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| Policy Title: | Our People Policy |
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| Supersedes: | LHCK004, LHCK015, LHCK017 |
| Author: | Operations Manager |
| Owner: | Chief Executive Officer |
| Endorser: | Lionheart Board |
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INTRODUCTION

Lionheart Camp for Kids (Lionheart) provides support to bereaved children, young people, and their families. Lionheart does this by offering programs and events throughout the year, which are run and supported by a committed team of volunteers, professional facilitators, operational staff, and a Board of Directors. Lionheart takes its duty of care to all team members very seriously. Lionheart operates in compliance with the Work Health and Safety Act 2020 (WA) and is committed to fostering a safe, inclusive, and supportive environment for its employees, volunteers, and participants.

PURPOSE

This policy is intended to ensure that all staff and volunteers working at Lionheart have work that is safe, significant, fulfilling, and appreciated. This policy also ensures compliance with the Australian Charities and Not-for-Profit Commission (ACNC) Governance Standards, emphasising ethical behavior, accountability, and transparency.

SCOPE

This policy applies to all team members, including operational staff, third-party contractors (e.g., Grief Coaches and Facilitators), as well as volunteers, including Lionheart's Board of Directors. Contractors are expected to align with Lionheart's safety and operational standards through training and monitoring.

DEFINITIONS

Board: The board is made up of the people who have the power to manage the organisation under the organisation's rules.

Board Member: A board member is a member of the Organisation's board – one of a group of people that form its decision-making body.

Psychological First Aid: Low-impact debriefing that avoids providing or asking about graphic details and instead is about asking about thoughts, stress responses, and needs. While this is usually offered soon after an incident, as well as after each program, follow up counselling or support may be indicated.



Volunteer: A volunteer is someone who willingly gives their time for the common good and without financial gain.

Workplace Health and Safety Practices and policies aimed at ensuring a safe working environment.

EAP (Employee Assistance Program): A confidential support service providing counseling and other assistance to staff and volunteers.

POLICY

Lionheart maintains a welcoming and inclusive environment, with a respectful and supportive culture with all team members. Lionheart's core values of belonging, courage, empowerment, excellence and trust are upheld with strong governance and excellence in practice, all delivered by caring individuals.

Lionheart's Strategic Plan highlights the organisation's commitment to strengthening our organisational capacity through a compassionate team, robust governance and efficient operations.

Lionheart operates in accordance with the Equal Opportunity Act 1984 (WA) and follows the principles of diversity and inclusion. All recruitment processes are undertaken with appointments made based on merit and without discrimination.

PROCEDURE

Recruitment

Lionheart ensures a fair and equitable recruitment process, adhering to the Equal Opportunity Act 1984 (WA) and the Fair Work Act 2009. All candidates undergo screening to uphold Lionheart's commitment to providing a safe and inclusive environment, including Working with Children Checks, National Police Clearances and referee checks. Lionheart follows all legislative requirements according to the Working with Children (Screening) Act 2004.

Board members are recruited and elected following the Associations Incorporations Act 2015 and ACNC Guidelines.

Staff, third-party contractors (facilitators) and volunteers are recruited following an internal recruitment process, which includes advertising, application and assessment (interview and referees). Staff and third-party contractor applicants are assessed by at least two people, with applications assessed against the selection criteria, using the matrix scale as indicated in the recruitment checklist.

Onboarding

Onboarding procedures ensure new team members are familiarised with Lionheart's mission, policies, and safety practices, including ChildSafe training. Specific onboarding checklists, including health and safety briefings, are accessible electronically on OperationsSite to ensure compliance with legal and organisational standards. The Operations Manager is responsible for ensuring completion, documentation and storage of the onboarding checklist.



Rights and Responsibilities

Board members: Collectively determine the mission, strategic vision, financial accountability, resource adequacy, public image, and board effectiveness. The specific responsibilities of board chair, deputy chair, secretary, and treasurer serve as the office holders of the Organisation, please refer to [Associations Incorporation Regulations 2016](#) rules 28-30.

Staff and third-party contractors: Fulfill their assigned duties, support program delivery, and establish positive relationships with participants.

Volunteers: Support staff in program delivery and perform additional tasks as requested, following the National Standards for Volunteer Involvement.

All team members have the right to be treated with respect and appreciation for their contributions.

