable 'economy' flight, this may not always be convenient or cost effective.
- 1.4 A director from interstate or a regional area not covering their own costs or having them covered by their Division may claim the cost of a single room accommodation up to \$250 per night up for the approved duration of the meeting/function/event (receipts required).
- 1.5 A director not covering their own costs or having them covered by their Division may claim a meal allowance to a maximum of \$100 per day (breakfast \$20, lunch \$30, dinner \$50) may be claimed if meals are not provided (receipts required).
- 1.6 Incidental travel costs, e.g. taxi fares or parking may be claimed at cost by wherever possible, these are encouraged to be covered by the director or their Division.

ADMINISTRATION & FINANCE POLICY

Policy Name:	2.12 Financial Reserve and Distribution of Donor Funds Policy
Date(s) Revised:	18 May 2018, July 2019, Nov 2022
Review Cycle:	2 yearly
Authority:	National Board
National Handbook Reference (s)	None
Related Policies:	1.10 Risk Management 1.14 Emergency Response & Crisis Communications (Media) 2.1 Tax Deductible Gifts & Contributions 2.6 Sponsors & Donations (Fundraising) 3.2 Income & Operating Budget

Introduction

In meeting this policy, the Award is subject to compliance to the Anti-Money Laundering and Counter-Terrorism Act 2006 (Cth), also refer to Policy 2.1.

Policy

BOARD-DESIGNATED FINANCIAL RESERVE FUND

1. INTRODUCTION

The National Board has determined that an appropriate level of Financial Reserve will be established to ensure that the financial risks associated with the operation of the Award in Australia have been mitigated as far as can reasonably be expected.

2. STATEMENT OF PURPOSE

Financial Reserves are funds which are set aside in each Annual Budget to ensure the ongoing operations of the Award in Australia for a period of up to two years. The National Board considers that such reserves will enable the Award sufficient time to re-establish services should it be faced with a significant event or series of events that impact its capacity to fulfil its Charter and Objects.

Financial Reserve funds may not be used to fund annual budgets or special projects. Financial Reserve funds may only be applied to the following circumstances with the approval National Board:

- I. **Emergent, Urgent, Unbudgeted Expenses of the National Board.**
- II. **Emergent, Urgent, Unbudgeted Expenses of an Award Operating Authority (AOA or Division)** if its funding base has been removed or severely disrupted by a decision or circumstance outside of its control.
- III. **Expenses associated with the Unexpected withdrawal of Pro Bono support.**

3. DETERMINING RESERVE LEVELS

The target minimum Financial Reserve Fund is equal:

- i. 50% of the average previous two years' operating costs of the National Office, and
- ii. 10% of the average previous two years' operating costs of all the AOAs

This will also take into consideration dedicated financial reserves (including accumulated surpluses) put aside by Divisions (AOAs) for such a purpose. This will avoid the unwarranted accumulation and or duplication of Financial Reserve funds within the Award. It will also release available funds to support the Award's Strategic Objectives.

As at 1st July 2019, the Reserve Fund status is:

Min. Reserves Required (estimate) \$1.5m	NAO & Friends Current Net Assets \$4.2m	AOAs Surplus/Retained Cash \$1.5m	Total Retained Surplus \$5.8m
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Note: Funds retained by The Friends includes donor funds received from January 2016 when the donor policy that 100% of their funds will be used for supporting young people (0% for administration).

4. SOURCE OF RESERVE FUNDS

The Reserve's funds will be sourced from:

- i. Annual operating surplus of the NAO
- ii. Interest received from the invested reserve funds, to ensure real value (CPI) is retained
- iii. Repayments from AOA's that have received NAO's reserve funds

5. EXPENDITURE OF RESERVE FUNDS

- i. The allocation of Financial Reserve funds must be for the purpose stated in this policy.
- ii. Prior to approval by the Board, the purpose for the expenditure of reserves is to be documented, with supporting detail, together with the agreed arrangement for repayment.
- iii. Funds allocated to an Award Operating Authority will be subject to item 2. ii herein and a written agreement between the National Award Operator and the relevant AOA. Such agreements will specify:
 - a) the permitted use of the funds and the corresponding action timetable; and
 - b) a repayment plan for the allocated funds.
- iv. Note: All other surplus funds held and invested by The Friends will be distributed in accordance with Policy 2.6 Sponsors & Donations (Fundraising)

ADMINISTRATION & FINANCE POLICY

Policy Name:	2.13 Investment Policy
Date(s) Revised:	5 March 2022, May 2024
Review Cycle:	Annually
Authority:	National Board
National Handbook Reference (s)	None
Related Policies:	1.10 Risk Management 2.6 Sponsors & Donations (Fundraising) 2.9 Friends Budget 2.12 Reserves & Distribution of Donor Funds 3.2 Income & Operating Budget

1. Introduction

The Friends of the Duke of Edinburgh's Award in Australia and The Duke of Edinburgh's International Award - Australia Investment Fund (hereinafter referred to as the "Fund") was created to provide perpetual financial support to the Duke of Edinburgh's International Award - Australia and The Friends of the Duke of Edinburgh's Award in Australia ("the Award in Australia").

The purpose of this Investment Policy is to provide guidelines for investing the Fund. This Investment Policy also incorporates accountability standards that will be used to monitor the progress of the Fund's investment program and to evaluate the contributions of the manager(s) hired on behalf of the Fund and its Beneficiaries.

The Beneficiaries of the Fund include the Duke of Edinburgh's International Award - Australia Limited, The Friends of The Duke of Edinburgh's Award in Australia (the "Friends") in Australia and any Not-for-Profit entities which the Award in Australia may permit to invest in the Fund from time to time.

2. Investment Policy – Objectives

- 2.1. This Investment Policy sets forth the investment objectives, distribution policies, and investment guidelines that govern the activities of the Award in Australia, its Investment Committee and any parties to whom the Committee has delegated investment management responsibility for Fund assets.
- 2.2. The investment policies of the Fund contained herein have been formulated consistent with the Award in Australia's anticipated financial needs and in consideration of the Award in Australia's tolerance for assuming investment and financial risk.
- 2.3. Policies contained in this document are intended to provide guidelines necessary for ensuring that the Fund's investments are managed consistent with the short-term and long-term financial goals of the Beneficiaries. At the same time, they are intended to provide for sufficient investment flexibility in the face of changes in capital market conditions and in the financial circumstances of the Award in Australia.

3. Fund – Objectives

- 3.1. Preserve the long-term real purchasing power of assets while providing a relatively predictable and growing stream of annual distributions in support of the Award in Australia.
- 3.2. Generate an annual gross return of CPI + 4.5% over a rolling period of 5 years. Gross returns will include the value of any franking credits received.
- 3.3. Make investment income available for distribution to each entity invested in the Fund. Where investment income is insufficient to meet an entity's commitments, the capital of that entity may be withdrawn at its current market value. Excess income will be reinvested.

4. Role of the Board and the Executive Committee

- 4.1. The Board will appoint the Investment Committee of not more than five members.
- 4.2. The Board will receive and review biannual reports from the Investment Committee regarding the Fund's performance and make any determinations necessary regarding the Fund and its management.
- 4.3. The Board will be mindful of any reputational risk associated with either specific investments or investment performance and the impact on relations with Government and other stakeholders.
- 4.4. The Executive Committee will exercise the Board's responsibilities, if required, between Board Meetings.

5. Role of the Investment Committee ("IC")

- 5.1. The Investment Committee will act in a fiduciary capacity with respect to the Fund and will be accountable to the Board and Executive Committee for overseeing the investment of all assets owned by, or held in trust for, the Fund.
- 5.2. The Investment Committee will always be cognisant of any reputational risk that may be associated with a particular investment and will seek assurances from any appointed advisors in this regard.
- 5.3. The Investment Committee will consist of up to five members – the Treasurer of the Award in Australia, the Treasurer of the Friends, and up to three more members appointed by the Award in Australia Board and The Friends of the Duke of Edinburgh's Award in Australia Board.
- 5.4. The responsibilities of the Investment Committee include:
 - a. recommending to the Board the appointment of one or more Investment Managers to implement the investment process;
 - b. monitoring those Investment Managers to ensure compliance with this Investment Policy;
 - c. monitoring the net (after-fee) investment performance of the portfolio managed by each Investment Manager, including by comparing realised performance to investable benchmarks;
 - d. liaising with the Investment Managers to discuss and vary, where appropriate, the target asset allocation of the Fund and the Investment Manager's portfolio;
 - e. placing any limits the Investment Committee believes are appropriate on the actions of the Investment Managers; and
 - f. if deemed appropriate: recommending to the Board the termination or replacement of an Investment Manager.
- 5.5. The Investment Committee may also assess and approve investments undertaken directly with a fund manager rather than through an Investment Manager. Where the Investment Committee does so, it will ensure that the investments are monitored and reported upon and are consistent with this Investment Policy and overall Fund asset allocation targets and limits.
- 5.6. The Investment Committee will review the Investment Policy at least once per year. Changes to the Investment Policy can be made only by affirmation of the Award's National Board. Written confirmation of the changes will be provided to all Investment Committee members and to any other parties hired on behalf of the Fund as soon thereafter as is practical.

6. Role of the Investment Manager

- 6.1. The Investment Committee may recommend to the Board the appointment of one or more Investment Managers who will be responsible for guiding the Award in Australia and the Investment Committee through a disciplined and rigorous investment process. The Investment Committee will retain a strategic (long-term) focus and delegate responsibility for allocations and implementation to the Investment Managers.
- 6.2. The Investment Manager is responsible for:
 - a. adhering to this Investment Policy;
 - b. investment and investment manager selection;
 - c. transacting;
 - d. implementation; and
 - e. reporting.
- 6.3. The Investment Manager may be granted by the Award in Australia Power of Attorney to manage some or all of the Fund's investments. The Investment Manager must always ensure that it uses the Power of Attorney in accordance with this Investment Policy.

7. Fund investment policies

7.1. Asset allocation

- a. The strategic allocation of Fund assets across broadly defined financial asset and sub-asset categories with varying degrees of risk, return, and return correlation will be the most significant determinant of long-term investment returns and Fund asset value stability.
- b. Actual returns and return volatility may vary from expectations and return objectives across short periods of time. While the Investment Committee has the flexibility to make periodic changes to asset allocation, it should only do so in the event of material changes to the Fund, to the assumptions underlying Fund spending policies, and/or to the capital markets and asset classes in which the Fund invests.

7.2. Diversification

Diversification across and within asset classes is the primary means by which the Fund will avoid undue risk of large losses over long periods of time. To protect the Portfolio against unfavourable outcomes within an asset class due to the assumption of large risks, the Investment Committee will take reasonable precautions to avoid excessive investment concentrations. Specifically:

- a. With the exception of fixed income investments, no single investment security shall represent more than 10% of total Fund assets.
- b. With the exception of highly diversified investment vehicles that are managed passively or systematically, no single investment pool or investment company (mutual fund) shall comprise more than 20% of total Fund assets

7.3. Manager and investment selection

- a. Capital should be allocated to investments that empirical evidence demonstrates improve risk-adjusted returns over the long term, taking account of all fees.
- b. Any allocation of capital to active managers investing in listed securities requires the approval of the Investment Committee.

7.4. Rebalancing

The Fund's actual asset allocation will vary from its strategic asset allocation target as a result of the varying periodic returns earned on its investments in different asset and sub-asset classes. The Fund will be rebalanced to its target asset allocation under the following procedures:

- a. The Investment Manager will use incoming cash flow (contributions) or outgoing money movements (disbursements) of the Fund to realign the current weightings closer to the target weightings for the Fund.
- b. The Investment Manager will review the Fund regularly to determine the deviation from target weightings. If any asset class is more than five (5) percentage points from its target weighting, the Fund will be rebalanced, unless otherwise agreed by the Investment Committee.

7.5. Assessing performance

The Investment Committee shall judge the investment performance of the Investment Manager(s) against two standards:

- a. First, the Fund's long-term gross return objective of CPI +4.5% over any rolling 5-year period.
- b. Second, whether the Investment Manager has achieved after-fee returns that matched or outperformed the returns that would have been achieved had the Fund been invested at the target asset allocation in the relevant indices over the same period of time.

7.6. Taxation status

The Fund will be invested in a manner that considers the taxation status of the entity, including the value of franking credits and the ability of the Fund to pay no tax on income and capital gains.

7.7. Comparative performance

Performance of individual asset classes and fund managers shall be assessed against benchmarks designated by the Investment Committee.

7.8. Fees

The Investment Committee shall have regard to the costs of administering and managing the Fund in order to seek to maximise long-term post-fee returns.

7.9. Ethical considerations

The Fund supports the integration of sustainability goals including environmental, social, and governance (ESG) considerations into investment management strategies, processes and practices.

8. Asset class allocation limits & prohibitions

8.1. Target asset class allocation will be set by the Investment Committee in conjunction with the Investment Manager(s) and shall be reviewed on a regular basis.

8.2. The Fund's asset class allocation limits should be wide enough to allow the Investment Manager(s) flexibility to implement their investment view. However, the Fund's target and actual asset allocations cannot exceed the following limits:

Asset Class	Lower Limit	Upper Limit
Cash	2%	25%
Fixed Interest	0%	50%
Credit	0%	25%
Listed Property	0%	20%
Unlisted Property	0%	20%
Australian Equities	15%	50%
International Equities	10%	50%
Alternative Assets	0%	25%

8.3. Aggregate sector limits

- a. No more than 75% of the Fund can be invested in Equities (International and Domestic).
- b. No more than 25% of the Fund can be invested in Property (Listed and Unlisted).

8.4. Liquidity

- a. A minimum of 30% of the Fund must be held in assets that can be reliably liquidated within 3 months.
- b. A maximum of 20% of the Fund may be held in assets that cannot be reliably liquidated within 36 months.

8.5. Unless expressly authorised by the Board, the Fund and Investment Managers are prohibited from:

- a. purchasing securities on margin or executing short sales;
- b. pledging or hypothecating securities;
- c. purchasing or selling derivative securities, except where those derivatives are used exclusively to hedge wholly owned foreign currency-denominated assets or returns into A\$; and
- d. engaging in investment strategies that have the potential to amplify or distort the risk of loss beyond a level that is reasonably expected, given the objectives of the Fund.

8.6. The Investment Committee may recommend to the Board an investment or series of investments that cause the Fund to move outside of the limits contained in this section. Any such investments or portfolio changes must only be implemented with the explicit written approval of the Board.

8.7. Investment of other funds for shorter periods of time

The Investment Committee and Investment Manager may at times be asked by the Award in Australia to manage specific pools of money on a relatively short-term basis, for example, the investment of Government Grant funds, and large donations that will not form a permanent part of the Fund. Those amounts should be accounted for separately and not be included in the calculation of asset class allocation limits shown above.

ADMINISTRATION & FINANCE POLICY

Policy Name:	2.14 Refunds
Date(s) Revised:	May 2020, May 2024
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	1.19 Delegations 2.2 National Fee Structure & Recommended Retail Price 2.8 Accounts Payable & Receivable and Stock Purchases

Introduction

The Duke of Edinburgh's International Award – Australia (the National Award Operator/NAO) recognises its obligations to consumer guarantee under Australian Consumer Law as part of the services it provides to young people. This policy predominately pertains to the new Duke of Ed Registered User fee and the management of funds held in the open payment gateway (OPG).

Purpose of the Policy

This policy outlines the conditions in which refunds may be provided, the management process, and obligations of the NAO and Award Operating Authority (AOA/ Division).

Policy

1. All Duke of Ed Registered Users

- 1.1 All Duke of Ed Centres must apply to their respective AOA for any refund requests.
- 1.2 The AOA is to review the reasons given for the refund and if they support these, the AOA may apply to the NAO for full and partial refunds using the NAO nominated request procedure. The NAO will review all such requests.
- 1.3 The NAO may approve a full and partial refund request in the following circumstances:
 - 1.3.1 Where the Participant changes Award Level
 - 1.3.2 Where the Participant changes AOA
 - 1.3.3 Where there has been some form of overpayment
 - 1.3.4 For duplicate registration and payment
 - 1.3.5 Significant Injury
 - 1.3.6 Financial Difficulties
- 1.4 The NAO has no obligation to refund a Registered User for change of mind and it will not refund a new Registered User for change of mind.
- 1.5 The AOA can arrange for partial refunds of registration fees at its discretion. In such circumstances, the AOA will still be liable for the National Levy portion owed to the NAO, unless otherwise agreed with the NAO.
- 1.6 The NAO retains the right to alter item 1.5 of this policy when extenuating circumstances apply, as determined by the NAO and in consultation with the relevant AOA(s) and provide a full refund.

2. Registrations that have not been approved by the Award Centre

- 2.1 If and when an Award Centre has not accepted/not approved a new Registered User registration within a reasonable timeframe (60 days):
 - 2.1.1 The NAO has an obligation to refund Registered User registrations paid online via the payment gateway (i.e. "online")
 - 2.1.2 The AOA has an obligation to refund Registered User registrations not paid via the payment gateway (i.e. 'offline') where the Award Centre has already paid to the AOA

- 2.1.3 The Award Centre has an obligation to refund Registered User registrations not paid via the payment gateway (i.e. 'offline') where the Award Centre has not yet paid the AOA.
- 2.2 The AOA is responsible for ensuring all of its Registered User registrations are approved within the reasonable timeframe defined as 60 days. This timeframe is from when the Registered User registration the Online Record Book to commence an Award, and includes delays and rejections.
- 2.3 Where a refund is approved for a Registered User registration with an online payment, the NAO will provide a refund in the same form as the original payment.
- 2.4 Where a refund is approved for the Award Centre/Registered User registrations with an offline payment, the AOA is responsible for refunding the Registered User directly.

3. Registrations that have been approved by the Award Centre

- 3.1 Where a refund is approved by the NAO for a Registered User registrations with an online payment, the NAO will provide the refund in the same form as the original payment and the AOA(s) will return their portion of that registration fee to the NAO, unless otherwise agreed.
- 3.2 Where a refund is approved by the NAO for the Award Centre/Registered User registrations with an offline payment, the AOA is responsible for refunding the Registered User directly and the NAO will return the National Levy portion of that registration fee to the AOA.

Program Management Policies

PROGRAM MANAGEMENT POLICY

Policy Name:	3.1 Role & Responsibilities of an Award Operating Authority and a National Award Centre
Date(s) Revised:	March 1979, May 1979, Nov 1987, March 1994, Nov 2012, Nov 2018, July 2019, Nov 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	Glossary
Related Policies:	1.3 Award Operating Authority Committees 1.8 National Award Centres 3.8 Award Operating Authority and Award Centre Licences 4.5 Award Handbook 5.1 Policy Preparation & Review 5.2 Distribution of Policy Manuals

Introduction

The National Award Operator (NAO) delivers The Duke of Edinburgh's International Award to young people through a series of sub-licences using what in practice is a social franchise model, managed by the International Award Foundation.

There are 3 key source documents that establish the roles of the Award's delivery entities.

Policy

1. The role and responsibilities of an Award Operating Authority are to be documented in:
 - 1.1 The licence document
 - 1.2 The Award Handbook
 - 1.3 The NAO Governance Policy Manual

PROGRAM MANAGEMENT POLICY

Policy Name:	3.2 Income & Operating Budget
Date(s) Revised:	Nov 1988, Nov 1993, March 1994, Nov 1995, May 1996, draft Sept 2018, July 2019, Nov 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	NA
Related Policies:	2.9 Friends Budget and Funding Support to the NAO 2.12 Reserves, Distribution of Donor Funds

Policy

- 1.1 The funding of the National Award Office will be independent of the Award Operating Authority funding. Award Operating Authority Committees will not be required to provide any annual contributions toward the operation of the National Award Office.
- 1.2 The main sources of income for the National Award Office and its related activities will be:
 - 1.2.1 Participant Registration fee (annual levy as approved by the Board);
 - 1.2.2 The Friends of the Duke of Edinburgh's Award in Australia Inc ('The Friends') for development projects;
 - 1.2.3 Publications, promotional materials, badges, and certificate sales (handling costs);
 - 1.2.4 Interest earned from the investment of accumulated funds (NAO and The Friends);
 - 1.2.5 Grant income
 - 1.2.6 Financial and in-kind donations and sponsorships (via The Friends) to be used for disadvantaged youth and related development projects.
- 1.3 An annual budget will be prepared in accordance with the decisions and directives of the National Board for approval by the National Chairperson. The budget will be presented to the Company for information.
- 1.4 The National Award Office to prepare a surplus budget, with the aim of minimising the need to increase current registration fees and profit margins on items sold to the Award Operating Authority Offices.
- 1.5 The National Award Office will develop and maintain strict procedures regarding action on delinquent accounts. The credit period of all accounts to be 14 days after which a written reminder will be sent. An account is to be considered delinquent if not fully paid when the due date is exceeded by 30 days.
- 1.6 The National Board Chair and the Award Operating Authority Chair concerned are to be notified of the details of the delinquent account. The National Chair's authority is required before either credit collections specialists are engaged or legal action to recover the debt is initiated.

The investment of reserves, provisions and operational funds are to be in accordance with the Policy 2.12 Reserves, Distribution of Donor Funds Policy

PROGRAM MANAGEMENT POLICY

Policy Name:	3.3 Location of National Award Operator (NAO)
Date(s) Revised:	April 1996, June 2005, Nov 2018, July 2019, Nov 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	1.1 Role & Authority of National Award Operator 1.11 Role & Structure NAO & National Award Office

Policy

- 1.1 The National Award Office will occupy offices separate to those of an Award Operating Authority
- 1.2 The location of the National Award Office to be an outcome of the following key criteria or considerations:
 - 1.2.1 The location of the National Chair
 - 1.2.2 The location of the National Executive Director/CEO
 - 1.2.3 The availability of cost effective or free/sponsored office accommodation;
 - 1.2.4 The number of Head Offices of major youth bodies/organisations or key partners
- 1.3 Sydney is to continue to be the preferred location.
- 1.4 The location of the National Award Office is not to be a limiting factor in scheduling National Award Operator meetings in other States or Territories.

PROGRAM MANAGEMENT POLICY

Policy Name:	3.4 Authority to Interpret Award Conditions
Date(s) Revised:	June 1995, March 1996, April 1996, Nov 2018, July 2019, Nov 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	1.4 Variations to Conditions & Requirements of the Award

Policy

- 1.1 The essential structure and conditions of The Duke of Edinburgh's International Award as provided for in the Award Handbook cannot be varied without the permission of the National Award Operator (NAO).
- 1.2 Award Operating Authorities (AOAs or Divisions) may only make variations to the conditions and guidelines of the Award as stated in the Award Handbook, for undertaking various activities in their jurisdiction in order to meet local legislative requirements
- 1.3 The National Chief Executive Officer (CEO) has the authority to:
 - 1.3.1 Respond to Division enquiries to interpret Award Section requirements,
 - 1.3.2 Respond to any enquiring Award Centre for an interpretation, especially if there is a disagreement in interpretation with the Award Operating Authority Committee. For material matters the Division is to be informed at the earliest opportunity.
- 1.4 An Award Centre has discretion to include or exclude activities for the four sections subject to: Participants still having some choice of activity; consideration being made for insurance requirements; and the Participants' needs, including their family or cultural needs being taken into consideration where expressed and as appropriate.
- 1.5 When the National Award Office makes an interpretation e.g. Interpretive Notes, it will note the details as an appendix to the Governance Policy manual and/or website, and inform the Executive Officers.

PROGRAM MANAGEMENT POLICY

Policy Name:	3.5 Privacy & Online Information (Public Document)
Date(s) Revised:	Feb 2013, April 2014, January 2019, Nov 2022, March 2023
Review Cycle:	2 years
Authority:	National Board
National Handbook Reference (s)	8.3 Privacy
Related Policies:	1.12 Privacy Compliance Policy

Policy

We are firmly committed to protecting the privacy of any personal information we collect about you and we aim to maintain a safe and secure system of handling your information. We seek to ensure that your personal information is handled in accordance with the Australian Privacy Principles in the Privacy Act 1988.

This Privacy Policy (and references to 'we' and 'us') relates to both The Duke of Edinburgh's International Award – Australia and The Friends of the Duke of Edinburgh's Award in Australia Inc.

What is the Award?

The Duke of Edinburgh's International Award – Australia (the **Award**) is a leading structured (non-formal education) youth development program, empowering all young Australians between ages 14 to 24 to explore their full potential regardless of their location or circumstance. Each young person who takes part in the Award learns a skill, improves their physical wellbeing, volunteers in their community and experiences a team adventure in a new environment.

You can find out more about the Award by visiting www.dukeofed.com.au (our **Website**).

Why do we collect and handle personal information?

We collect, store, use and disclose personal information for purposes including to:

- manage, administer, record and support participation in the Award
- verify your identity and personal information
- maintain and update our records
- assess and improve our services
- recruit, train and manage our people
- manage our relationships with stakeholders including Award participants, staff, volunteers and supporters
- deal with confirmed or suspected fraud, misconduct, disputes and illegal activity
- comply with our legal obligations.

We also handle personal information to communicate with our stakeholders including providing information about the Award activities and events, and where agreed, activities, events and special offers from carefully selected partners. If you do not wish to be contacted for promotional purposes, you may advise us using the contact details below.

We may not be able to do these things – or may not be able to do them effectively – without your personal information. For example, we may not be able to communicate with you or consider your application for registration, employment or event attendance. In relation to our personnel, we may in some cases take appropriate disciplinary action if you refuse to provide certain information.

What personal information do we collect?

The types of personal information we collect include current and historical details about your name, contact details, identification, organisation, activity details, employment, education, forms submitted, payment details and enquiry/complaint details. We also collect personal information about your communication, transactions and dealings with us, including any contact by telephone, email or online and details of your involvement in or association with the Award.

For job applicants, we may also collect information about qualifications, skills, experience, character and screening checks (including health, reference, background, directorship, financial probity, identity, eligibility to work, vocational suitability and criminal record checks). For those that go on to work with us, we may additionally collect information about training, terms and conditions, staff benefits, emergency contact details, performance, conduct, use of our IT and communications resources, payroll matters, drug/alcohol tests, leave and tax/financial affairs. Some of the personal information we collect about our people is collected pursuant to laws including the Fair Work Act, Superannuation Guarantee (Administration) Act, the Income Tax Assessment Act and other tax laws, Corporations Act, occupational health and safety acts and workers' compensation acts.

In certain circumstances, we may collect sensitive information about you. For example, an individual may provide information on their health or racial origin in a Participant Application Form. The Award only collects, uses and discloses sensitive information with consent or otherwise in accordance with law.

How do we collect personal information?

We generally collect personal information directly from the relevant individual or their authorised intermediaries, unless unreasonable or impractical. In some cases, we collect personal information from third parties including public sources, your organisation, your representatives, information service providers, social media and the parties with which we exchange information as described in this Privacy Policy.

Where you provide us with personal information about someone else you must have their consent to provide their personal information to us based on this Privacy Policy.

Who do we share personal information with?

Personal information may be shared between the various organisations and persons responsible for administering the Award in Australia. This includes us and Award Operating Authorities (also referred to as Divisions), Award Centres (e.g. schools and clubs who assist in delivering the Award), Assessors, Volunteers and Award Leaders (the contact persons and mentors for Award Participants). See our Website under '[Delivering the Award](#)' for more information about these organisations and persons. We exchange personal information with our contractors and service providers that assist in the operation or administration of the Award program from time to time (for example, our mailing house, internet, data storage, auditing, accounting, legal, business consulting, delivery, research, online store and technology providers).

If you apply for a position with us, we may exchange your personal information with academic institutions, recruiters, screening check providers, health service providers, professional and trade associations, law enforcement agencies, referees and your current and previous employers. In addition, if you go on to work with us, we may exchange your personal information with your representatives (including unions), other employers seeking a reference about you and our service providers including providers of payroll, superannuation, banking, staff benefits, surveillance and training services.

We may also exchange personal information (including sensitive information) with Award organisations located outside of Australia such as The Duke of Edinburgh's International Award Foundation (IAF) who grants us the licence to operate the Award in Australia (for example delegate details including health information for international exchanges/camps) The IAF may also access information for the purpose of monitoring that the award in Australia is meeting its licence obligations, for example by sampling Award Participant's activity choice and activity hours logged.

Some of the third parties described above may be located in the United Kingdom, Czech Republic and the Philippines.

How do we handle personal information in connection with our online services?

This section applies to our Website and to our other online services we operate including our Online Record Book, Award phone apps, any website, chat room, wiki, messaging service, bulletin board, app, email communications, social media profiles or other online facility (together, 'Online Services'). If you use our Online Services to read, browse or download information, our system may record information such as the date and time of your interaction, the pages accessed and any information downloaded. This information is used for statistical, reporting and website administration and maintenance purposes.

Like many other websites, our Website may use 'cookies' from time to time. A cookie is a piece of information that allows our system to identify and interact more effectively with your browser. The cookie helps us to maintain the continuity of your browsing session and remember your details and preferences when you return. You can configure your web browser software to reject cookies however some parts of our website may not have full functionality in that case.

Our Online Services may use Google services such as Google Analytics and Google Maps from time to time. For more about how Google collects and processes data, please see Google's privacy policy and their information at www.google.com/policies/privacy/partners/.

The Online Services may contain links to other sites. We are not responsible for the privacy practices or policies of those sites.

Children

We require that children under the age of 15 years obtain their parents'/guardians permission before sending any information about themselves to anyone over the Internet. All under 18s are required to obtain parental consent on Licensed Organisation enrolment forms before they can be registered for the Award.

Talent Release Forms need to be signed by the parent or guardians of any child under the age of 18 who has their photograph taken for use by the Award. Anyone over the age of 18 is also asked to sign a Talent Release Form to authorise us to use their photographs.

How do we protect the security of personal information?

We use both technological and physical methods to protect personal information from misuse, loss or unauthorised access, modification or disclosure. Depending on the circumstances, these methods may include electronic access controls, premises security and network firewalls. While we take reasonable steps to protect the personal information we hold, we are unable to guarantee the security of that information. Please be aware that there are inherent risks in transmitting information across the internet. If you are concerned about sending information of a sensitive nature to us online, you may prefer to contact us by telephone or mail.

We hold personal information electronically and in hard copy form, both at our own premises and with the assistance of our service providers.

How can you access and correct your personal information?

If you would like to access your personal information that we hold, you make an access request by contacting us using the details below. You can also request to update and correct your information. In some circumstances, we may not be required by law to provide you with access or to correction of your personal information. In these circumstances, we will provide you with the reason(s) for refusal. If you disagree with our refusal to make a correction, you can request us to take reasonable steps to associate a statement with the information noting your disagreement.

How can you contact us for questions and feedback?

If you have a question or complaint about how we handle personal information or want to access or correct your personal information, you can contact:

Attn: Privacy Officer
National Award Operator
Level 3, 189 Kent St
Sydney NSW 2000
Phone: +61 2 8241 1500 (prompt 3)
Email: admin@dukeofed.com.au

If you are making a complaint, we may request additional details from you and may need to engage or consult with other parties in order to investigate and deal with your issue. We will keep records of your request and any resolution.

The Duke of Edinburgh's International Award – Australia ABN 70114 267 195

The Friends of the Duke of Edinburgh's Award in Australia Inc ABN 85 021 371 716

Last updated 13/05/2020

The Award maintains a Governance Policy manual. This policy is referenced as Policy 3.5 Privacy & Online Information. Please also refer to Policy 1.12 Privacy Compliance Policy.

PROGRAM MANAGEMENT POLICY

Policy Name:	3.6 Volunteer Roles
Date(s) Revised:	Nov 1987, Dec 1989, Dec 1992, May 1996, Sept 2014, Nov 2018, July 2019, Nov 2022
Review Cycle:	3 years
Authority:	National Board
National Handbook Reference (s)	2.2.1 Award Leaders 2.2.2 Assessors 2.2.3 Supervisors
Related Policies:	2.6 Sponsorship & Donations 3.10 Volunteer and Supporters Recognition 3.12 Protection of Children & Young People 4.1 National Training Requirements & Award Leader Accreditation 4.10 Adventurous Journey Requirements, Guides & Policies 4.13 Volunteer Code of Conduct

Introduction

Purpose of the Policy

This policy recognises the essential role of the volunteer, their key role in the delivery of the Award and the need to ensure that they are appropriately qualified.

Policy

1.1 The National Award Operator (NAO) recognises that the following roles are fully or substantially undertaken by volunteers:

- i. Award Leaders (and Award Coordinators, if multiple Award Leaders in an Award Centre) and Assistant Award Leaders
- ii. Section Assessors
- iii. Activity/Adventurous Journey Supervisors
- iv. Instructors/Trainers
- v. Mentors (Participants and Award Leaders)

1.2 These roles are defined in the Award Handbook with the exception of a mentor, which is a role growing in more prominence to recognise the additional non-technical volunteer input that assists a Participant to commence and complete their Award activities.

- i. A mentor is a person who shows interest and provides encouragement to a single or multiple Participants to keep working towards completing their Award activities.
- ii. A mentor is appointed by an Award Centre and is required to comply with the relevant Child Protection Legislation.
- iii. A mentor is required to have a general understanding of The Duke of Edinburgh's International Award. They are not required to have a detailed understanding of the Award. Mentors assist Participants to overcome any attitudinal or physical barriers they have to completing their Award, rather than answer questions relating to the Award which is the role of the Award Leader.
- iv. A Participant mentor keeps in regular contact with the Participant by phone, text and/or an email. In doing so, they:
 - a. Enquire about the Participant's recent activity and progress
 - b. Offer encouragement and recognise progress
 - c. Assist set milestones and ask about these at a later time
 - d. Possible offer ideas about activity and Assessors

- 1.3** The NAO requests Award Operating Authorities (Divisions) adopt standards and qualification requirements as established and published by specialist bodies representing the numerous activities undertaken by the Participants.
 - 1.3.1 The NAO will not provide a system for qualifying volunteers as Assessors or instructors in specialised activities undertaken by the Participants.
- 1.4** Divisions are responsible for issuing any identity cards and certificates of training (in Award administration and management) completed by Award Leaders and other volunteers.
- 1.5** The NAO, through the National Award Office, will maintain a series of recognition certificates, medals and plaques to be used by the NAO, The Friends and Divisions to present to individuals, organisations and corporations for:
 - 1.5.1 recognition of service
 - 1.5.2 recognition of financial and resource contributions.
- 1.6** Minimum requirements for presenting these certificates, medals and plaques will be published by the National Board and monitored by the National Award Office, refer to policies 2.6 and 3.10.
- 1.7** The National Award Office will maintain a register of all national certificates, medallions and plaques presented by the NAO, The Friends and Divisions.
- 1.8** The National Board recognises additional recognition awards that have been established by various Divisions in addition to, or complementary to, the National certificates, medallions and plaques.

PROGRAM MANAGEMENT POLICY

Policy Name:	3.7 Strategic Plan
Date(s) Revised:	Nov 1993, June 1995, Aug 2010, June 2013, Nov 2013, Nov 2018, July 2019, Nov 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	4.2 Strategic Management Committee 1.3 Award Operating Authority Committees

Introduction

This policy highlights the importance of the planning process in establishing direction and leadership for The Duke of Edinburgh's International Award throughout Australia.

The National Award Operator (NAO) acknowledges the level of operational autonomy it gives to the Award Operating Authorities needs to be supported by a binding long-term National Strategic Plan (providing direction and the broader goals) together with the shorter term National Business Plan (the details and specific actions needed to ensure the ongoing and successful implementation).

The NAO Business Plan to include or incorporate as a minimum:

- 1) Marketing Plan
- 2) Training & Education Plan
- 3) Financial Plan/Budget
- 4) Communications Plan
- 5) Compliance Plan

Policy

- 1.1 The National Board will work with the Award Operating Authorities to develop a joint 3-5 year Strategic Plan.
- 1.2 The Plan will include consideration of community needs regarding youth matters, government policy and developments in the wider Not for Profit sector.
- 1.3 The Plan will reflect the priorities set by the International Award Foundation (IAF) and will be compliant with IAF licence requirements of the NAO, as well as the NAO Constitution.
- 1.4 The Plan will be reviewed at least annually and will be subject to ongoing progress reports at National Board meetings.
- 1.5 The Strategic Plan and supporting Business Plan will be actively implemented by the National Award Office and each Award Operating Authority.
- 1.6 Resources, including staff, are to be allocated in a manner that clearly responds to the achievement of the Strategic Plan and Business Plan.
- 1.7 The Award Operating Authorities are encouraged, and where possible, assisted by the National Award Office to develop a supporting Business Plan.
- 1.8 The focus of the National Board meetings will readily reflect the goals, objects and key action items contained in the current Strategic Plan or Business Plan.
- 1.9 The National Award Office will provide the National Board with an annual progress report identifying achievements to date and introducing major issues or opportunities that may need to be incorporated into the Strategic or Business Plan.

1.10 A Strategic Management Committee (SMC) may be formed by the Award Operating Authority Executive Officers and National CEO.

PROGRAM MANAGEMENT POLICY

Policy Name:	3.8 Award Operating Authority and Award Centre Licences
Date(s) Revised:	May 2006, November 2014, November 2018, July 2019, Nov 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	1.1 Role & Authority of National Award Operator 1.3 Award Operating Authority Committees 1.8 National Award Centres 3.9 National Licence Monitoring & QA

Introduction

The National Award Operator (NAO) delivers the Award to young people through a series of sub-licences, in what in practice is a social franchise model, managed by the International Award Foundation (IAF). The IAF issues a licence to countries for a renewable 6 year term.

Policy

1. The NAO primarily offers a sub-licence to a legal entity that is resourced, has the legal structure, governance framework and commitment to drive and deliver the Award in a State or Territory.
2. In addition, the NAO may issue a National Award Centre licence to an organisation that is operating across two or more States or Territories and is doing so at a large scale and a high level of autonomy.

PROGRAM MANAGEMENT POLICY

Policy Name:	3.9 National Licence Monitoring & Quality Assurance Policy
Date(s) Revised:	2010, 2012, Nov 2013, March 2017, Jan 2019, Sept 2020, May 2024
Review Cycle:	Biennial (every two years)
Authority:	National Board
Related Policies:	<ul style="list-style-type: none"> 1.6 Name & Use of Logo 1.10 Risk Management 2.10 National Document Register 3.6 Volunteer Roles 3.7 Strategic Plan 3.8 Award Operating Authority and Award Centre Licences 3.12 Protection of Children & Young People 4.1 National Training Requirements & Award Leader Accreditation 4.5 Duke of Ed Handbook 4.6 Duke of Ed Approval and Presentations 4.7 Duke of Ed Publications 4.10 Adventurous Journey Requirements, Guides & Policies 4.12 Open Duke of Ed Centre TBC Delivery Partners

Purpose of the Policy

The Duke of Edinburgh's International Award - Australia (the Award) operates under a licensing arrangement with the International Award Foundation (IAF). The National Award Operator (NAO) holds the licence for the Award – Australia and the Solomon Islands. In turn the NAO licences Award Operating Authorities (AOAs) and National Award Centres to deliver the Award through a wide range of organisations such as schools, clubs, employers who are licenced by AOAs. These are referred to as Award Centres, including or Open Award Centres.

This two-part policy and its attachments provide a minimum framework and set of requirements to ensure that AOAs and their Award Centres, and National Award Centres are complying with IAF and NAO Licence requirements and are also implementing key National Policies (Governance and Program (via the Australian Duke of Ed Handbook)).

Due to this policy's significant scope, complexity and implications for risk, it is designed to reinforce and clarify the minimum standards for delivering the Award in Australia as well as to identify expectations on preferred good practice. As a result, Attachments A and B comprise more detail than most policies in the Governance Manual.