Professional Development, Training and Education

Ongoing training ensures team members are equipped to support grieving children and families effectively. This includes mandatory safety training, cultural competency, and child protection sessions, alongside external professional development opportunities. Through workshops and hands-on training, team members gain insightful practical knowledge and strategies to excel in their roles and create a positive impact. The following initiatives have been designed to support continuous learning and professional growth:

- An annual review with the CEO to identify and assess key areas of professional development interests followed by identification and facilitation of training and development opportunities.
- Comprehensive quarterly education sessions are designed and undertaken to enhance team knowledge and collaboration, fostering excellence and growth.
- Ad hoc training and educational sessions are delivered by third-party organisations, providing valuable opportunities for employees to enhance their professional skills.

Lionheart's CEO and Operations Manager meet with individual staff regularly (4-6 weekly) to provide mutual feedback and discuss performance.

Ratios

Adequate supervision ratios are maintained based on program type, risk level, and participant needs, and is monitored by the Operations Manager in program planning and by the Camp Manager during a program. If minimum ratios are not met at any given point, the Operations Manager will work with the Volunteer Coordinator on recruiting additional team members for the program and/or will review participant numbers. Minimum ratios include:

- Overall: 1:6 team members to participants.
- Children's groups: 1:3 team members to children.
- At least one first-aid-qualified volunteer per program.



Workplace Health and Safety

Lionheart is committed to providing a safe, healthy and inclusive working environment for its team. The wellbeing of our Board, staff and volunteers is paramount. Lionheart complies with the Work Health and Safety Act 2020 (WA) and provides:

- Mandatory safety inductions.
- Adequate supervision by a line manager.
- Psychological first aid for staff and volunteers involved in critical incidents within 48 hours, or as soon as practicable, following critical incidents.
- Confidential access to EAP services for all team members. This support is offered at no cost to the individual team member and is covered by Lionheart.
- Emergency procedures and training for all programs.

Conflict Resolution

Lionheart addresses grievances through the Internal Grievance Policy, promoting resolution at the lowest level while providing escalation pathways for unresolved issues.

Record-Keeping

Recruitment, screening, and onboarding records are securely stored in compliance with the Privacy Act 1988 (Cth). Documentation remains confidential and accessible only to authorised management staff through multi-factor authentication and secure online systems in accordance with the *Record Keeping Policy*.

Exit and Termination

1. Resignation & Notice Period

Employees intending to resign from their position are required to submit a formal notice as per the terms stated in their individual contract or agreement.

2. Return of Company Property

Employees must compile and return Lionheart owned property including but not limited to electronic devices, access cards and any other organisational belongings.

3. Feedback and Exit Interview Procedure:

Upon termination of employment, an exit interview will be conducted by the employee's line manager or a designated representative. The purpose of this interview is to understand the reasons for leaving, identify trends in employee departures as well as gain feedback on the employees' experience at Lionheart. Additionally, a record of the interview will be documented and retained for analysis and future organisational improvements. Employees may also provide additional feedback through the *Internal Grievance Policy* or the *External Feedback Policy*.

4. Termination by the Organisation

In cases where an employee's position is terminated by Lionheart, the organisation will adhere to all relevant procedures, including notice periods and legal obligations, as specified in the employee's contract or agreement.

5. Handover & Knowledge Transfer

To ensure continuity of operations, the following handover procedures must be followed:



- In-Person or Online Handover: Wherever possible, an overlap period should be scheduled to facilitate a direct knowledge transfer between the outgoing and incoming employee. This session should cover key responsibilities, processes, and essential documentation handover.
- Documented Handover: If a direct handover is not possible, the departing employee must provide a structured handover document detailing:
 - An overview of their role and responsibilities
 - Key documentation and storage locations
 - Resources
 - Relevant workflows and processes.
 - Any additional training or onboarding requirements not covered in the handover will be managed by the Operations Manager.

REVIEW

This policy will be reviewed every two years, incorporating updates and feedback, where appropriate, to ensure continuous improvement.

RELATED DOCUMENTS

Access & Equity Policy
Crisis & Incident Management Policy
External Feedback Policy
Home Visiting Policy
Internal Grievance Policy
Record-Keeping Policy

REFERENCES

- [Associations Incorporations Act 2015](#)
- [Associations Incorporation Regulations 2016](#)
- [Australian Charities and Not-for-profits Commission](#)
- [Equal Opportunity Act 1984 \(WA\)](#)
- [Volunteering Resource Hub](#)
- [Work Health and Safety Act 2020](#)
- [Working with Children \(Criminal Record Checking\) Act \(2004\)](#)
- [WorkSafe WA](#)

KEY CONTACT PERSON

For further information please contact the Operations Manager by emailing enquiries@lionheartcampforkids.com.au.