Policy

Part A: National Award Operator (NAO) and Award Operating Authorities (AOAs)

- 1.1 The NAO will implement an annual Licence Monitoring and Quality Assurance program of Award Operating Authorities (AOAs) and Award Centres (including Award Centres that hold a multi-site licence).
- 1.2 The policy will use a set of criteria approved by the National Board and these criteria will be made available to AOAs and their Award Centres (as per Attachments A and B).
- 1.3 These criteria will be applied via a suite of digital forms implemented by the NAO.
- 1.4 The AOA Licence Monitoring and Quality Assurance program will be applied every two years for all AOAs (at a minimum). Other related activities include:
 - 1.4.1 An on boarding briefing by the NAO when a new AOA Executive Officer (EO) or Chair of the AOA Board/Committee is appointed (within three to six (3-6) months of the appointment)

- 1.4.2 A scheduled follow-up of existing AOAs that have not rated “Fully Achieved” or “Mostly”, as appropriate, in all the criteria and not corrected this rating (within three (3) months from initial non-compliance result).
- 1.5 Quality Assurance (QA) expenses:
- 1.5.1 The cost of the initial scheduled monitoring (travel and staff/volunteer time) **will be met by the NAO.**
- 1.5.2 The cost of additional monitoring visits required due to an AOA not meeting QA Criteria **will be met by the AOA.**

Part B: Award Operating Authority (AOA) and Award Centres

- 2.1 The AOA will implement an annual Licence and Quality Assurance monitoring program of Award Centres (including Award Centres that hold a multi-site licence).
- 2.2 The policy will use a set of QA criteria approved by the National Board and these criteria will be made available to AOAs and their Award Centres (as per Attachments A and B).
- 2.3 These criteria will be applied via a suite of forms and/or digital processes implemented or approved by the NAO.
- 2.4 All Award Centres to be subject to at least a QA Licence Monitoring in accordance with this policy at least once within their 3-year licence period.
- 2.5 The Award Centre Licence Monitoring and Quality Assurance program will be applied annually for a minimum 20% sample of all existing Award Centres. With prior NAO approval, a lesser sample, but no less than 15% in any one year, may apply due to scheduled QAs with Award Centres may have been unable to be completed the QA for unforeseen reasons.
- 2.6 Compliance is demonstrated by rating “Fully Achieved” or “Mostly”, as appropriate, in all the criteria. Other and additional related activities include:
- 2.6.1 An on boarding QA review to be conducted within the first three (3) months from when a new Award Centre accepts its first Participant registration or when the Award Coordinator (senior Award Leader) changes at an Award Centre
- 2.6.2 A scheduled follow-up QA of existing Award Centres that have not rated “Fully Achieved” or “Mostly”, as appropriate, in all the criteria and not corrected this rating within the specified period of time from the initial non-compliance result (i.e. timing will be dependent on the nature of non-compliance and periods may vary accordingly).
- 2.7 The consequences of an Award Centre not meeting with Licence requirements and/or National Policy requirements, will be as per Table 3.1.
- 2.8 The cost of the initial scheduled monitoring (travel and staff/volunteer time) and additional monitoring visits to a non-compliant Award Centres **will be met by the AOA.**

Table 3.1 Actions Resulting from Non-Compliance

	QA Policy Essential Criteria that are Non-Compliant	Action Required
3.1.1 Corrective Request	3 or less criteria	Pending the significance of the non-compliant criteria. Can be readily corrected within three (3) months and have agreement to do so.
3.1.2 Corrective Warning	Not compliant with Corrective Request or 4 - 5 criteria not compliant	Pending the significance of the non-compliant criteria (determined by the National CEO in consultation with the National Board Executive Committee). Prepare a correction plan and submit within four (4) weeks showing correction can be achieved within six (6) months and relevant reporting periods.
3.1.3 Monthly Reporting	Not compliant with Corrective Warning or 6 - 10 criteria not compliant	Prepare a correction plan and submit within four (4) weeks showing correction can be achieved within six (6) months. Report monthly progress to AOA Board or AOA Government agency. Monthly reporting can only be extended for one additional six-month period.
3.1.4 Cancellation of Licence Notice	Not compliant with Monthly Reporting or 11 or more criteria not compliant	If AOA/Award Centre is non-compliant with Monthly Reporting, NAO/AOA issues a six-month final notice and NAO/AOA commences arrangements for an alternate licensee/Award Centre. If 11 or more criteria not compliant, AOA/Award Centre is issued concurrently with requirement to: <ul style="list-style-type: none"> i. Prepare a correction plan and submit within four (4) weeks showing correction can be achieved within six (6) months. ii. Report monthly progress to NAO/AOA Board or AOA Government agency. iii. AOA/Award Centre issued with a maximum three-month final notice and NAO/AOA commences arrangements for alternate licensee/Award Centre.
3.1.5 Licence cancellation	Follows cancellation of Licence Notice	For AOA: <ul style="list-style-type: none"> - Legal notices and proceedings completed by NAO. - New licensee identified and made ready to manage the Award. - Award Centres notified by NAO. For Award Centre: <ul style="list-style-type: none"> - Notices and proceedings completed by AOA. - Alternate Award Centre identified and made ready to manage the Participants. - Participants notified by AOA.

Attachment A: QA Criteria for Award Operating Authorities (AOAs)

*Essential criteria are marked with **

Governance and Strategy

- * 4.1 The AOA has a Board/Committee and it is compliant with relevant legislation while also meeting the requirements set out in its Constitution, especially regarding minimum number of meetings, its composition and reporting.
- * 4.2 The AOA Board/Committee or AOA Government agency has a paid Executive Officer or Manager employed.
- * 4.3 The AOA has documented: governance policies; operating policies, and; partner/sponsor arrangements. Information made publicly available by the AOA is accurate and consistent with NAO content and document requirements, including printed materials, forms and online content.
- * 4.4 Where the AOA licence is not held by a Government agency, it must ensure the financial viability of the entity and maintain appropriate surplus funds, reflective of the NAO's Financial Reserve's policy.
- * 4.5 The AOA actively supports the implementation of the national Strategic Plan and for this purpose has an annual and long-term business plan (including set goals), which guides AOA Board's and staff performance, and assists and sets the annual budget.
- * 4.6 The AOA has established risk management measures and routinely undertakes and records risk assessments covering, as a minimum, finances, operations, personnel, brand/reputation, workplace health and safety, documentation, and compliance.
- * 4.7 The AOA ensures the staff resources and budget capability to conduct Award operations in accordance with the licence, Award Handbook, Policies and the nationally agreed Strategic Plan.
- 4.8 The AOA produces and implements an active Government Relations program.
- 4.9 The AOA routinely reports to and actively engages with key stakeholders, including major delivery partners, sponsors and donors.
- 4.10 Budgeted and approved staff positions are to be filled.
- 4.11 The AOA endeavours to develop initiatives with Non-Government Organisations, businesses and/or the youth sector.

Award Centre Management

- * 4.12 The AOA:
 - 4.12.1 Confirms that all Award Centres and Award Leader records on the Online Record Book are complete and current.
 - 4.12.2 Confirms Award Centres have a system to ensure child protection legislation is being met.
 - 4.12.3 Has completed Participant registrations and Awards via the Online Record Book, including a register of Award certificates and badges issued.
- * 4.13 The AOA proactively monitors Award approvals made by Award Centres.
- * 4.14 The AOA has an effective whistleblowing or complaints policy for Award Centres to raise concerns and promotes awareness of this policy.
- * 4.15 The AOA endeavours to grow numbers for new Participant registrations on an annual basis, evidenced by monthly and year-to-date reporting, in line with the NAO's Strategic Plan Goals.
- * 4.16 The AOA endeavours to grow community access to the Duke of Edinburgh's International Award – Australia.
- * 4.17 The AOA monitors external activity providers commonly or regularly used by Award Centres to ensure handbook/Program compliance.

Branding

- * **4.18** The AOA provides initial briefing packs and associated information to its Award Centres, including support materials.
- * **4.19** The AOA follows (by reference to the NAO website or softcopy/hard copy) the current NAO Governance Policy Manual and makes the Australian Award Handbook available to every one of its Award Centres.
- * **4.20** All documentation issued by the AOA to its Award Centres and the public must have correct legal identification, use the relevant NAO/AOA name and logo (in accordance with the NAO policy and approvals process, where applicable) and the NAO Document Register code (where applicable).
- * **4.21** Gold Awardees are invited to receive their certificates from a senior dignitary at a special ceremony organised by the AOA.
- 4.22** The AOA has a communication, advertising and promotions program in place reflective of the NAO's-AOA's licence, and National Strategic Plan.
- 4.23** The AOA has an ongoing monitoring program on the use of Brand identifiers by Award Centres and a record of this monitoring via the QA process (and Document Register per 4.20) and other sampling is maintained, including follow-up corrective action.

Training

- * **4.24** The AOA has completed, up-to-date and backed-up records of all Award-related training (either online or face-to-face) completed by Award Leaders.
- * **4.25** All Award Leaders have completed Level 1 training prior to delivering the Award to young people (registering Participants).

Attachment B: QA Criteria for Award Centres

*Essential criteria are marked with **

Policy and Administration

- * 5.1 The Award Centre is compliant with relevant State and/or Federal legislation and meets the requirements set out in its organisation's policies regarding delivery of the Award (e.g. Privacy, Working with Children/Vulnerable People, Police Checks, etc.).
- * 5.2 The Award Centre maintains valid Public Liability and Personal Accident insurance cover, as required by the NAO Licence.
- * 5.3 The Award Centre provides its Award Leader(s) with sufficient recognition, support, time and resources to run the Award to the required standard, as set out in the Licence Agreement.
- 5.4 The Award Centre has at least one (1) trained Award Leader running the Award. Two (2) or more trained Award Leaders is the preferred standard to allow for structured continuity when one (1) Award Leader is unavailable (e.g. due to leave, illness, turnover, etc.) as well as attracting a greater diversity of Participants.
- * 5.5 The Award Centre establishes and adopts its organisation's standards and practices for risk management and safety awareness with its Award Leaders and Assessors, especially in relation to child protection.
- * 5.6 The Award Centre briefs/informs all its Assessors on the required Award knowledge, provide guidelines, and record these details in its Volunteer Register (or the NAO's online register when it becomes available).
- * 5.7 The Award Centre follows processes for maintaining and backing-up records for all:
 - 5.7.1 its Award Leaders and approved Assessors.
 - 5.7.2 non-ORB records for all its Participants.

Award Centre Management

- * 5.8 The Award Centre has a signed sub-licence with its AOA.
- * 5.9 The Award Centre demonstrates a thorough understanding of the responsibilities associated with this licence.
- * 5.10 The Award Centre's Award Leaders all demonstrate a thorough understanding of the Australian Award Handbook.
- * 5.11 The Award Centre has and implements an ongoing recruitment strategy, including identified Participant target groups (where applicable).

Branding

- 5.12 The Award Centre has documented and mapped its purpose and objectives for running the Award, and the Award is referred to annual reports, organisation plans and promotional materials.
- * 5.13 All documentation issued by the AOA to its Award Centres and the public should have correct legal identification, uses the relevant NAO/AOA name and logo (in accordance with the NAO policy and approvals process, where applicable) and the NAO Document Register code (where applicable).
- * 5.14 The Award Centre has up-to-date information, that is Brand-compliant, available for its Participants, their Parents/Guardians and its Assessors.
- * 5.15 The Award Centre presents all Awardees with a badge and certificate for completing the applicable level of the Award, with the opportunity to receive these through attending a significant ceremony, noting item 4.21 applicable to Gold Award recipients.
- * 5.16 The Award Centre correctly uses the Award's intellectual property and brand identifiers, including brand name, colours, logos, images, social media accounts, websites and Participant and Parent information.

- 5.17 The Award Centre actively maximises opportunities for Participants to access the Award, including promoting awareness of the Award, targeted communication to Parents and fostering a positive reputation for the Award throughout their organisation.

Training

- * 5.18 Each Award Leader is to be Certified (i.e. have completed Level 1 and Level 2 training as per the National policy) via their respective AOA and must meet the relevant child protection requirements.
- 5.19 Award Centres operating with more than 50 new Award Participants pa are encouraged to consider appointing Section and/or Award Level Organisers for each Section/Level.
- * 5.20 Section Leaders (where applicable) and Assessors – including instances where Award Centres engage the services of an external person – have been briefed/informed on their role and the Award requirements for the Section being overseen or assessed, including the Code of Conduct and child protection.
- 5.21 Where applicable, the Award Centre has trained specialised Group Award Leaders for its Participant target groups and youth cohorts.

Participant Interviews/Feedback

- 5.22 The NAO and/or AOA conducts interviews or seeks written feedback with a diverse sample of Participants, on (at least) an annual basis. These interviews/feedback will comprise questions directly related to the Award in order to monitor the delivery of the program and the Participants' experience.
- * 5.23 The Award Centre ensures all Participants are offered the option to select their own activity – either freely or within a set of options provided/approved by the Award Centre – and will not enforce Participants to undertake the Award as a compulsory requirement of enrolment or affiliations with their organisation. All participation is voluntary, and Participants need to be provided with a credible 'opt-out' option.
- 5.24 The Award Centre tailors programming of the Award on an individual basis and/or in small group settings with all its Participants.
- * 5.25 The Award Centre, through its Award Leader(s), undertakes regular communication with all its current Participants.
- * 5.26 The Award Centre ensures that all requisite criteria are met for each Section – Adventurous Journey, Physical Recreation, Voluntary Service, Skills and Gold Residential Project (where applicable) – by each Participant prior to conferring their Award.
- 5.27 The Award Centre supports Award completion and promotes Award continuity.
- 5.28 The Award Centre arranges significant Award Ceremonies that ensure appropriate recognition is provided to Award Holders.

PROGRAM MANAGEMENT POLICY

Policy Name:	3.10 Volunteer and Supporters Recognition
Date(s) Revised:	June 2004, Mar 2005, Dec 2012, April 2016, Nov 2017, Sept 2018, Feb 2019, July 2019, Nov 2022
Review Cycle:	Bi-annual
Authority:	National Board
National Handbook Reference (s)	Section 2.2 Volunteers
Related Policies:	4.1 National Training Requirements & Award Leader Accreditation 4.14 Volunteer Code of Conduct Form 4.15 National Code of Conduct for Award Employees 3.14 Institute of the Duke of Edinburgh's International Award (IDEIA)

Introduction

This policy addresses the recognition of long-term or significant contributions by volunteers, staff, supporters and young achievers either at a National level or by their Award Operating Authority (Division).

In June 2004, the National Award Operator (NAO) approved in principle, a uniform national standard recognising long-term Volunteers encompassing a Bronze plaque (10 years), a Silver plaque (15 years) and a Gold plaque (20 years' service). Further discussion recognised that "time" alone may not necessarily be the sole criteria for recognition and that a National Volunteer Recognition Program needs to include recognition of other forms of support and contribution.

Volunteers are essential to The Duke of Edinburgh's International Award. While the Award places a number of requirements and obligations on its volunteers (training, qualifications, experience etc.) these volunteers constitute an enormous resource for the Award and through their efforts add to its standing and social capital in the community.

Purpose of the Policy

This policy recognises this essential role and contribution of the volunteers and passionate, engaged staff and supporters, and the need to ensure in addition to the support they received, that they are also appropriately acknowledged and recognised. This recognition is in addition to the different levels of training completed and the category (status) of Award Leaders (Policy 4.1).

Policy

- 1.1** The NAO, through the National Award Office, will maintain a series of recognition certificates, plaques and medals to be used by the NAO and Award Operating Authorities to present to individuals, organisations and corporations in order to recognise:
- 1.1.1** Significant service by volunteers and employees (full time or full time equivalent)
 - 1.1.2** Young achievers
 - 1.1.3** Supporter's substantial financial and resource contributions.
 - 1.1.4** Award Centres for the continuous delivery of the Award.

- 1.2** The main forms of volunteer, staff and supporter recognition for service and contribution are:

Recognition Certificate	Recognises specific contributions
Recognition Plaque	Recognises specific contributions
Service Certificate	5, 10, 15, 20 years and multiple of 10 thereafter
Service Medal	10 years and multiple of 10 thereafter
Distinguished Service Medal	Silver and Gold – eminent and exception service and achievements
Youth Medal & Certificate of Merit	Recognises special achievements within or outside the Award.
Award Centre Service Plaques	Recognises 10 or more years of being an active Award Centre

1.3 The Recognition and Awards in Detail

1.3.1 Recognition Certificate

- i. Can be presented at any time to a **person or organisation** that has made an outstanding contribution to the Award and where this contribution:
 - a. Is deemed worthy of special recognition; and
 - b. Falls outside the criteria for a service award as provided for in this policy.
- ii. Approved by the National Board or Award Operating Authority Board.
- iii. Certificates are to be framed and co-signed by the Chair of the Award Operating Authority.
- iv. Presentations are arranged by the Award Operating Authority Office.
- v. These certificates have been used since the early 1970s and included a facsimile of HRH The Prince Philip's signature. This is now replaced with HRH The Prince Edward, Duke of Edinburgh's signature.

1.3.2 5 years: Certificate of Service

- i. Approved by the Award Operating Authority Board or Executive Officer
- ii. Arranged by the Award Operating Authority Office
- iii. Certificates are to be framed and presented by an Award Centre or Award Operating Authority Chair/Director/EO.

1.3.3 10 Years: Long Service Medal

- i. The medal may be awarded to a volunteer or an employee. This includes those already recognised in the past with a long service plaque, especially if the volunteer is active and will need the medal to receive their subsequent 20 year service clasps to place on the medal ribbon.
- ii. Arranged by the National Award Office
- iii. Presented at a State/Territory function or as arranged with the Award Centre
- iv. The Award Operating Authority will cover 50% of the cost of purchase of the Long Service Medal
- v. The recipient will receive a medal, a lapel pin and a certificate (in folder, not framed) signed by the Award Operating Authority Chair and/ o r the N a t i o n a l CEO of the NAO.
- vi. Approved by the Award Operating Authority Board or Executive Officer. A medal ribbon is available for uniformed personnel.
- vii. The medal when worn is positioned on the right chest. The lapel pin is worn on either lapel.

1.3.4 Long Service Award for an Award Centre or Award Service Provider Plaque

- i. For recognition of continuous or total delivery of the Award or for substantial provision of services to the Award
- ii. Presented after 10, 20, 30, 50, 60, 80 and 100-year anniversary
- iii. 10 year plaque is signed by the National Chairman. 20 year + plaques are signed by the National Chairman and the National Patron/Governor General
- iv. Approved by the Award Operating Authority Board or Executive Officer
- v. Arranged by the National Award Office
- vi. 10 year presented at the Award Centre by Award Operating Authority Chair or nominee
- vii. 20 year + presented at a State/Territory function or as arranged with Award Centre

1.3.5 15 Years: A Personalised Silver Plaque

- i. This is signed by the National Chairman and the National Patron/Governor General. The plaque includes a brief citation summarising the nature of the service provided.
- ii. Approved by the Award Operating Authority Board or Executive Officer
- iii. Arranged by National Award Office
- iv. Presented at a National or State/Territory function, or as arranged with Award Centre.

1.3.6 20 Years Service: Bar to the Service Medal

- i. A 20 year service bar is presented, to be placed on the Service Medal ribbon, plus a certificate signed by the National Chairman and National Patron/Governor General
- ii. **Additional service bars** for every 10 years of service, to be placed on the 10 Year Service Medal ribbon, plus a certificate.
- iii. Approved by the Award Operating Authority Board or Executive Officer
- iv. Arranged by the National Award Office Presented at a National or State/Territory function, or as arranged with the Award Operating Authority and Award Centre.

1.3.7 Recognition Glass Plaque for Significant Personal or Corporate Contributions

- i. For special service recognition outside of the above awards, a **personalised glass plaque** signed by the National Chairman and National Patron/Governor General with a citation.
- ii. This can also be presented to a person, organisation or Board Director, that has made an outstanding and materially significant contribution to the Award and where this contribution:
 - a. Is deemed worthy of special recognition; and
 - b. Falls outside the criteria for a certificate, medal or plaque.
- iii. Is approved by the National Chairman
- iv. The glass plaque has been used to date for recognising milestone contributions or an anniversary for an Award Centre, organisation or an individual.
- v. Approved by the Award Operating Authority Board and National Board Executive
- vi. Arranged by National Award Office
- vii. The glass plaque will include a citation summarising the significant contribution
- viii. Presented at a National or State/Territory function, or as arranged with Award Centre

1.3.8 Youth Medal and a Certificate of Merit in Youth Leadership (under development)

- i. In recognition of National Youth Week in April each year, the NAO, in conjunction with State Premiers, will award Youth Medals and certificates of merit to Award Holders and other young Australians (under 25) who meet the following criteria:
 - a. Aged 18-25 years at the time of nomination;
 - b. Overcome substantial hardships and/or demonstrated substantial effort to distinguish themselves by working to strengthen their community by promoting volunteering, youth engagement, leadership and citizenship; and
 - c. Through their actions and role modelling, nominees have had significant and noteworthy impact on the lives of many others, either locally or elsewhere in the world.

- ii. Medals and certificates will be on an annual quota basis reflecting population distribution. Eg. NSW 10 medals and 20 Certificates and Tasmania 4 Medals and 8 certificates.
- iii. The NAO will be the secretariat for managing the Youth Medal and short listing nominations.
- iv. A selection panel of Award and Government representatives will review short listed nominations and select the recipients (medal and merit certificate) from the nominations received.
- v. Presented by The Premier/Governor in each State & Territory at a reception. Certificates presented by Local Members of Parliament.
- vi. Youth Medal may also be a State Government Medal (similar to the SES 10 Year NSW Service Medal - NSW Government).

1.3.9 Silver Distinguished Service Medal – Silver Medal (from mid 2016)

- i. Eligible after 10 years of eminent service and achievement in a volunteer capacity, and for an employee who has consistently extended themselves in a notable manner well beyond the expectations of their remunerated role.
- ii. This service may include a combination of Award Centre level, Division office, governance appointment, Ambassador/advocate role or at an international level. This may include substantial financial or in-kind support.
- iii. Eminent refers to: distinguished, renowned, esteemed, notable, significant, influential.
- iv. Indicators of eminent service and achievement include:
 - a. Extended service and achievement above and beyond their role.
 - b. The volume of activity or contribution is well above average.
 - c. Shown initiative that has led to the Award being applied in new areas, or substantially grown in areas previously not well established.
 - d. Overcome significant personal challenges or personal circumstances to remain an active and substantial contributor.
 - e. Has mentored, recruited, or substantially supported new Award Centres forming or Award Leaders undertaking their role.
- v. The National Board may vary the minimum time of giving service but to no less than 5 years of eminent service if accompanied by substantial financial or in-kind support, the nature of which has provided significant increases in capacity to the Award's growth and outreach.
- vi. A Distinguished Service Medal cannot be presented for financial or in-kind support alone.
- vii. The number of Silver medals is limited to a maximum of double the eligible number of Gold medals (see below).
- viii. Approved by the National Board, or as delegated to a sub-committee
- ix. Arranged by National Award Office
- x. Presented at a Vice-regal event such as at a Gold Award ceremony.
- xi. The recipient will receive a full size medal, a miniature medal, medal ribbon bar and a lapel pin. A certificate will be presented, signed by the Award Operating Authority Chair and/ or the National CEO of the NAO, and/or the National Patron.
- xii. A replica court medal is available for uniformed personnel, if approved by the respective organisation.
- xiii. The Distinguished Service Medals are the same design as the Bronze Long Service Medal but with a distinctive ribbon made up of the 5 colors of the Award logo.

- xiv. The medal when worn is positioned on the right chest. The lapel pin is worn on either lapel.

1.3.10 Gold Distinguished Service Medal – Gold Medal (from mid 2016)

- i. Eligible after 20 years of eminent and exceptional service and achievement in a volunteer capacity and for an employee who has consistently extended and distinguished themselves amongst their peers in a notable manner well beyond the expectations of their remunerated role.
- ii. This service contribution must be defining or adding a significant contribution in the evolution of the Award as a program, in its delivery or in the organisation's governance.
- iii. This service may include a combination of service at an Award Centre level, Division office, governance appointment, Ambassador/advocate role or at an international level. This may include substantial financial or in-kind support.
- iv. Eminent refers to: distinguished, renowned, esteemed, notable, significant, influential.
- v. Indicators of eminent service and achievement (as required for Silver) include:
 - 1. Extended service and achievement above and beyond their role.
 - 2. The volume of activity or contribution is well above average.
 - 3. Shown initiative that has led to the Award being applied in new areas, or substantially grown in areas previously not well established.
 - 4. Overcome significant personal challenges or personal circumstances to remain an active and substantial contributor.
 - 5. Has mentored, recruited, or substantially supported new Award Centres forming or Award Leaders undertaking their role.
- vi. Exceptional refers to: extraordinary, atypical, greater quality or quantity than would be expected
- vii. Indicators of exceptional service and achievement include:
 - a. Known, respected, and recognised by their peers and by organisations that are external but related to the Award.
 - b. Has brought significantly positive attention to the Award over time
 - c. Their direct contribution, or through securing the support of others, has been of statewide or national importance or significance in the Awards' development.
 - d. The contribution must be critical in substantially furthering the growth and outreach of the Award nationally and/or internationally.
- viii. A Distinguished Service Medal cannot be presented for financial or in-kind support alone.
- ix. The National Board may vary the minimum time of giving service but to no less than 10 years of eminent service if accompanied by substantial financial or in-kind support, the nature of which has provided significant and substantial increases in capacity to the Award's growth and outreach.
- x. The number of Gold medals is limited to the number of living recipients which total no greater than the number of years that the Award has been operating in Australia, (established in 1959).
- xi. Approved by the National Board or as delegated to a sub-committee
- xii. Arranged by National Award Office
- xiii. Presented at a Vice-regal event such as at a Gold Award ceremony.
- xiv. The recipient will receive a full size medal, a miniature medal, medal ribbon bar and a lapel pin. A certificate will be presented, signed by the Award Operating Authority Chair and/ or the National CEO of the NAO, and/or the National Patron.

- xv. A replica court medal is available for uniformed personnel, if approved by the respective organisation.
- xvi. The Distinguished Service Medals are the same design as the Bronze Long Service Medal but with a distinctive ribbon made up of the 5 colors of the Award logo.
- xvii. The medal when worn is positioned on the right chest. The lapel pin is worn on either lapel.

1.3.11 Fellow or Associate Fellow - Institute of The Duke of Edinburgh's International Award

(from late 2019)

- i. Following the establishment of The Institute of The Duke of Edinburgh's International Award (in 2016), senior grades of membership will be awarded to long-standing volunteers or employees in recognition of their conspicuous service and contribution to the understanding and the development of the Award. The Institute of The Duke of Edinburgh's International Award (The Award Institute) will add another means of recognising the professional competence and contribution of volunteers, employees, partners for their pre-eminent expertise in the Award as contributed through research, application and writings.
- ii. The Award Institute will award for each grade of membership a: certificate, lapel pin and post nominal (for Institute Fellow or Institute Associate Fellow) eg. FIDEIA
- iii. Nominees must:
 - a. Have demonstrated significant contribution to the growth of the Award, by having shown leadership within a wider geographic area or community beyond their individual organisation's interests; or
 - b. Have demonstrated pre-eminent expertise in the Award and its governance and management; or
 - c. Have contributed to the wider understanding of the impact of the Award.
- iv. The grades of membership will be Fellow, Associate Fellow, Member and Associate
- v. Fellow grade approved by International Award Foundation
- vi. Associate fellow, Member and Associate approved by Institute Board

1.3.12 Award Centre Plaque

- i. A wooded plaque with a metal citation plate can be presented by an Award Operating Authority to an Award Centre that has been actively delivering the Award for 10 years.
- ii. A 10 year plaque can be presented to the Award Centre for subsequent periods of 10 years of service. Additional plaques to be attached to the original wooded plaque
- iii. Approved by the Award Operating Authority Board or Executive Officer
- iv. Arranged by the National Award Office
- v. Presented at a Division function, or as arranged with Award Centre.

1.3.13 Australian and International Honours

Nomination for Australian and International Honours Awards can be made by anyone, but the National Board requests that it is informed of such nominations being prepared by an Award Operating Authority or a National Award Centre. The National Award Office is also available to assist in the preparation of such nominations.

1.4 Nominations

- 1.4.1** Nominations for a National Volunteer Recognition must be made in writing to the NAO outlining and confirming the nominee's service and achievements as a volunteer. Nominations can be made by the recipient or a nominator. The Award Operating Authority is required to recommend a nomination if it is not the nominating party.

- 1.4.2 Nominations must be received at least three months prior to the proposed presentation to allow for the required signatures.
 - 1.4.3 Submissions for signature by the National Patron will be made on a quarterly basis.
 - 1.4.4 The NAO has no obligation to accept a nomination for the awarding of a Glass Plaque or a Service Medal or to give detailed reasons for a rejection of a nomination.
- 1.5 All recipients of the service medal, youth medal or the distinguished service medal will receive a lapel pin pending availability.
 - 1.6 A National register of all recipients of certificates, plaques and medals has been established, and is maintained jointly by Award Operating Authorities (for recognition certificates) and the NAO (for plaques and medals).
 - 1.7 The cost of the individual items of recognition are to be carried by the Award Operating Authority except where otherwise specified. The NAO will be responsible for design, preparation and carrying any minimum stock levels. The supply of recognition items to the Award Operating Authority by the NAO will be at cost only without provision for any income.
 - 1.8 Replacement awards (certificates, lapel pins, medals, plaques) will be at cost (including handling costs).
 - 1.9 10 Year service and higher award recipients will also be included in the **honour roll** on the National website.

PROGRAM MANAGEMENT POLICY

Policy Name:	3.11 Drugs, Alcohol & Tobacco
Date(s) Revised:	Nov 2001, Nov 2002, Nov 2018, July 2019, Nov 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	None
Related Policies:	1.15 Health & Safety 3.12 Protection of Children & Young People 3.13 HR Management & Employment 4.13 Volunteer Code of Conduct Form 4.14 National Code of Conduct for Award Employees

Introduction

The National Award Operator (NAO) is committed to the safety, security and wellbeing of its employees, volunteers and Participants, recognising its duty of care to them. The National HR Policy Manual is to be consistent with this policy.

In all cases, relevant Commonwealth and/or State legislation regarding the sale and consumption of alcohol and tobacco, as well as the control of illegal substances, apply and over-ride any aspect of this policy. This Policy has been prepared taking into account legal advice received by the NAO.

Purpose of the Policy

This policy aims to minimise risks to employees, Volunteers and Participants engaged in all Award activities, including expeditions, by providing clear requirements in relation to drugs, alcohol and tobacco, and the actions that are to be taken wherein employees, volunteers and Participants have not complied.

Policy

1. Illegal Drugs

- 1.1 In accordance with the law, the use of illegal drugs is prohibited for all Award activities.
- 1.2 An employee, volunteer or Participant who is found in possession of illegal drugs may have their participation terminated. In all cases the Award Centre must be advised and where there is danger to persons or property, the Award Operating Authority, and where appropriate, Police must be advised.
- 1.3 In the case of minors, the Award Leaders and/or staff of an Award Centre are required to take all available steps to contact the parents or guardian of a minor who is found to be in possession of illegal drugs.
- 1.4 Award Centres, and their Award Leaders and/or staff should not confiscate or take possession of any illegal substances.

2. Alcohol

- 2.1 The consumption of alcohol immediately before and/or during any Award activity is strongly discouraged for all employees, volunteers and Participants.
- 2.2 The use of alcohol by any employee, volunteer or Participant while involved in any Award activity may lead to that person's participation being terminated.
- 2.3 In cases where there is danger to persons or property, the Award Operating Authority, and where appropriate, Police are to be advised.

3. Tobacco

- 3.1 Smoking by employees, volunteers and Participants is strongly discouraged.
- 3.2 Employees and volunteers must not smoke in the presence of Participants under 18 years.
- 3.3 Employees and volunteers must refrain from smoking when asked by a Participant or another person.

- 3.4 The use of tobacco by a Participant while involved in any Award activity may lead to that person's participation being terminated.
- 3.5 In cases where there is danger to persons or property, the Award Operating Authority, and where appropriate, Police are to be advised.

PROGRAM MANAGEMENT POLICY

Policy Name:	3.12 Protection of Children & Young People
Date(s) Revised:	2002, Sept 2013, Sept 2018, July 2019, Nov 2022
Review Cycle:	Two yearly
Authority:	National Board
National Handbook Reference (s)	Glossary Chapter 8; 8.2: Child Protection
Related Policies:	1.7 Code of Conduct for Directors 1.10 Risk Management 3.9 National Licence Monitoring & QA 4.13 Volunteer Code of Conduct 4.14 National Code of Conduct for Award Employees

Introduction

The Duke of Edinburgh's International Award - Australia is committed to ensuring the protection of young people from harm or abuse.

The terms of this policy are to be construed subject to any applicable Commonwealth or State/Territory statute (refer to State or Territory Government website) delegated legislation or industrial instrument such that if any provision of this policy is inconsistent with any such statute, legislation or instrument, the terms of the statute, legislation or instrument prevail to the extent of any inconsistency.

It is the responsibility of the Award Operating Authority to ensure that their volunteers etc. meet the relevant Child & Young People legislation in their jurisdiction.

Purpose of the Policy

This policy aims to minimise the harm to and provide support towards the well-being of Participants who are involved with or engaged in The Duke of Edinburgh's International Award - Australia.

This policy applies to:

- 1) the National Award Operator, National Award Centres, Award Operating Authorities, Award Centres;
- 2) employees of National Award Operator, National Award Centres, Award Operating Authorities, Award Centres; and
- 3) all other individuals, who participate in, are involved in, or assist in organising the Award.

1. Definitions

- 1.1 **"Local Authorities"** means local government agency or their nominated agency with a portfolio responsibility of protecting children and young people.
- 1.2 **"National Level Matter"** means where an incident involves a national employee or volunteer or is an incident that extends across more than one State or Territory.
- 1.3 **"Young People"** or **"Young Person"** means a person under 18 years of age.

2. Award Operating Authority Obligations

- 2.1 Award Operating Authorities must take reasonable steps to ensure board members, its employees, Award Centres and volunteers are:
 - 2.1.1 Provided with a copy of and made aware of this policy, either through provision of the Award Handbook or at www.dukeofed.com.au; and
 - 2.1.2 Informed of any child protection obligations relating to the specific activity in which they are involved, including relevant State/Territory and Commonwealth legislative requirements.

- 2.2 Award Operating Authorities are to be responsible for providing access to copies of the Award Handbook, the relevant licence document, and any State/Territory policies.
- 2.3 Award Operating Authorities must ensure that the orientation and training of Board or Committee members, its employees, Award Centres and other volunteers incorporates reference to this policy.
- 2.4 Award Operating Authorities and National Award Centres are to ensure they have in place effective recording and monitoring systems to confirm that their employees and volunteers meet legislative requirements concerning working with children and child safety screening and that their Award Centres are monitored for compliance (refer to Policy 3.9 National Licence Monitoring & QA).

Note: It is not a requirement of the Award Operating Authority to sight that checks have been conducted for all their Award Centre's volunteers. Refer to policy 3.9 National Licence Monitoring & QA, regarding the minimum level of sampling undertaken by an Award Operating Authority

3. Police and Referee Checks

- 3.1 The National Award Operator, Award Operating Authority or Award Centre (as applicable) must undertake a criminal record check in accordance with their State or Territory legislation (or referee check if legislation does not permit) for all employees or volunteers who will have direct unsupervised contact with young people³.
- 3.2 Where an adverse report is received the employee or volunteer is to be informed they cannot work, or continue to work with young people.
- 3.3 The relevant National Award Operator, Award Operating Authority or Award Centre is to ensure the privacy and confidentiality of any information obtained through the checking process.

4. Insurance

- 4.1 The National Award Operator will use reasonable endeavours to provide or cause the provision of insurance cover as advised from time to time to all Participants who are involved or engaged in the Award.

5. Reports and Handling of Allegations of Harm or Abuse Involving Young People

- 5.1 In the event of an allegation of harm or abuse to a young person involving an Award employee or volunteer, the matter is to be immediately reported to the Award Operating Authority board via the Chair and the National Chair for the National Award Operator's consideration including seeking legal advice as appropriate. The report is to be in writing to include:
 - 5.1.1 content of the allegation/s
 - 5.1.2 employee/volunteer's position at the time of the allegation
 - 5.1.3 date on which the alleged incident occurred
 - 5.1.4 nature of incident
- 5.2 The Award Operating Authority Board or the National Award Operator will refer the matter to the relevant authority for investigation and appropriate action
- 5.3 Where disciplinary action is taken, the National Award Operator must keep complete accurate records about disciplinary proceedings. Full details of any disciplinary proceedings of this nature must be reported to the relevant authority, for example, in NSW it's the NSW Commission for Children and Young People.
 - 5.3.1 date on which the alleged incident occurred
 - 5.3.2 nature of incident
- 5.4 The Award Operating Authority and National Board are to be kept informed of all matters whilst at the same time complying with privacy and confidentiality requirements.

³ "direct unsupervised contact" is the terminology used by the NSW Commission for Children and Young People. www.kids.nsw.gov.au

PROGRAM MANAGEMENT POLICY

Policy Name:	3.13 HR Management & Employment
Date(s) Revised:	Sept 2014, Nov 2018, July 2019, Nov 2022
Review Cycle:	Two yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	1.19 Delegations 3.12 Protection of Children & Young People. 4.14 National Code of Conduct for Award Employees

Introduction

This policy primarily concerns The Duke of Edinburgh's International Award - Australia as an employer, however each Award Operating Authority (Division) is strongly encouraged to have in place or to adopt a similar policy.

Purpose of the Policy

This policy outlines the policies that direct the National Board and the National Award Office in all matters concerning the employment of staff and regular contractors who provide a service that would otherwise be provided by staff.

Policy

1. The National Award Office will prepare and maintaining a comprehensive set of Human Resource (HR) Management Policies which are subject to National Board approval.
2. The policies will cover, as a minimum, the following aspects of HR management:
 - (i) HR Management Overview
 - (ii) HR Planning
 - (iii) Recruitment
 - (iv) Termination of Employment
 - (v) Conditions of Employment
 - (vi) Salary and Remuneration
 - (vii) Employee Benefits and Services
 - (viii) Work Health & Safety
 - (ix) Training and Development
 - (x) Performance Management
3. Pre-employment screening will apply to all staff regarding qualification check, referee checks and compliance with relevant Child Protection Legislation.
4. Upon commencement and during probation, all staff are to receive a detailed induction as per the NAO Staff Induction checklist. All NAO staff are required to complete the Level 1 Award Leader Training.

PROGRAM MANAGEMENT POLICY

Policy Name:	3.14 Institute of The Duke of Edinburgh's International Award ("The Award Institute")
Date(s) Revised:	May 2015, Nov 2018, Feb 2019, July 2019, May 2024
Review Cycle:	Bi-annual
Authority:	National Board - Draft – Peter Kaye
National Handbook Reference (s)	
Related Policies:	2.6 Sponsorship & Donations (Fundraising) 3.10 Volunteer Recognition 4.14 Volunteer Code of Conduct 4.15 National Code of Conduct for Award Employees

Introductory Notes:

This policy has been presented to the International Award Foundation (IAF) and it has been agreed that Australia undertake a pilot. The pilot will be funded and resourced by National Award Operator (NAO) with IAF being kept informed on a quarterly basis on the progress and outcomes.

The Duke of Ed Institute's primary purpose is to be a learned body of people acting to promote, through research and forums, a greater understanding of the Award's design, purpose and delivery to ensure its relevance and broader application. In doing so, it will also promote and recognise practitioners seeking to increase the professional application of the Award in terms of its governance, administration and delivery, be it in a voluntary or paid role. In addition, it will add another level of recognition for volunteers and employees engaged in the management and delivery of the Duke of Ed.

The Institute will be formed recognising that its operation and management will likely become international.

The initiative is timed to launch during The Duke of Edinburgh's International Award – Australia's 60th anniversary in 2019.

The Award Institute will seek to secure lead University partner(s) in the formative stages to support collaborative research and drive this aspect of tertiary education engagement. These lead partners will be sought from current tertiary partners in Australia and internationally.

Purpose of the Policy:

The Duke of Ed is underwritten by a specific, evidence-based education model of non-formal learning. This pedagogical acumen is well positioned to be the subject of an independent body dedicated to better understanding the Award and applying it within diverse cultures and youth environments.

Specifically, the Institute will be a membership organisation (individual persons) that seek:

- i. To publicly recognise The Duke of Edinburgh's International Award as a learned body;
- ii. To provide a means to professionally recognise its volunteers and employees as learned experts or professionals;
- iii. To promote and promulgate understanding on the impact of the Award (e.g. via reports, articles, forums); and
- iv. To engage and collaborate with universities, centres and other research bodies to better understand the cause and impact elements of the Award.

Preamble - Australia:

The Duke of Edinburgh's International Award (the Award) has been operating in Australia since 1959 with its national body forming in 1962. It is primarily delivered by volunteers, who are supported by paid employees (approximately 25) working in every State and Territory. It was founded in the United Kingdom in 1956 and now is delivered in over 130 countries.

The Award in Australia has a Board at a National level and in most States and Territories (currently exceptions are NSW and South Australia). The key volunteers are the Award Leaders (1200+) with the majority of these having served for 5-10 years and would be considered to have a high level of expertise in the delivery of the Duke of Ed and in the broader field of youth development. It is anticipated that 100-200 may take an interest as active members or support (passive) members.

The Institute will need to ensure its resources and funding do not compete with the Duke of Ed. The Institute will be established as a related entity to the Award with a focused purpose as being a means for people within or outside the Duke of Ed to explore and debate the features of the model and its impact.

Preamble – International Award Foundation:

The Duke of Ed Institute will be an international body that invites contributions across The Institute is likely to be a small membership organisation of people keen to dialogue from an academic, research and design aspect about the Award and its application. Questions of ongoing pursuit may be:

- What is the real need that the Award is meeting and what should we be fixing?
- Is our focus on delivering desired social outcomes or perpetuating gainful activity?
- In meeting needs, are we or how are we contributing to solving the underlying problems?
- What connected issues should we be addressing?

Consideration is required regarding the language of the proposed Institute (regarding membership grades) to minimize any clash with the World Fellowship. The "Award Institute" will be the common reference and the grades of Fellow or Associate Fellow would not be the dominant names used. The various committees or chapters of the Institute that may form could also have a different focus or emphasis. Membership would be singular but members will also have the option of attaching themselves to various committees/chapters.

The proposed Institute would work best being an international body rather than a national body. It would be run centrally and based in any country, i.e. not necessary in London. Country membership will follow a franchise model structure, linked together at international level if a country does not have a local 'committee or chapter' members can apply direct.

Policy:

To establish The Institute of The Duke of Edinburgh's International Award for the purpose of promoting and promulgating research on the Award and recognising the professional competence of its volunteers and employees, in particular those with pre-eminent expertise in the Award.

The NAO will register and manage the Institute via a separate NFP company.

The Institute will interface with its members via a website. This will be for purpose of information distribution, links to research, debate forums, membership information.

The Institute will form with close association with Universities and research centres.

The Institute's Constitution is to include details of Governance, Registrar, membership and the encouragement of ongoing educational activity and professional development.

The Institute's recognition will be in addition to the series of recognition certificates, plaques and merit medals to be used by the NAO to present to individuals, organisations and corporations for:

Recognition of service

Recognition of financial and resource contributions

Contribution to the understanding and impact

Ongoing funding of the Institute's administration will be via membership fees with a staff resource allocation made by the National Board for three year terms, each subject to review prior to the end of each

three-year term. Seed funding to establish the website will be provided by the Duke of Ed in Australia and any other founding partner.

The Institute to recognise membership grading at four levels as provided in the following table.

Life Fellow	Awarded to long-standing Fellows as recognition of a notable and lasting contribution and distinguished service to both The Award and the field of youth development.	LFIDEIA
Awarded by the IAF		
Fellow	Awarded to long-standing contributor, volunteer or employee or an Award Alumni, in recognition of the conspicuous service to the Award	FIDEIA
Awarded by The IAF	Nominees must: Have been a Full Member or an Award Alumni for at least minimum 10 years; or Have held a governance appointment, management role or an Award Leader position for a minimum of five (5) years; and, Have demonstrated significant contribution to the growth of The Award, by having shown leadership within a wider geographic area or community beyond their individual organisation's interests; or Have demonstrated pre-eminent expertise in the Award program and its governance and management; or Have contributed to the wider understanding of the impact of the Award	
Associate Fellow	Awarded to long-standing contributor, volunteer or employee or an Award Alumni, in recognition of the conspicuous service to the Award	AFIDEIA
Awarded by the NAO	Nominees must: Have been a Full Member or an Award Alumni for at least minimum 5 years; or Have held a governance appointment, management role or an Award Leader position for a minimum of three (3) years; and, Have demonstrated significant contribution to the growth of the Award, by having shown leadership within a wider geographic area or community beyond their individual organisation's interests; or Have demonstrated pre-eminent expertise in the Award program and its governance and management; or Have contributed to the wider understanding of the impact of the Award	
Member (3 sub-categories)	Governance Member: Currently hold a governance appointment or management role for a minimum of three (3) years if a volunteer and five (5) years if a paid employee; and, Have excelled in the execution of your role and contributed to the growth and reputation of The Award.	Nil
	Leader Member: Currently an Award Leader position for a minimum of three (3) years if a volunteer and five (5) years if a paid employee; and, Have excelled in the execution of your role and contributed to the growth and reputation of the Award.	Nil
	Award Holder Member/Alumni: Hold a Bronze, Silver or Gold Award; and, Have contributed to the growth and reputation of the Award.	Nil
Associate	Have actively and substantially supported the Award for a minimum three (3) years in a supplier or supporter relationship. Holds a governance role (national, State/territory or Friends) or is an appointed Award Leader but with less than 3 years' service.	Nil

Program Delivery Policy

PROGRAM DELIVERY POLICY

Policy Name:	4.1 National Training Requirements & Award Leader Accreditation
Date(s) Revised:	Nov 1983, Nov 1995, March 1996, May 2013, Nov 2014, April 2016, June 2017, March 2019, May 2019, July 2019, Draft Feb 2024, March 2024
Review Cycle:	2 Yearly
Authority:	National Board
Australian Handbook Reference (s)	Glossary 2.2 Volunteers
Related Policies:	1.3 Award Operating Authority Committees 3.9 National Licence Monitoring & QA 4.5 Award Handbook

This policy is for all Award Leader training⁴ with its primary focus being Award Leaders. The Award Handbook, see Policy 4.5 is the recognised reference document to be used for training all Award Leaders, whether staff or volunteers.

Policy

1. The National Board will establish a National Training Panel⁵ to ensure:
 - 1.1 That as the licensed National Award Operator (NAO) it meets its obligations to the International Award Foundation (IAF) and the needs and requirements of each of the Award Operating Authorities (Divisions) obligations to common law;
 - 1.2 Training material and resources are secured/sourced or developed and readily shared nationally;
 - 1.3 A National Register of Training is to be maintained. The training register, unless such data is retained and accessed via the ORB, will record:
 - i. Training certification number
 - ii. full name, gender
 - iii. date/year of birth
 - iv. work address
 - v. telephone
 - vi. email
 - vii. Award Centre name
 - viii. Training activity and levels Achieved
 - ix. Leader accreditation status
 - x. Date Achieved and trainer's name
 - 1.4 The continued development of Certified Award Leaders by up skilling as required by changing circumstances or markets.
2. An electronic register of all trained Award Leaders will be maintained by each Award Operating Authority and each National Award Centre approved by the National Board to conduct its own training. The Register will subject to Policy 3.9 National License Monitoring and QA. This training register must be sent electronically to the National Award Office when requested.
3. All Divisions are to provide structured training in line with this policy (be that face to face, on-line or a combination) to all their Award Leaders. Training is not restricted to courses/workshops and is inclusive of mentoring and all aspects of the new Duke of Ed Leader Onboarding program referred to

⁴ Award Leaders is used within this policy as it is the common term used by the Award internationally. Award Coordinator refers to the senior Award Leader in larger Award Centres with two or more Award Leaders.

⁵ Refer to its Terms of Reference as approved by the National Board for further detail such as composition, delegations/ authority and role. If a panel is not active, a meeting of 5 or more current Executive Officers and the National CEO will be considered the National Training Panel.

in this policy, noting that the final mix of delivery of training and the content to be the Division Award Office responsibility subject to meeting the intent of this policy

4. If detail in addition to this policy is required, a set of training requirements and standards and supporting notes will be established as required by the National Board on the advice from the National Training Panel.
5. The Standards contained in this policy recognise the variation in the capacity to deliver training amongst Divisions and reflect the minimum national requirements, reflective of the IAF.

Training Standards

1. All Award Centres (ACs) must have at least one Duke of Ed Leader trained to the standard specified in this policy at all times, noting the preferred NAO minimum policy requirement is for 2 Certified Duke of Ed Leaders per Award Centre.
2. A Duke of Ed Leader must be trained to the standard specified in this policy as well as meeting any specific additional criteria required by their Division, before commencing their responsibilities with their Award Centre.
3. An Award Centre that does not have an active Duke of Ed Leader, may be approved by their Division to appoint an Acting Duke of Ed Leader for a maximum period of six months. All program approval or Section/Award approvals for Registered Users during this time must be referred to the Division Award Office for supervision and checking before the Award Centre approves/recommends a Duke of Ed Level.
4. If a trained Duke of Ed Leader leaves the Award Centre or their Award Leader role and there is no other trained Duke of Ed Leader (to a Certified Duke of Ed Leader level) at the Award Centre, the Division Award Office must be immediately notified in writing.
5. **The minimum training requirements compulsory for all Duke of Ed Leaders will be**
 - 5.1 Completion of **Level 1** (prior to undertaking the role of a Duke of Ed Leader) and **Level 2** (within 6 months of being a Duke of Ed Leader and prior to registering new Users), of the nationally approved training program outlined in 5.2 and 5.3 below. This may be undertaken by online, correspondence or face to face or a combination of these options.
 - 5.2 **Level 1 Leader Training** (3-4 hours). Minimum content will be aligned with the online Learning Modules in the IAF's Award Community Hub.

Level 1 Duke of Ed Induction – IAF's Online Modules

- **Module: Delivering The Award**
 - i. What is The Duke of Ed Framework
 - ii. Non-Formal Education & Learning
 - iii. The Award Framework
 - iv. Sections of The Duke of Ed Framework
 - v. Introduction to Safeguarding
 - vi. Award Management
- **Module: Online Records Book (ORB) for Award Leaders**
- **Module: Introduction to Safeguarding for all adults involved in The Duke of Ed Framework**

Level 1 Australian Duke of Ed Delivery Module

- i. Australian Structure and Governance: Licenses, Policy, Award Handbook
- ii. Safeguarding and Child Protection
- iii. Insurance
- iv. Duke of Ed Educational and Youth Development Design Features
- v. State/Territory compliance variations
- vi. Monitoring and Quality Assurance

- 5.3 Level 2 Leader Training** (4-6 hours). Minimum topic content to include (Level 1 Leader Training is a prerequisite and Level 2 may include a refresher or a pre-knowledge activity before undertaking Level 2). The following topics will have curriculum developed for each, including learner outcomes, appropriate methodology, resources and evaluation. User guide notes and sample slide deck(s) are available from the NAO Office.
- i. Using the Australian Duke of Ed Award Handbook
 - ii. Interpreting the Principles and The Educational and Youth Development Design Features of the Duke of Ed
 - iii. Advanced Online Record Book (ORB)
 - iv. Registered User program management
 - v. Administration and record keeping (including volunteers, activity providers)
 - vi. Risk Management
 - vii. Adventurous Journey management
 - viii. Promoting and communicating The Duke of Ed Framework – Brand Management
 - ix. Alumni – Overview of International Alumni Platform
 - x. Mapping and linking with school and other organisation's curriculum and objects
 - xi. Verifying completion of Sections and Levels
 - xii. Accreditation and recognition – Digital Badges and Learner Portfolios/ Student Wallets, Duke of Ed Leaders & volunteers
 - xiii. What are further education bodies and employers requiring
- 5.4** Level 1 and Level content and delivery as per this policy is to be reviewed by the NAO following any material changes introduced by the IAF or every 12 months.
- 5.5** All training incorporates progressive assessment to ensure learner comprehension. Level 2 training to include individual assessment post the workshop, preferably using an online tool.
- 5.6** The content of Level 1 and Level 2 Training is not to be incorporated into a single training program including pre-learning reading and activity, eg. as a 2 day course. A minimum 2 month gap is to apply between Level 1 and Level 2 being undertaken. This enables some practical application for the onboarding program to provide some one-on-one training, however this policy notes that there may be exceptions, refer to Training Standards 3 & 4.
- 5.7** The National Board delegates the National Training Panel authority to approve Level 1 and Level 2 training programs (delivery format and content) as complying with Level 1 and Level 2 requirements.
- 6. Optional Training for a Duke of Ed Leader**
- 6.1 Specialist Training** (0.25 to 1.0 day). (Prerequisite is Certified Duke of Ed Leader). Examples of these are listed below. For this training to be recognised in the National Register, it needs to be approved by the National Training Panel regarding design, structure, and evaluation.
- i. ORB Advanced Training
 - ii. Managing the Adventurous Journey Section (Advanced)
 - iii. Managing Large Award Centres
 - iv. Working with High Needs Youth
- 7. Duke of Ed Leader Trainer**
- 7.1** All individuals (staff and volunteers) training Duke of Ed Leaders must:
- iv. Deliver the first two training sessions under the supervision of a qualified Leader Trainer
 - v. Complete Level 1 and Level 2 Duke of Ed Leader Training
 - vi. Have product knowledge and trainer techniques verified via interview and/or recording with a third party, ie. another qualified Leader Trainer, preferably from another Division,

or a Qualified Trainer (Train The Trainer level), or completed vocational qualifications such as a Certificate IV Trainer and assessor, or is a qualified teacher with adult education experience.

- vii. Approved by the Division's Board/Committee on the recommendation of the Executive Officer.

8. Duke of Ed Train The Trainer

8.1 This role trains Award Leader Trainers. People with this trainer status are recognised with a certificate issued by the NAO or the IAF and are recorded in NAO's Trainer Register. Minimum content to be covered:

- i. Pre-requisite - Complete IAF's Trainer Skills module, Trainer Skills Module
- ii. An assessment of Duke of Ed knowledge, ie. Level 1 and Level 2 courses
- iii. Adult learning principles
- iv. Training techniques and evaluation skills as per the IAF Train the Trainer course or equivalent eg. a tertiary qualification in Training/Adult Education, or demonstrated to the NAO CEO or the National Training Panel that via prior learning and experience that they have competence in delivering training to small groups of adults. This is to be demonstrated by:
 - a. verifiable evidence that the trainer has been the lead trainer/facilitator or at least 5 structured training sessions in a variety of settings in either/or the workplace or in a voluntary capacity, which has relevance to the training delivered for the Duke of Ed; or
 - b. is a recognised adult trainer (by role or certification) in the workplace or in a voluntary capacity, which has relevance to the training delivered for the Duke of Ed; or has aspects of a. or b. and demonstrates their competence through observed application to a recognised Duke of Ed Trainer (listed on the Division or National Register)

9. Duke of Ed Leader Onboarding to Achieve Certified Duke of Ed Leader Accreditation

- i. Level 1 and Level 2 Training
- ii. Engage with a mentor allocated by the Division Award Office for a minimum 12 months
- iii. Minimum mentor engagement to be fortnightly for the first 3 months, monthly thereafter
- iv. Assessed after 12 months for competence using the QA Policy as a minimum set of criteria, plus
- v. Feedback from the Award Centre Principal/Senior organisation officer, confirming their confidence for the Duke of Ed Leader to be accredited

10. Refresher/Ongoing Professional Development: All Duke of Ed Leaders are required to attend or complete (on-line and/or face to face) refresher activities every 3 years. This may be through attending network meetings (eg. min 2 pa) or completing a Duke of Ed Leader refresher online module or re-attending a Level 2 Duke of Ed Leader training.

11. Certificates

- i. Digital certificates or a certificate template for recognising all levels of Duke of Ed accreditation, will be made available by the NAO.
- ii. Certificates will be arranged and distributed by the Division or a National Award Centre. The training register number must be displayed on the certificate (subject to LMS capacity).

12. Assessors are not required to complete a structured training program (noting that the Level 1 module would be very useful for all Assessors), but must:

- i. receive a briefing information pack (role and Duke of Ed information) or material accessed via the Assessor App or the Assessor online registration process;
- ii. be approved by the Registered User's Award Centre/Award Leader prior to commencement; and
- iii. comply with all State/Territory based Child Protection/Police Check legislation.

13. Duke of Ed Leader Accreditation. Duke of Ed Leaders will have their competence and expertise recognised through the following four tier accreditation process that is based on training, experience, competence, and level of Duke of Ed engagement, as listed in the table below.

The accreditation to be introduced by Divisions on a voluntary basis and be mandatory by July 1, 2025. This date recognises the need for the support systems to be developed by the NAO including the required registers.

- i. The accreditation process will be managed by each Division, strictly following the criteria as shown below, and each accreditation to require the Executive Officer's approval taking into consideration the Duke of Ed Leader's consistency of compliance performance.
- ii. Each Division is to record the accreditation status of the Duke of Ed Leader in their records in a manner that enables all current Award Leaders at each level to be identified and reported to the NAO.
- iii. Any clarification on eligibility is to be provided by the NAO CEO or a delegated NAO Manager.
- iv. A certificate (numbered) will be issued by the Division to the Award Leader recognising their level of leader accreditation and recorded in the electronic Register.
- v. A digital badge will be provided, and a stock of Duke of Ed Leader badges will be maintained, as an option, and distributed by the NAO, who will retain a register of requests for badges along with the name of the intended recipients.

Accreditation Level	Experience Requirements	Related Training (minimum)
Assistant Duke of Ed Leader Supporters Badge	New leaders with little or no knowledge of the Duke of Ed Framework prior to the training. Supporting an Award Leader/Award Coordinator with a specific cohort of Users such as an Award Level or a sub-group. May also be a Duke of Ed Section Specialist eg. Service or Adventurous Journey. They do not accept new registered Users or sign off when the requirements for a Level are met.	NAO/IAF Level 1 training. On the Job training with a Certified Duke of Ed Leader
Certified Duke of Ed Leader Red Badge	New leaders with little or no knowledge of the Duke of Ed prior to the training but after the training and completing a 12 month on-boarding program, would have the <u>demonstrated</u> knowledge to manage a group of Duke of Ed users within their organisation or school.	NAO/IAF Level 1 and Level 2 plus min. 12 months demonstrated application under supervision of Duke of Ed Office staff or Duke of Ed Leader Mentor WWWC/Police Vetting, ORB Orientation
Senior Duke of Ed Leader Green Badge	Award Leaders with: <ol style="list-style-type: none"> i. Time: Min. 3 years' operating the Duke of Ed ii. Level: Have had Duke of Ed users complete Bronze, Silver, and Gold Level requirements. iii. Numbers: Min. 100* Duke of Ed users that have met the requirements for a Duke of Ed Level, under their management, unless working with high need or special need (* 50%) 	Undertake refresher/PD training as per NAO Duke of Ed Leader Training Policy
Duke of Ed Leader - Mentor	Duke of Ed Leaders with: <ol style="list-style-type: none"> i. Qualify for Senior Level, 	Training program that would skill up Duke of Ed Leaders to deliver the Duke of Ed, as per this Policy, Section 7 and 8

Blue Badge

- ii. Their current AC to be fully compliant with QA and licence policy requirements for two successive years and remain compliant,
- iii. Achieving an AC completion rate of over 45%, (averaged over previous 3 years) plus have;
 - a. Undertaken mentoring of Duke of Ed Leaders (min 2) and/or,
 - b. Assisting with leader training for the NAO, and/or,
 - c. Actively supporting other Duke of Ed Leaders by facilitating local network/hub meetings, and/or,
 - d. Actively assisting the Duke of Ed in another governance or Duke of Ed development role.

- Duke of Ed Leader Trainer
- Duke of Ed Train The Trainer
- IAF Trainer Skills Module

PROGRAM DELIVERY POLICY

Policy Name:	4.2 Strategic Management Committee
Date(s) Revised:	Nov 2010, Nov 2018, Nov 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	3.7 Strategic Plan 1.11 Role & Structure NAO & National Award Office 2.11 Board & Director Expenses

Policy

- 1.1 The Strategic Management Committee (SMC) may be formed by the National Board to drive the implementation of the Strategic Plan.
- 1.2 The composition will be the Executive Officers of the Award Operating Authorities and the National Chief Executive Officer (CEO), and a convener/chair nominated by the National Board from amongst its Directors.
- 1.3 The SMC will determine the timing and mode of its meetings, with consideration to be aligned with National Board meetings, i.e. prior to if preparing a submission or following if seeking to implement a decision of the National Board.
- 1.4 The meetings shall be either face to face or teleconferences.
- 1.5 The National Award Operator (NAO) will seek to provide a budget to fund one face to face meeting per annum. Travel and related expenses for additional face to face meetings will be funded by each Award Operating Authority with the NAO funding the venue costs.
- 1.6 The nominated convener/chair will report to the National Board the deliberations, activity and any recommendations of the SMC.

PROGRAM DELIVERY POLICY

Policy Name:	4.3 Accidents & Safety Incidents
Date(s) Revised:	May 1996, Sept 2018, July 2019, Nov 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	Glossary Chapter 8; 8.7: Incident Reporting
Related Policies:	1.7 Code of Conduct for Directors 1.10 Risk Management 1.14 Emergency Response & Crisis Communications (Media) 1.15 Health & Safety 4.13 Volunteer Code of Conduct 4.14 National Code of Conduct for Award Employees

Purpose of the Policy

This policy establishes a requirement that all Award Operating Authorities establish and maintain thorough procedures on the notification and response to accidents or safety incidents concerning any Participants or officials.

These procedures complement Policy 1.14 Emergency Response & Crisis Communications (Media)

Policy

- 1.1** Each Award Operating Authority is required to advise the National Office of any reported accident or safety incident concerning Participants, volunteers and officials.
 - 1.1.1 The Incident Report form is to be provided by the NAO via the web site
- 1.2** In addition, each Award Operating Authority is required to establish a complementary policy and supporting procedures regarding accidents, major breaches of the Volunteer Code of Conduct or National Code of Conduct for Award Employees, and safety incidents covering:
 - 1.2.1 Operator notification/reporting requirements to the Award Operating Authority
 - 1.2.2 Award Operating Authority record keeping;
 - 1.2.3 Reporting to National Award Operator; and
 - 1.2.4 Media management.
- 1.3** The policy is to cover accidents and incidents related to all Sections of the Award Program.
- 1.4** As a minimum reporting requirement, the National Award Operator (who will in turn inform the National Chair) is to be notified at the earliest opportunity of all incidents that involve:
 - 1.4.1 Death;
 - 1.4.2 Loss of limb;
 - 1.4.3 Major breach of the Volunteer Code of Conduct or National Code of Conduct for Award Employees;
 - 1.4.4 Serious or critical injury;
 - 1.4.5 Large scale/multiple persons; and
 - 1.4.6 Media coverage

PROGRAM DELIVERY POLICY

Policy Name:	4.4 Participant Registration/ORB
Date(s) Revised:	Nov 1985, Nov 1991, Dec 1992, May 1996, Sept 2014, Nov 2018, July 2019, Nov 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	Glossary Chapter 1; 1.10: Paper Record Books; 1.11: Online Record Book
Related Policies:	4.5 Award Handbook

Purpose of the Policy

The Online Record Book (ORB) is the official means of registering and recognising Participants and their record of completed activity towards a level of The Duke of Edinburgh's International Award - Australia. Award registrations and approvals must be managed using the ORB, as mandated from 1 July 2015.

Policy

1. All Award Operating Authorities and Award Centres must use the ORB authorised by the National Award Operator (NAO).
2. A semi offline option will be provided to support Participants that do not have regular access to the Internet or whose needs are best served through a paper based or local network logging arrangement.
3. The design, layout and content of the paper based logging arrangement and any changes or alterations requires the prior approval of the Award Centre's respective Award Operating Authority.

PROGRAM DELIVERY POLICY

Policy Name:	4.5 Award Handbook
Date(s) Revised:	March 1996, May 2014, Nov 2018, July 2019, Nov 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	1.4 Variation to Conditions & Requirements of the Award 3.4 Authority to Interpret Conditions 3.8 Award Operating Authority and Award Centre Licences

Purpose of the Policy

This policy requires that there will only be one Award Handbook produced and distributed in Australia. The Award Handbook is the key reference publication regarding the conditions and requirements of The Duke of Edinburgh's International Award and as such should not be subject to frequent changes.

Policy

1. A single handbook will be produced and it is to be used by all Award Operating Authorities and Award Centres. The Award Handbook will be made available by the National Award Operator (NAO) only online.
2. The National Award Office will be responsible for producing and revising the Award Handbook based on the IAF's Handbook.
3. The content of the Handbook requires the approval of the National Award Operator.
4. The National CEO may approve non substantive or material changes or alterations, such as corrections (typos, spelling) or clarifying language.
5. The National Award Office is to ensure a high standard of language and art used in the Award Handbook.
6. Changes to the content or design should initially be addressed to the National Award Office.

PROGRAM DELIVERY POLICY

Policy Name:	4.6 Award Approval and Presentations
Date(s) Revised:	Sept 2014, March 2017, Feb 2019, July 2019, Nov 2022, March 2024
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	Glossary Chapter 1; 1.6 and 1.12: Completing and Achieving an Award
Related Policies:	4.5 Award Handbook 4.10 Adventurous Journey Requirements, Guides & Policies 4.15 Protocol for Referring to a Duke of Edinburgh's International Award

Purpose of the Policy

This policy is based on the content of the Award Handbook, adding additional practice notes to enable greater consistency amongst the Award Operating Authorities (AOAs/Divisions). It clearly outlines the preferences and expectations of the National Award Operator (NAO).

Policy

1. Completion of a Duke of Ed Level means that the principles and the requirements for each Section are met as stated in the Award Handbook.
2. Award Centres typically approve Bronze and Silver Awards and recommend Gold Awards.
3. Bronze and Silver Awards are subject to a check by the Award Operating Authority. This check for Bronze and Silver is typically undertaken by a random sample except for new Award Centres where all the Awards are typically checked.
4. The authority to delegate final approval for all Duke of Ed levels is retained by the relevant Award Operating Authority. Each Award Centre must confirm with their relevant Award Operating Authority regarding their Award Centre's approval delegation, which is related to the demonstrated experience of the Award Centre's Award Leaders.
5. Gold Awards, after preliminary approval by the Award Centre, are subject to a further review process and final approval by an Award Operating Authority.
6. All Duke of Ed Users are to be registered on the ORB. Users who have kept offline logs may be required to send these logs and any support material to the Award Operating Authority Office for approvals. Offline logs may be required for Users with limited access to technology.
7. Certificates will reflect the 'Award Office Sign Off' date as managed through the ORB. The Division maintains the discretion to alter the date printed on the certificate to the date of ceremony if to accommodate a request by the Gold Award ceremony host.
8. Certificates will include the name of the Award Centre in which the Award Holder was registered with when their Duke of Ed Level was signed off. At the discretion of the Division and as confirmed by the User, the certificate can list more than one Award Centre; this accommodates transfers to two or more Award Centres to finalise a Duke of Ed Level. Should this be required, it is preferred that the Award Centre in which the User of the Duke of Ed Framework Level is listed first followed by any other Award Centres, and separated by a comma.
9. Sign Off date, and the Award Centre are the only elements that may be printed onto the certificate. No other changes to the design/format of the Duke of Ed Level certificates is permissible.
10. Presentations of badges and certificates are arranged at the discretion of each Division. The following is the preferred practice:

- a) Bronze Level badges are presented soon after completion by the Award Centre.
 - b) Bronze Level certificates are presented by the Award Centre at a special event, preferably by a VIP guest.
 - c) Silver Level badges are presented soon after completion by the Award Centre.
 - d) Silver Level certificates are presented by the Award Centre at a major event, by a VIP guest or dignitary.
 - e) Gold Level badges are presented soon after completion by the Award Centre at a major event, by a guest or dignitary. If this cannot be arranged the Division can make alternate arrangements.
 - f) Gold Level certificates are presented by the Governor (as Patron), or if the Governor is unavailable, or has restricted the number of events that they can attend, a senior dignitary e.g. Premier at a special ceremony organised the Division.
- 11.** If a Division Board wants to pursue alternate arrangements to those outlined in clause 12 below, for example due to the logistics of managing large numbers of certificate presentations, it may present to the National Board an alternative arrangement. Such arrangements must ensure that the reputation and status of a completing a Gold Level Duke of Ed is retained.
- 12.** Gold Award Presentation Ceremonies are to include the following features:
- a) Held at Government House or similar special venue
 - b) Organised as a major occasion with additional special guests, e.g. National Chair, Award Ambassadors, Award supporters. Special guests will be acknowledged by the MC.
 - c) Where applicable and allowed by the host, Include entertainment for guests on arrival and following presentation (during post presentation refreshments)
 - d) When a certificate is to be presented, as a minimum, in a certificate cover to prevent marking/damage. Having the certificates framed is an option and left to the discretion of the Division.
 - e) A program (colour printed) to be prepared including all names of the young people that have completed the Gold Duke of Ed requirements. If a certificate is being presented, it is preferable that each recipient's highlighted activity that the recipient has selected, is used to read out when being announced at the ceremony. This will be managed to the discretion of the Division.
 - f) Photographer to capture each recipient being presented as well as casual shots and a group photo
 - g) An MC to be used, preferably highly experienced and a person of status/significance. Preference not to use the Award Operating Authority Committee Chair.
 - h) Award banners and displays to be discreetly used.
 - i) A Guest Speaker to briefly address the ceremony, preference to use a Gold Level recipient (Alumni)
 - j) A recipient to do the vote of thanks and present a small gift (option) to the Governor
 - k) If applicable, the presentation of Volunteer Recognition Medals and plaques to follow the Gold recipients' presentation.
 - l) Alumni Brochures and Ambassador brochures to be available
- 13.** Gold Levels completed through a National Award Centre (including the National Virtual Award Centre) will be presented at the appropriate Award Operating Authority Gold Award presentation.
- 14. International Presentations**
- a) Requests for a Gold Certificate presentation in another country must be made through the National Award Office, noting that in the United Kingdom Gold Level certificates are no longer presented at a Regal function.

- b) The National Award Office will communicate with the relevant National Award Operator.
- c) Requests from International Duke of Ed for a Gold Certificate presentation in Australia must be directed to the National Award Office. The National Award Office will communicate with the relevant Award Operating Authority. Any request made to the AOA/Division is to be directed to the NAO.

PROGRAM DELIVERY POLICY

Policy Name:	4.7 Award Publications
Date(s) Revised:	April 1996, Nov 2018, Jan 2019, July 2019, Nov 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	1.3 Award Operating Authority Committees 1.4 Variation to Conditions & Requirements of the Award 1.6 Use of Name & Logo 3.4 Authority to Interpret Conditions 2.10 National Document Register 4.1 National Training Requirements 4.5 Award Handbook 4.10 Adventurous Journey Requirements, Guides & Policies

Purpose of the Policy

This policy enables all Award Operating Authorities and National Award Centres to write and distribute Award publications.

Policy

- 1.1 Each Award Operating Authority or National Award Centre may write and distribute any local publication that promotes, explains or details The Duke of Edinburgh's International Award - Australia subject to the conditions and requirements of its licence.
- 1.2 All publications and information must fully satisfy all the policies of the National Award Operator (NAO), in particular:
 - 1.2.1 Policy 1.3 Award Operating Authority Committees
 - 1.2.2 Policy 1.4 Variation to Award Conditions and Requirements
 - 1.2.3 Policy 1.6 Use of Name and Logo
 - 1.2.4 Policy 2.10 National Document Register
 - 1.2.5 Policy 4.5 Award Handbook
- 1.3 Publications must acknowledge the NAO and the Award brand, recognising the Award Operating Authority or National Award Centre is licensed by the national entity.
- 1.4 Publications that include reference to the Award conditions and requirements must comply with Policy 1.4 Variations to the Conditions & Requirements of the Award. Publications are to complement the intent and content of the Award Handbook and the Online Record Book.
- 1.5 Publications and documents must be registered with the National Document Register. Refer to Policy 2.10.
- 1.6 The NAO retains the authority to require an Award Operating Authority or Award Centre with a non-complying printed, verbal or electronic publication to make alterations to that publication, stop further distribution or recall a publication.
- 1.7 The Award will at no time write or authorise publications that deal with specialist topics or activity related topics other than the Award Framework. Refer to Policy 4.10 Adventurous Journey Requirements, Guides & Policies.

PROGRAM DELIVERY POLICY

Policy Name:	4.8 Youth and Award Holder Engagement
Date(s) Revised:	June 1995, April 1996, November 2011, Nov 2018, July 2019, Nov 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	1.8 National Alumni 3.6 Volunteer Roles 4.1 National Training Requirements 4.13 Volunteer Code of Conduct Form

Policy

1. It is the goal of the National Award Operator (NAO) that Award Holders have the opportunity to engage in committees and official roles at all levels of the organisation, including the management of The Duke of Edinburgh's International Award - Australia.
2. All Award Operating Authorities are to actively promote Award Holders to register with the National Duke of Ed Alumni and to engage them in the management and, as appropriate, the governance of the Award.
3. Award Holders who volunteer are required to undergo the same training and assessment as any other volunteer e.g. Award Leader, Assessor and Instructor
4. The National Board will support a national Youth Advisory Panel.

PROGRAM DELIVERY POLICY

Policy Name:	4.9 National & International Forums & Exchanges
Date(s) Revised:	Oct 1988, Nov 2018, July 2019, Nov 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	6.1 National & International Affiliations & Links

Introduction

Purpose of the Policy

This policy supports the role of the National Award Operator (NAO) in encouraging national and international affiliations, exchanges, alliances and links as a means of promoting the international benefits of the Award program

Policy

- 1.1 The NAO does not seek an active role in the arrangement and implementation of national or international activities initiated by an Award Operating Authority or their Award Centres, e.g. exchanges.
- 1.2 The National Award Office must be notified of all intended national and international activities undertaken by an Award Operating Authority or their Award Centres. The National Award Office is to offer any relevant advice or briefing, where relevant and appropriate. Additional support by the National Award Office is dependent on the availability of resources and the national significance and benefit of the proposed activity.
- 1.3 The National Award Office is not to be a funding source for Award Operating Authorities or operator initiated national or international activities.
- 1.4 The NAO supports the international practice for formal links to be on an operator-to-operator basis.
- 1.5 The NAO to actively support and contribute to the development activities of the International Award Foundation and the Asia Pacific Region

PROGRAM DELIVERY POLICY

Policy Name:	4.10 Adventurous Journey Requirements, Guides & Policies
Date(s) Revised:	July 1997, Sept 2014, Nov 2018, July 2019, Nov 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	Glossary Chapter 9: Adventurous Journey
Related Policies:	2.10 National Document Register 4.1 National Training Requirements

Purpose of the Policy

To ensure a consistent and compliant approach toward assisting Award Centres to meet the requirements of the Adventurous Journey section, with recognition of the possible additional risk management required.

Policy

- 1.1 That all aspects of the training, approval and operation of all Adventurous Journeys, and those relevant parts of the Adventurous Journey Section, are to follow the requirements contained in the Award Handbook.
- 1.2 The Duke of Edinburgh's International Award – Australia, including all its licencees, must not position itself as a subject matter expert regarding Adventurous Journeys. All staff and volunteers, including Award Leaders are to be highly informed regarding the requirements of the Adventurous Journey Section. Assessors are to be highly informed in the mode and type of journeying and locality of journey that they are assessing.
- 1.3 The National Award Operator (NAO) does not require Award Leaders to be Adventurous Journey subject matter experts.
- 1.4 Any Adventurous Journey information promulgated or distributed by the Award must be sourced from the relevant and publicly recognised specialist body e.g. Canoe Federation, Outdoor education Australia, Outdoors Victoria, Yachting Australia, Cycling Australia, Bushwalking Australia.
- 1.5 Award Operating Authorities, with approval of the NAO and following submission to the National Document Register, may promulgate Supplementary Standards, Curricula, guides and policies for Adventurous Journeys and for Trainers for use in their jurisdiction.
- 1.6 Such Supplementary Standards, Curriculum and policies are to take precedence after National Standards, Curricula and Policies and are binding only within the jurisdiction of the Award Operating Authority, and are not to contradict or reduce the effect of the Award Handbook or NAO Policies.
- 1.7 Following submission with the National Documents Register, Award Centres, with approval of the appropriate Award Operating Authority may develop and promulgate Supplementary Standards, Curricula and policies for Expeditions and for trainers for use in local operations. Such Supplementary Standards, Curriculum and policies are to take precedence after Award Operating Authority Standards, Curricula and Policies and are binding for that Award Centre's activities within that jurisdiction and are not to contradict or reduce the effect of the Award Handbook or NAO Policies.

PROGRAM DELIVERY POLICY

Policy Name:	4.11 Commercial & NFP Activity Providers
Date(s) Revised:	Sept 2014, Nov 2018, Nov 2019, Nov 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	2.2.1 Award Leaders
Related Policies:	Application Form

Purpose of the Policy

To provide a resource for Award Centres, Participants and their parents/guardians in identifying potentially suitable activity providers with which to undertake activities as part of their Award.

Policy

1. An Activity Providers Directory will be maintained only by the NAO and made available publically via the website.
2. The Directory is not an endorsement or an approval. It functions as a resource list. It assists *inter alia* Award Centres, Participants, and parent/guardians in:
 - 2.1 Identifying and sourcing activity providers that have a clear understanding of the Award
 - 2.2 Identifying and sourcing activity providers that are experienced with the Award.
3. In order to make clear its purpose and manage associated risk, The Directory will highlight that:
 - 3.1 The Award Centre has the final decision on the suitability and relevancy of an activity provider for their Participants, and
 - 3.2 Participants and/or their parent/guardian must first have the approval of their Award Centre before booking with an activity provider, regardless of whether the activity provider is listed the Directory.
4. To be included in the Directory, activity providers must provide the following minimum information:
 - 4.1 Organisation/Company name
 - 4.2 Website
 - 4.3 Principal Officer or Contact Person
 - 4.4 Owner or Chair of Board
 - 4.5 Contact details
 - 4.6 Type of Organisation (legal entity) and ABN or State of Registration
 - 4.7 Year formed/established
 - 4.8 Activities provided
 - 4.9 Section(s) of the Award activity Aligns with
 - 4.10 Location of activity
 - 4.11 Typical Cost/Fee (estimated range) Involved
 - 4.12 The Duke of Ed Award Training and Experience by Staff (Award Leader Level 1 training required as baseline; activity providers offering activities suitable to the Adventurous Journey Section of the Award must complete Award Leader Level 2 training)
 - 4.13 Subject/technical qualification of staff
 - 4.14 Whether all staff working with youth under 18 are compliant with relevant Child Protection legislation, including relevant Working with Children Checks
 - 4.15 History of working with Award Centres
 - 4.16 Award Centre Referees (2 minimum, 3 ideal)
 - 4.17 Insurances currently held
 - 4.18 Any record of adverse media, fines, non-compliant activity

5. The National Board may at any time remove an activity provider from the Directory due to non-compliance with Award requirements, unsafe practices, matters of unethical activity, reputational damage and/or complaints made and upheld.
6. The NAO will apply an application fee and an annual fee for administering the Directory
7. The Directory does not involve the continuous monitoring of the activity provider. It is a one off check that is review annually
8. Activity providers may use the Award logo "Proud to Support". Please refer to Logo and Brand Guidelines, Policy 1.6

PROGRAM DELIVERY POLICY

Policy Name:	4.12 Open Award Centre
Date(s) Revised:	May 2011, Nov 2018, July 2019, Nov 2022
Review Cycle:	2 yearly
Authority:	National Board
National Handbook Reference (s)	Glossary Chapter 1:1.9: Open Award Centre
Related Policies:	1.8 National Award Centre 3.9 National Licence Monitoring & QA 4.1 National Training Requirements 4.13 Volunteer Code of Conduct

Purpose of the Policy

To provide an extension of the Award Centre network through community based Award Centres that will enable a substantial increase in access to the Award, particularly for Participants in remote areas, over 18 years of age and those who may have left their original Award Centre.

Policy

- 1.1 An Open Award Centre (OAC) is an Award Centre (AC) that operates a broader geographic area without membership restrictions, e.g. city, region, state. This compares to most Award Centres which are approved to manage the Award for a specific organisation, e.g. a school, club, community group ("closed centre").
- 1.2 An OAC must either be licensed by an Award Operating Authority or by the National Award Operator (NAO). National Award Centres licences are managed as per policy 1.8.
- 1.3 An OAC, like any other AC, may determine any limitation on the Participants it elects to work with, e.g. only available for young people 18-24 years.
- 1.4 Unless otherwise approved by an Award Operating Authority or the NAO for the National OAC, an OAC would be a larger AC with at least 100 participants commencing annually.
- 1.5 Every Participant must be registered with an AC e.g. an OAC, that meets the NAO's current AC licence requirements. The NAO does not recognise Participants that may be doing their Award via an Award Operating Authority wherein the Participant is not registered with an AC.
- 1.6 Current NAO licence requirements for ACs are applicable and include having a trained Award Leader(s) (including all employees), adherence to the Volunteer Code of Conduct, record keeping, program approval, assessor checks and approval.
- 1.7 OACs approved by an Award Operating Authority are subject to AC registration fees and Participant registration fees as would apply to all ACs.
- 1.8 A larger OAC (over 100 participants) that has a paid Award Leader (part time or full time) may apply to the National Board to retain up to 60% of the Participant registration fee based on the NAO's RRP. Such approval requires active consultation with the relevant Award Operating Authority and preferably an agreed outcome.
- 1.9 An OAC is subject to the Licence Monitoring and Quality Assurance policy requirements of the NAO (policy) and/or its Award Operating Authorities.

PROGRAM DELIVERY POLICY

Policy Name:	4.13 Volunteer Code of Conduct
Date(s) Revised:	Sept 2012, Sept 2018, Nov 2018, July 2019, Nov 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	Glossary Volunteer Code of Conduct: pg. 11
Related Policies:	3.6 Volunteer Roles 3.12 Protection of Children & Young People

Introduction

The Duke of Edinburgh's International Award - Australia is committed to ensuring the protection of young people from harm or abuse. All volunteers are required to become familiar with the requirements in this code and accept this code before commencing any activity in connection with the Award.

Volunteer Code of Conduct

The Duke of Edinburgh's International Award - Australia ('the Award'), deems a Volunteer to be anyone over 18 years old, who assists with the Award, whether in a paid or unpaid capacity. This includes all Award Leaders, Assessors and Supervisors.

The Volunteer Code of Conduct outlines the standards of behavior and obligations agreed to by the Volunteer. Signing and adhering to the code is a requirement of all Volunteers.

In consideration of approval as an Award Leader/ Assessor/ Supervisor/ Volunteer by the Award Centre or Award Operating Authority,

[name of school/organisation/group]

I AGREE I will:

My Role & Responsibilities

22. Comply with and exercise due care in carrying out my Roles and Responsibilities (as outlined in Section 2 of the Award Handbook, available at www.dukeofed.com.au/Handbook). Also available: <https://dukeofed.com.au/resources/assessor-resources/>
<https://dukeofed.com.au/resource/supervisor-roles-and-responsibilities/>
23. Comply at all times with the requirements of the Award and with all applicable laws relevant to fulfilling my obligations to the Award.
24. Comply with the Key Principles of the Award (as outlined in the Award Handbook).
25. Undertake training and meet accreditation requirements, as appropriate.
26. Undertake to provide assessment for the Award only in areas where I am suitably qualified and/or experienced.

Safeguarding young people

27. Meet all applicable Child Protection Legislation requirements in my State/Territory, and follow any supervisory ratios stipulated by my own organisation (and those responsible for any specific Award activity).

28. Take any allegations or concerns of abuse seriously and immediately follow the reporting process in use within the organization. Never trivialise abuse, or let allegations, suspicions, or concerns about abuse go unreported.
29. Provide a safe environment by not harming young people or adults in any way, whether through discrimination, favouritism, sexual harassment, physical force, verbal or mental abuse, neglect, or other harmful actions.
30. Ensure young people and adults are aware of my organisation's safeguarding arrangements to keep people from harm and abuse.
31. Recognise and personally acknowledge the position of power or influence I may have when working with young people and other adults, and never abuse this position by forming an inappropriate relationship with a child, young person or vulnerable adult.
32. Promote an environment where young people are valued and encouraged to talk about any concerns they may have, and challenge attitudes or behaviours they do not like.

People & Culture

33. Respect the privacy of persons served by the Award and hold, in confidence, sensitive, private and personal information collected in relation to the Award in accordance with the Privacy Policy of The Duke of Edinburgh's International Award - Australia [ACN 114 269 195] (National Award Operator) and the law (reports of child abuse or neglect will be handled under the relevant State/Territory legislation).
34. Undertake my role in a safe work environment. This includes: taking reasonable care for my own health and safety; ensuring that my conduct does not adversely affect the health and safety of others; and complying with any reasonable instructions, policy or procedure relating to health and safety that applies to me, my colleagues, and people I am supervising or who are considered to be in my care.
35. Follow through and complete agreed tasks and commitments.
36. Conduct myself in a respectful manner, exhibit good conduct and be a positive role model by setting an example for all to follow. This includes: displaying respect and courtesy for Participants of the Award, other volunteers, staff, contractors and property.
37. Work cooperatively as a team member with employees of the Award and other volunteers.

Representations and media

38. Represent the Award with professionalism, dignity and pride, and be responsible for conducting myself with courtesy and appropriate behaviour.
39. Immediately advise the aforementioned Award Centre of any matter of which I am involved that has or could lead to criminal conviction. Advise the Award Centre of any officer or employee of the Award Centre; or any Award Leader/ Assessor/ Supervisor/ Volunteer involved in the management and/or delivery of the Award, who I believe has acted in a way which may be detrimental to the

good name of the Award.

40. Copy and distribute Award materials only for the purposes of the Award and immediately stop use of all materials once my involvement with the Award ends.
41. Not use materials or behave in any way which would bring the Award, Award Centre, Award Operating Authority or the National Award Operator into disrepute.
42. Ensure that any improvements, developments, or new versions of the materials, including new materials I create based on or incorporating them, belong to the National Award Operator and I assign all rights, including intellectual property rights in them, to the National Award Operator.
43. Ensure that any documents, collateral, website pages or other items that utilise the Award logo meet all requirements of the NAO Australian Branding Guidelines, and is compliant with the requirements of the International Brand Guidelines and Style Guide (available at: <https://dukeofed.com.au/resources/logo-and-brand-guidelines/>)
44. Ensure that all new materials utilising the Award logo which contain interpretive content** regarding the Award has been approved and registered by the National Award Operator **prior** to being circulated. A copy of all such materials will be retained by the National Award Operator for reference purposes.

Volunteer Details and Agreements

The Volunteer Code of Conduct must be signed **prior** to an Award Leader/ Assessor/ Supervisor/ Volunteer undertaking any Duke of Ed activities with a Duke of Ed Participant.

Name	Phone
Organisation (if relevant)	
Address	
Email	
Skills/experience/qualifications relevant to Participant's activity	
<input type="checkbox"/> I have read, understood and agree to comply with the Volunteer Code of Conduct. <input type="checkbox"/> I understand any breach of the Volunteer Code of Conduct may result in my termination as an Award Leader/ Assessor/ Supervisor/ Volunteer. <input type="checkbox"/> I agree to assess and/or supervise areas only where I am suitably skilled, experienced and/or qualified, and approved by an Award Leader. <input type="checkbox"/> I am over 18 years of age.	
Child Protection Information	

State/Territory allocated No: Full Name: As appears on Working With Children Check/equivalent regulation		Date of Birth: Expiry date:
Signature:	Date:	

** Interpretive content refers to any information published by The Duke of Edinburgh's International Award - Australia which has been re-worded.

PROGRAM DELIVERY POLICY

Policy Name:	4.14 National Code of Conduct for Award Employees
Date(s) Revised:	May 2002, Sept 2017, July 2019, Nov 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	4.14 Volunteer Code of Conduct Form

Introduction

The National Code of Conduct applies to employees, including contractor who engage in, are involved in or assist in organising The Duke of Edinburgh's International Award - Australia Award Program (the Award Program).

It is the responsibility of each of The Duke of Edinburgh's International Award - Australia (National Award Operator/NAO) and the Award Operating Authorities respectively to ensure its own employees are provided with a copy of the National Code of Conduct and comply with its terms. Further, it is the responsibility of Award Operating Authority Committees and Award Centres to ensure that all other volunteers who participate in, are involved in or assist in organising the Award are provided with a copy of the Volunteer Code of Conduct and comply with its terms.

The National Code of Conduct for Employees establishes a minimum level of acceptable conduct for all Employees who participate in, are involved in or assist in managing, administering and organising/delivering the Award Program and specifies the steps to be followed in the event of non-compliance with the National Code of Conduct.

The National Award Operator recognises that Award Operating Authorities may issue their own policies regarding employees. However, where an Award Operating Authority or Award Centre policy regarding employee code of conduct is inconsistent with this National Code of Conduct, this National Code of Conduct is to be followed.

Purpose of the Policy

Definitions

- 1.1 "**Complaints and Grievances Disputes Panel**" means an NAO standing sub-committee established to hear complaints and grievances.
- 1.2 "**National Level Matter**" means matters involving the National Award Operator or staff employed directly by the National Award Operator
- 1.3 "**Employees**" means employees of the NAO and Award Operating Authorities

Policy

Code of Conduct:

The Employees who participate in, are involved in or assist in organising the Award Program must abide by the National Code of Conduct that upholds the principles and values of the Award Program.

2. All Employees will:
 - 2.1 Abide by the National Code of Conduct;

- 2.2 Treat the public, other Employees and all other individuals, including volunteers, who participate in, are involved in or assist in organising the Award Program, with respect and courtesy;
- 2.3 Respect the rights and dignity of other Employees and all other individuals, including volunteers, who participate in, are involved in or assist in organising the Award Program;
- 2.4 Be fair, equitable and honest in all dealings with other Employees and all other individuals, including volunteers, who participate in, are involved in or assist in organising the Award Program;
- 2.5 Be professional in, and accept responsibility for, their actions;
- 2.6 Conduct their professional duties in such a manner as to cause no harm to the reputation and operations of the Award Program;
- 2.7 Conduct themselves in public and at activities of the Award Program, in a manner that will not reflect adversely on the Award Program, other Employees and all other individuals, including volunteers, who participate in, are involved in or assist in organising the Award Program;
- 2.8 Honour all contractual agreements and confidentiality requirements [including but not limited to those outlined under any written contract of employment];
- 2.9 Keep confidential, not disclose to any third party or seek to acquire for their own benefit, whether directly or indirectly, any information or material in relation to the Award Program which information or material is confidential and was made available to them in confidence. All Employees must take all action reasonably necessary to maintain the confidentiality of any such confidential information unless that information has otherwise become generally available to the public;
- 2.10 Manage all resources effectively, prudently and in a fully accountable manner;
- 2.11 Uphold the *International Declaration, The Fundamental and Operational Principles* and *Code of Practice* as set out in the *International MoU*; (as accessed via the IAF website) observe all obligations and requirements under relevant State and Commonwealth legislation;
- 2.12 Comply with the policies of the National Award Operator (as amended from time to time) including, but not limited to, the following:
 - 2.12.1 Policy 1.14: Emergency Response and Crisis Communication (Media);
 - 2.12.2 Policy 3.12: Protection of Children and Young People;
 - 2.12.3 Policy 1.16: Volunteer Protection;
 - 2.12.4 Policy 2.6: Sponsorship and Donations (Fundraising);
 - 2.12.5 Policy 3.11: Drugs, Alcohol and Tobacco;
 - 2.12.6 Policy 4.13: Volunteer Code of Conduct;
- 2.13 Comply with all policies of the relevant Award Operating Authority and Award Centre (as applicable). However, where an Award Operating Authority or Award Centre policy is inconsistent with a policy of the National Award Operator, the NAO Policy is to be followed.
- 2.14 Avoid conflicts of interest and disclose potential conflicts of interest regarding personal gain to themselves or related parties
- 2.15 Ensure the privacy and protection of personal information in accordance with the NAO Privacy Policy (as amended from time to time);
- 2.16 Not withhold information from the National Award Operator or Award Operating Authority which is pertinent to the Award Program and to the delivery of the Award Program;
- 2.17 Not disseminate false or misleading information regarding the Award Program, the National Award Operator, Award Operating Authorities or Award Centres;
- 2.18 Not use the Award Program to further a political or personal interest;
- 2.19 Immediately report any breaches of the National Code of Conduct and/or the policies of the National Award Operator including but not limited to the Privacy Policy, the Volunteer Protection

Policy or the Protection of Children and Young People Policy (as amended from time to time) to the National Award Operator or relevant Award Operating Authority as appropriate;

- 2.20** Not misrepresent to their relevant employer their qualifications, expertise or experience as an Employee;
- 2.21** Give full acknowledgement to the work of other Employees and all other individuals, including volunteers, who participate in, are involved in or assist in organising the Award Program;
- 2.22** Inform other Employees and all other individuals, including volunteers, who participate in, are involved in or assist in organising the Award Program of their role or responsibilities as relevant to their work;
- 2.23** Not accept work which is considered by the National Award Operator, Award Operating Authorities to be unethical or would use resources and materials without permission that is known to belong to others;
- 2.24** Refrain from any form of harassment or harm towards other Employees and all other individuals, including volunteers and youth, who participate in, are involved in or assist in organising the Award Program; and
- 2.25** Commit to providing a quality service in performing his or her duties as an Employee.

3. Grievance and Disciplinary Procedures

Note: These procedures also apply to Volunteers

- 3.1** An employee, Award Centre Official or a volunteer may make a complaint regarding this code or related aspect of the Duke of Ed's operation or official's behaviour.
- 3.2** Any complaints about an individual or a group whose actions are alleged to have not complied with the National Code of Conduct must:
 - 3.2.1 be in writing;
 - 3.2.2 refer to the specific clause of the National Code of Conduct that is alleged to have not been complied with;
 - 3.2.3 describe the nature of the non-compliance; and
 - 3.2.4 accept that all information received is managed with strict confidentiality and in accordance with Privacy legislation.
- 3.3** All such complaints must be addressed to the National Award or the relevant Award Operating Authority. If the matter is not being initially directed to an Award Operating Authority then details are to be provided regarding why the matter should initially be dealt with by the National Award Operator.
- 3.4** If the matter cannot be resolved by the Award Operating Authority after reasonable efforts by both or either party and within a timely manner (relevant to the severity of the concern) it is to be referred to the National Award Operator.
- 3.5** If the matter(s) cannot be resolved by the National Award Operator, or it is the National Award Operator that is being challenged then it will be referred to a Complaints and Grievance Disputes Panel via the National Award Operator (NAO). This Panel will be 3 members drawn from past National directors and are to be agreed upon by both parties.
- 3.6** If the matter is referred to the Complaints and Grievance Disputes Panel:
 - 3.6.1 The Panel will elect an independent Chair and members of the Complaints and Grievance Disputes Panel to deal with all matters arising from non-compliance with the National Code of Conduct;
 - 3.6.2 The Panel will gather and consider the facts, as appropriate meet with the parties and also if appropriate undertake or arrange mediation using a mutually agreed mediator. If a mediator cannot be agreed the NAO is to appoint a registered/accredited mediator;

- 3.6.3 The Complaints and Grievances Disputes Panel may seek legal advice or consult appropriate authorities as required and within the budget approved by the National Board, which is an amount that reasonably reflects the nature of the complaint/concern being investigated; and
- 3.6.4 The Complaints and Grievance Disputes Panel must review any disciplinary related matters arising as a result of non-compliance with the National Code of Conduct and make recommendations to the parties involved as appropriate. Unless there is legal or criminal compliance matters in question, the findings and recommendations of the panel may not be binding or enforceable.
- 3.6.5 Following the making of the recommendations in relation to the matters, the Complaints and Grievance Disputes Panel must inform all parties of the outcomes and give reasonable explanation.

PROGRAM DELIVERY POLICY

Policy Name:	4.15 Protocols for Referring to The Duke of Edinburgh's International Award
Date(s) Revised:	May 2015, Nov 2018, July 2019, Nov 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	4.6 Award Approval and Presentations

Introduction

Award Holders are encouraged to promote their Award via various professional sites e.g.

1. LinkedIn
2. CV/Resume
3. Website Profile

Award Holders are encouraged to use their Award transcript as evidence of their activities undertaken as part of the Award.

Purpose of Policy

This policy outlines the protocol for referring to the Award when a person has completed an Award or has received a special recognition for service and/or support of the Award.

Policy

1. The completion of an Award(s) may be stated as:

1.1 For a single Award:

The Duke of Edinburgh's International Award – Australia, Bronze Award 1985

1.2 For multiple Awards:

The Duke of Edinburgh's International Award – Australia

Gold Award 1988

Silver Award 1986

Bronze Award 1985

2. Post nominals do not apply to The Duke of Edinburgh's International Award.
3. The badge may be worn on the left or right side, except for formal occasions where other Awards or medals are worn and then it is to be worn on the right side, e.g. on the lapel.
4. Uniformed organisations such as Scouts, Guides, and Cadets will provide direction regarding wearing the Award badge on their uniform

Policy Management

POLICY MANAGEMENT

Policy Name:	5.1 Policy Preparation & Review
Date(s) Revised:	April 1996, Nov 2018, July 2019, Nov 2022
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	5.2 Distribution of Policy Manuals

Introduction

Purpose of the Policy

This policy requires the National Award Office ensure all policies are up to date and to advise the National Board on changes or additions as required or requested, excluding non-material edits.

Policy

1. The National Award Operator (NAO) will monitor and review its policies as an integral component of its meeting process.
2. The National Chief Executive Officer (CEO) is to ensure that each policy is reviewed at intervals as noted on each policy, however this is to be no longer than three years.
3. In addition to the National Award Office, an Award Operating Authority Committee or an Award Centre may submit requests for policy changes or new policies in writing.
4. Policy recommendations made to the NAO are to include a background brief, a draft policy and reference to any implications on other NAO policies.
5. Where the requirement for change has a clear matter of urgency, as determined by the National Chair, an interim policy may be approved with the support of the National Chair, National Secretary and one other member of the NAO (other than the Award Operating Authority requesting the change or new policy if that applies).

POLICY MANAGEMENT

Policy Name:	5.2 Distribution of Policy Manuals
Date(s) Revised:	April 1996, Nov 1997, Nov 2014, Nov 2018, July 2019, May 2024
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	5.1 Policy Preparation & Review

Purpose of the Policy

Policy

1. The policy manual will be digitally available the NAO website.
2. The National Chief Executive Officer (CEO) will ensure that a register is maintained.

International Policies

INTERNATIONAL POLICY

Policy Name:	6.1 National & International Affiliations & Links
Date(s) Revised:	Oct 1981, Oct 1988, April 1996, Nov 2018, July 2019, May 2024
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	1.3 Award Operating Authority Committees 1.11 Role & Structure NAO & National Award Office 3.1 Role & responsibilities of Award Operating Authority and National Award Centre 6.2 British Royal Visit Protocols & Fundraising

Introduction

Purpose of the Policy

This policy supports the role of the National Award Operator (NAO) in encouraging national and international affiliations, exchanges, alliances and links as a means of promoting the international benefits of the Duke of Ed Framework.

Policy

- 1.1 The NAO does not seek an active role in the arrangement and implementation of NAO approved national or international activities initiated by the Award Operating Authorities or their operators.
- 1.2 The NAO requires that the National Award Office be notified of all intended national and international activities undertaken by Award Operating Authorities or their operators. The National Award Office will offer any relevant advice or briefing. Additional support by the National Award Office is dependent on the availability of resources, and the national significance and benefit of the proposed activity.
- 1.3 The National Award Office is not to be a funding source for Award Operating Authority or operator initiated national or international activities.
- 1.4 The NAO supports the international practice for formal links to be on an operator-to-operator basis.
- 1.5 The NAO to actively support and contribute to the development activities of the International Award Foundation and the Asia Pacific Region and other regions as approved by the National Board.
- 1.6 The NAO will directly license and support Duke of Ed Centres in other countries as approved by the IAF.

INTERNATIONAL POLICY

Policy Name:	6.2 British Royal Visit Protocols & Fundraising
Date(s) Revised:	Nov 2005, Nov 2006, Nov 2018, July 2019, May 2021, May 2024
Review Cycle:	3 yearly
Authority:	National Board
National Handbook Reference (s)	
Related Policies:	1.2 Structure & Composition of the National Award Operator (NAO) 1.6 Use of Name & Logo 1.11 Role & Structure NAO & National Award Office 6.1 National & International Affiliations & Links

Introduction

The Duke of Edinburgh's International Award - Australia has a relationship with HRH The Prince Edward, Duke of Edinburgh KG GVCO through the International Award Foundation (IAF).

The Duke has expressed a desire to assist each National Award Operator during Royal visits. This is considered a substantial asset for The Duke of Edinburgh's International Award - Australia.

The National Award Operator (NAO) recognises the importance of high standards of accountability, ethics and probity in seeking, receiving and managing this involvement in the Award in Australia. Members of the Royal Family have indicated that their presence in a region should also be used as an opportunity to raise both the profile of and funding for the relevant APR Region.

This policy recognises the substantial amount of work undertaken by the organising authority (NAO, Award Operating Authority or The Friends) of any Royal function in Australia. This policy also recognises that members of the Royal Family may not visit each Australian State or Territory on a regular or equal basis.

Purpose of the Policy

This policy provides principles and guidelines to effectively guide and coordinate Duke of Ed activities in Australia with members of the Royal Family.

Policy

1. Invitations

- 1.1 Invitations to a member of the Royal Family to participate in any activity in any aspect of The Duke of Edinburgh's International Award - Australia shall be issued by the National Chair, or in their absence, by the NAO to the IAF.
- 1.2 Such invitations will be coordinated by the IAF's Palace diary.
- 1.3 Where the member of the Royal Family is planning to visit Australia in an official capacity on the invitation of the Federal Government or for some other principal purpose, the respective member of the Royal Family may indicate a desire for an Award activity (or several) to be included in the tour schedule. In these cases, any requests shall also be forwarded through the National Chair.
- 1.4 Where the invitation to visit Australia is specifically issued by the NAO for an Award event, the NAO may be responsible for meeting the full cost of travel, accommodation, security and ground transport for the member of the invited member(s) of the Royal Family and at least two members of their personal staff.

2. Hosting Body

- 2.1 In all cases the hosting body for any Royal Award function in Australia shall be the NAO.

2.2 The National Chair is the principal Award representative at all Royal Award functions in Australia

3. Organising Body

- 3.1 The NAO may delegate to an Award Operating Authority and/or The Friends to arrange and organise a Royal Award function.
- 3.2 The NAO may stipulate the type of function to be organised.

4. Guest Lists

- 4.1 The NAO reserves the right to nominate particular guests for each function, however other than the National Chair, payment, where applicable, must be received by the host Award Operating Authority for every NAO nominated guest, unless otherwise arranged.

5. Event Planning and Risk Management

- 5.1 Planning for each Royal function must include an event budget, event objectives and a detailed timetable, which shall be submitted to the National CEO of the NAO prior to invitations being printed or prepared.
- 5.2 The NAO and its nominated host Award Operating Authority will assist members of the Royal Personal Protection to conduct a detailed security analysis of the function and venue as part of the detailed planning.

6. Distribution of Profits

- 6.1 When agreed with the IAF in advance of a visit, the net profits from each Australian fundraising function involving a member of the Royal Family shall be apportioned as follows:
- | | |
|--|--|
| 6.1.1 NAO or Principal Organising Body | 60% |
| 6.1.2 National Award Operator | 30%,-40%, if not principal organising body |
| 6.1.3 IAF/Asia Pacific Region | 0%-10%, by agreement as applicable. |
- 6.2 The National Board will distribute its 30% net profit to either divisional projects or agreed nation projects. The NAO shall not use profits from Royal events for ongoing operational purposes.

7. Event Audit

- 7.1 The Principal Organising Body, where previously agreed shall submit an audited financial report of each function to the NAO within ten weeks of the function.

Document Control History:

Date Board Revised	Policy No. and Policy Revised or Introduced	Purpose of Revision Or Introduction
9/08/2010	Outline Draft of Manual	Board review
Nov 2012	Policy 3.8, S Contracts	
21/2/13	Policy 8.9 Meeting Attendance	
	All policies	
	2.10 National Document Register	
30/5/14	Policy 2.6, Sponsorship and Donations, Item 6 b	Ambassador donations split with Divisions
5/9/14	Full Manual Review	Collated all policies into one document
5/9/14	1.13 National Ambassador Program	Revised
5/9/14	1.18 National Alumni	Revised
5/9/14	2.10 National Document Register	Revised
5/9/14	3.6 Volunteer Qualifications	Includes reference to mentors
5/9/14	3.13 HR Management & Employment	New
5/9/14	4.6 Award Approval and Presentations	New
5/9/14	4.11 Commercial and NFP Activity Providers	New
28/11/14	3.8 State/Territory Award Operating Authority and Award Unit Licences	Clarity to Attachment B
20/1/15	4.1 Training	CEO Update: Reference to "Draft" Standards was removed.
29/5/15	4.1 Training	Added Child Protection as a training topic
8/4/16	4.1 Training	Aligned wording of training to IAF's Online Training Modules
23/3/15	1.19 Delegations	Updated several financial and contract delegations
29/5/15	3.9 National Licence Monitoring & QA	Criteria better defined. AU criteria 2.2 change in status and is made compulsory
29/5/15	1.10 Risk Management	Recognises risk management planning by NAA and Divisions
29/5/15	2.2 National Fee Structure & RRP	RRP and NAA registration fee increases
29/5/15	2.3 Participant Assistance (Subsidy)	RRP price updated
11/9/15 #	2.3 Participant Assistance (Subsidy)	Addition of a 3 rd level of assistance. Recognition of Federal Funds
29/5/15	3.14 Institute of the Duke of Edinburgh's International Award	New policy re; formation of the Institute
29/5/15	2.10 Document Register	Reference to including soft and hard copy documents. Issue/use of the document number.
29/5/15	4.12 Open Award Centre	Update & correction re: ORB
29/5/15	4.15 Protocols for Referring to a Duke of Edinburgh's International Award	Included in the volunteer recognition policy. Has been separated out
21/8/15	1.8 National Award Unit	Additional criteria and detail re: fee setting
21/8/15	3.10 Volunteer Recognition	Addition of Youth Medal and Distinguished Service Medal
8/4/16	1.14 Emergency Response & Crisis Communications (Media)	Updated content and added action steps

8/4/16	3.10 Volunteer Recognition	Addition of Service Medal for 10 years
8/4/16	4.1 Training	Converted Australian content headings for Level 1 training to match IAF Learning Modules
8/4/16	2.2 National Fee Structure & RRP	RRP and NAA registration fee increases
8/4/16	2.3 Participant Assistance (Subsidy)	RRP price updated
26/8/16	1.9 Complementary Programs	Clarified requirements for full separation of the Duke of Ed from other Awards that may be also offered by Divisions
26/8/16	2.6 Sponsorship & Donations (Fundraising)	Updated to reflect Disadvantage Youth Funding and the 100% front line donor commitment re; no funds used for NAA or Division administration. Portion retained by Divisions has increased across the board.
31/3/17	4.6 Award Approval and Presentations	Additional procedure details for applications to have Gold Award presented in another country, especially UK
31/3/17	2.8 Accounts Payable & Receivable	Added reference to expense controls to be undertaken by the Board and Treasurer
31/3/17	1.21 Director Role Description	Added reference to Conflict of Interest Linked to Related Party Transaction Policy
31/3/17	1.22 2.2 National Fee Structure & Recommended Retail Price	Updated RRP for 2017 CPI increase
31/3/17	1.23 Related Party Transactions	Additional Policy. To objectively manage close arrangements e.g. with The Friends
31/3/17	2.6 Sponsorship & Donations (Fundraising)	Recognising IAF's new categories Pearl & Diamond Champions
31/3/17	3.9 National Licence Monitoring & QA	Updated AU Form to remove checks that can now be found on ORB
31/3/17	3.10 Volunteer Recognition	Addition of recognition for Award Units
2/6/17	1.1 Role & Authority of National Award Authority	Changed reference from International Award Association to International Award Foundation. Added reference to lower entry age of 13 based on whole of year. Pilot approved by IAF
2/6/17	4.1 Training	Added requirement for all AL trainers to have minimum qualification and/or experience
2/6/17	3.10 Volunteer and Supporters Recognition	Addition of medal presentation notes
27/10/17	4.14 National Code of Conduct for Award Employees	Correction of policy references in point 2.12.
24/11/17	3.10 Volunteer and Supporters Recognition	Note added to 1.3.3 10 Year Long Service Medal around medals awarded to previous plaque recipients. Clarification of medal cost responsibilities in item 1.7.
24/11/17	2.6 Sponsorship & Donations (Fundraising)	Minor grammatical, spelling, and abbreviation changes. Update of sections 5.1 and 5.2 around focus of funding distribution and reporting requirements. Addition of Award Friends donor subtype (section 6).
18/05/18	2.2 National Fee Structure & Recommended Retail Price	Increase in RRP. National fee structure points expanded on.
18/5/18	2.12 Reserves Policy	New Policy to identify reserves as distinct from retained surplus or donor funds that are available for distribution
7/09/18	1.14 Emergency Response Crisis Communications	Clarifications and addition of response framework.

7/09/18	2.6 Sponsorship & Donations (Fundraising)	Changes to categories based on IAF policy change around sponsor categories. Clarifications added to tiers to be in line with current practices
7/09/18	2.10 National Document Register	Corrected to be in line with current practices
7/09/18	3.2 Incoming & Operating Budget	Changes in response to related policy change (2.12: Financial Reserves).
7/09/18	3.10 Volunteer & Supporters Recognition	Slight changes to reflect terminology updated in related policies.
7/09/18	3.12 Protection of Children & Young People	Attachment deleted as too difficult to keep track of changing state based legislation
7/09/18	4.3 Accidents and Safety Incidents	Slight changes to reflect terminology updated in related policies and clarify incident inclusion
7/09/18	4.13 Volunteer Code of Conduct	Changes made in response to IAF releasing reviewed international Code of Conduct 'Safe from Harm'.
9/11/18	4.13 Volunteer Code of Conduct	Additional changes to better align with IAF Code of Conduct and minor formatting changes
9/11/18	1.2 Structure & Composition of the National Award Authority	Minor formatting and language changes to reflect terminology updated in related policies
9/11/18	1.3 Award Operating Authority Committees	Minor formatting and language changes, including policy title
9/11/18	1.4 Variation to Condition & Requirements of the Award	Slight changes to reflect terminology updated in related policies.
9/11/18	1.5 Award Badges & Certificates	Minor changes to formatting and abbreviations and added inclusion for other Uniformed organisations
9/11/18	1.6 Use of Name & Logo	Minor changes to abbreviations, grammar, and terminology to align with updates in related policies. Updates to reflect changes to IAF policy. Attachment C deleted as Award brand is established
9/11/18	1.7 Code of Conduct for Directors	Minor changes to abbreviations, grammar, and terminology to align with updates in related policies.
9/11/18	1.8 National Award Units	Minor changes to abbreviations, grammar, and terminology to align with updates in related policies.
9/11/18	1.10 Risk Management	Minor changes to reflect terminology updated in related policies.
9/11/18	1.11 Role & Structure NAA & National Award Office	Changes to reflect terminology updated in related policies. Functions table deletion.
9/11/18	1.13 National Award Ambassador Program	Changes to reflect terminology updated in related policies, and changes to abbreviations, grammar and sequence.
9/11/18	1.15 Health & Safety	Changes to reflect terminology updated in related policies.
9/11/18	1.16 Volunteer Protection	Changes to reflect terminology updated in related policies. Minor deletions to minimise duplicated language within policy.
9/11/18	1.17 Antidiscrimination & Harassment	Updated to include Age Discrimination, minor changes to abbreviations.
9/11/18	1.18 National Alumni	Minor changes to reflect terminology updated in other policies. Minor edits to abbreviations.
9/11/18	1.19 Delegations	Minor changes to abbreviations.
9/11/18	1.20 The Friends of The Duke of Edinburgh's Award in Australia	Minor deletions to minimise duplicated language within policy and crossover with related policies that are referenced.
9/11/18	1.21 Director Role Description	Minor changes to reflect terminology updated in related policies. Changes to abbreviations.
9/11/18	1.22 Board Sub-Committee Terms of Reference (sample)	Minor changes to reflect terminology updated in related policies. Changes to abbreviations.

9/11/18	2.1 Tax Deductible Gifts & Contributions	Minor deletions to minimise duplicated language within policy and crossover with related policies that are referenced. Minor changes to abbreviations.
9/11/18	2.4 Fundraising (Friends)	Minor deletions to minimise duplicated language within policy and crossover with related policies that are referenced. Minor changes to abbreviations.
9/11/18	2.5 Tax Deductibility	Title change and other spelling mistakes. Minor deletions to minimise duplicated language within policy and crossover with related policies that are referenced.
9/11/18	2.7 Award Operating Authority Subsidy	Changes to reflect terminology updated in related policies, including title change. Minor deletion based on additions in related policies as referenced.
9/11/18	2.9 Friends Budget and Funding Support to the NAA	Minor change to abbreviations.
13/11/18	3.1 Role & Responsibilities of an Award Operating Authority and a National Award Unit	Updates to terminology to reflect changes in other policy, including title change to policy.
13/11/18	3.3 Location of the National Award Authority (NAA)	Minor change to abbreviations and terminology to reflect changes in other policies.
13/11/18	3.4 Authority to Interpret Conditions	Minor changes to ensure language consistency with related policies, and terminology updates.
13/11/18	3.6 Volunteer Roles	Terminology updates to reflect changes in other policies. Update to policy name.
13/11/18	3.7 Strategic Plan	Minor changes to abbreviations and terminology to reflect changes in other policy.
13/11/18	3.8 Award Operating Authority and Award Unit Licences	Updates to terminology to reflect changes in other policy, including title change to policy.
13/11/18	3.11 Drugs, Alcohol & Tobacco	Minor changes to abbreviations and terminology to reflect changes in other policy.
13/11/18	3.13 HR Management & Employment	Minor changes to abbreviations and terminology to reflect changes in other policy.
13/11/18	3.14 Institute of the Duke of Edinburgh's International Award	Minor changes to abbreviations and terminology to reflect changes in other policy, including update to policy title.
13/11/18	4.2 Strategic Management Committee	Minor changes to abbreviations and terminology to reflect changes in other policy.
13/11/18	4.4 Participant Registration/ORB	Minor changes to abbreviations and terminology to reflect changes in other policy. Minor change to include semi-offline options for those with support needs.
13/11/18	4.5 Award Handbook	Minor changes to abbreviations and terminology to reflect changes in other policy.
13/11/18	4.7 Award Publications	Minor changes to abbreviations and terminology to reflect changes in other policy. Minor deletions to reduce duplicated language in policy, and formatting changes.
13/11/18	4.8 Youth and Award Engagement	Minor changes to abbreviations and terminology to reflect changes in other policy.
13/11/18	4.9 National & International Forums & Exchanges	Minor changes to abbreviations and terminology to reflect changes in other policy.
13/11/18	4.10 Adventurous Journey Requirements, Guides & Policies	Minor changes to abbreviations and terminology to reflect changes in other policy.
13/11/18	4.11 Commercial & NFP Activity Providers	Minor changes to abbreviations and terminology to reflect changes in other policy.

13/11/18	4.12 Open Award Centre	Minor changes to abbreviations and terminology to reflect changes in other policy.
13/11/18	4.15 Protocols for Referring to The Duke of Edinburgh's International Award	Minor changes to abbreviations and terminology to reflect changes in other policy and update to policy title.
13/11/18	5.1 Policy Preparation & Review	Minor changes to abbreviations and terminology to reflect changes in other policy.
13/11/18	5.2 Distribution of Policy Manuals	Deletions of restrictions regarding policy circulation
13/11/18	6.1 National & International Affiliations & Links	Inclusion of NAA option to licence Award Units in other countries as approved by the IAF
13/11/18	6.2 British Royal Visit Protocols & Fundraising	Minor changes to abbreviations and terminology to reflect changes in other policy.
3/01/2019	1.1 Role & Authority of National Award Authority	Minor changes to abbreviations and terminology to reflect changes in other policy
9/01/2019	1.6 Use of Name & Logo	Changes made to reflect current brand and language updates. Includes stronger reference to IAF licence and brand guidelines requirements. Includes reference to The Friends.
9/01/2019	1.11 Role & Structure NAA & National Award Office	Minor change to include reference to IAF licence.
9/01/2019	4.7 Award Publications	Minor change to clarify requirement that Award publications reference NAA and Award brand.
17/01/2019	1.6 Use of Name & Logo	Updates to trademarks to reflect currency of Marks.
21/01/2019	3.5 Privacy & Online Information (Public Document)	Updates to include the privacy policy public document.
21/01/2019	1.23 Related Party Transactions	Minor changes terminology to reflect changes in other policy and formatting changes.
21/01/2019	3.9 National Licence Monitoring & QA	Minor changes terminology to reflect changes in other policy.
15/02/2019	3.14 Institute of The Duke of Edinburgh's International Award ("The Award Institute")	Updates to better incorporate existing documentation into the policy body and introductory notes. This includes incorporating the concept paper to provide greater clarity.
19/02/2019	4.6 Award Approval and Presentations	Minor changes to better mirror the Award Handbook and provide clarification around International requests for presentations, as well as greater clarity about Award Units and other specifications on certificates. Resolves contradictions around preferences and requirements for Award presentations.
19/02/2019	2.2 National Fee Structure & Recommended Retail price	Minor change to include refunds clause which aligns with current NAA practices.
22/02/2019	3.10 Volunteer and Supports Recognition	Integration of criteria already used by the Committee in the policy, with updates to mirror all documentation to increase clarity.
22/03/2019	1.19 Delegations	Updates to better reflect executive management duties with inclusion of Executive Manager Operations and Senior Manager, Finance and Administration
22/03/2019	2.3 Participant Assistance (Subsidy)	Updated to reflect online application and increases to minimum subsidy. Minor edits for clarity.
22/03/2019	2.11 Board and Director Expenses	Updates to differentiate international travel from domestic travel, and minor changes to streamline expense allowances. Minor edits for clarity.
22/03/2019	4.1 National Training Requirements	Inclusion of 4 Tier Accreditation framework for Award Leaders, which is being now considered by the IAF. Change of policy name.
22/03/2019	2.13 Investment Policy	Inclusion of new policy

29/04/2019	Updates to pagination throughout document	To ensure every page was consistent in pagination
24/05/2019	1.10 Risk Management	Minor updates to better reflect risk management processes and better clarify the oversight of NAA for the entities it licences. Update to risk definition in line with Government standards.
24/05/2019	4.1 National Training Requirements	Clarification regarding how Recognised Prior Learning is assessed and inclusion of voluntary introduction and review cycles. Minor updates for clarity and succinctness.
12/07/2019	4.13 Volunteer Code of Conduct	Minor formatting changes and updates to reflect terminology changes made by the IAF and updated in other policies. Consolidation of two similar clauses.
16/07/2019	All Policies	Minor changes to terminology to reflect IAF glossary updates, and other language changes in other policies, including some policy title changes. Minor formatting adjustments to ensure consistency.

16/09/2019	2.13 Investment Policy	Clarifications to asset monitoring and liquidity requirements.
28/11/2019	4.11 Commercial & NFP Activity Providers	Minor updates to shift language of the resource list from Register to Directory and clarify its function. Further outlines training requirements.
28/11/2019	2.6 Sponsorships & Donations (Fundraising)	Change from Charter for Business to, Business Ambassador
19/12/2019	1.21 Director Role	Clarification to Board review cycle, inclusion of safeguarding values, and explicit recognition of risk management duties.

03/04/2020	1.9 Delivery Other Programs or Products (formerly Complementary Programs)	Change to require Divisions maintain exclusive delivery of the Award and protect its IP and brand by ceasing programs previously regarded as complementary/feeder programs. Including title change.
03/04/2020	2.2 National Fee Structure & Recommended Retail Price	Minor update to include 2020 figures
6/04/2020	1.12 Privacy Compliance	Minor update to include two cross references within existing policy, change of address, clarification re: no exemptions to management of employee data.
17/04/2020	2.8 Accounts Payable & Receivable and Stock Purchases	Minor changes including to policy title, to adjust payment period options and include assurance check of ESG impact.
17/04/2020	1.12 Privacy Compliance	Change of address. Clarification of nil exemption to employee data management in terms of obligations to privacy law.
1/05/2020	3.5 Privacy & Online Information	Change of address.
13/05/2020	2.12 Financial Reserves	Minor update to Reserves Fund status to reflect 2020 figures.
22/05/2020	2.2 National Fee Structure & RRP	Deleted refund clauses following development of standalone policy: 2.14 Refunds. Update to include 2021 figures.
22/05/2020	1.8 National Award Centre	Change to enable the waiving of an AOA levy for AAFC.
26/05/2020	1.13 National Award Ambassador Program 1.23 Related Party Transactions 2.4 Fundraising (Friends) 2.6 Sponsorship & Donations (Fundraising) 2.12 Financial Reserves	Relevant policies have been identified with introductory notes edited to include reference to obligations to Anti-Money Laundering and Counter-Terrorism Financing. This formalises in policy the safeguards already in practice to ensure compliance. Also updates to cross references within policies.
29/05/2020	2.1 Tax Deductible Gifts and ContributionsC	Inserts to formalise existing practice regarding due diligence and compliance with Anti-Money Laundering and Counter-Terrorism Financing.

29/06/2020	2.6 Sponsorship & Donations (Fundraising)	Minor changes to resolve inconsistencies in sponsor recognition and align with current practice.
5/08/2020	1.1 Role & Authority of National Award Operator	In response to requirement of IAF Licence Review, references to Trust Deed either deleted or clarified in policy.
10/08/2020	1.12 Privacy Compliance	Reference to Trust Deed deleted per IAF Licence Review. Clarification to complaints procedures managed in other policy, with cross-references put in. Deletion of contact details.
10/08/2020	2.14 Refunds	New policy to outline refunds obligations for registrations.
4/9/2020	2.8 Accounts Payable & Receivable and Stock Purchases	Edit to include the Modern Slavery Act