



POLICIES & PROCEDURES OPERATIONS MANUAL

*Sherrice Nelson*

Ratified by Board: 5 March 2026 | Signed for B.O.T:  
 Responsibility: Board of Trustees  
 Reviewed: January 2026  
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A. ABOUT THE COMMUNITY BUILDERS NZ TRUST

# About The Community Builders New Zealand Trust (CBNZ)

- Website - <https://www.communitybuildersnz.org/>
- Founded August 2017 by local Otara residents who were passionate about wanting to make a difference in the community and who had a shared vision of creating a more safe & thriving connected community.
- Today (2026) CBNZ has grown substantially with staff who are learning and growing together to better our community. It has now become a tier 3 charity and is governed by a board of trustees. The trust operates with a Chief Executive Officer, Community House Manager, Community Empowerment Project Leads, Youth Worker, part time contractors and several volunteers.
- Staff and projects are financed by various funding streams, regular donations and funds acquired through sales made via its various project areas including Hireage fees, sales of merchandise and products. Continual applications for funding helps meet the financial needs of the trust. A financial sustainability project is in the working at the moment, once implemented the hope is that it will give stability and financial assurance for the future.

We are a place-based, community-led organisation that exists to uplift rangatahi and strengthen connected communities by growing leadership, belonging, and opportunity where it is needed most. Grounded in manaakitanga and whanaungatanga, and rather than doing everything, we focus on doing what matters most to us, supporting rangatahi to thrive and helping communities work better together for lasting impact.

We deliver our purpose through two interconnected pou that guide our focus, structure our work, and help us concentrate on depth and impact rather than doing everything. They are Pou Kākano (Youth Leadership & Development) Growing the seeds of future leaders & Pou Hononga (Connected Communities) Strengthening relationships, connection, and collective action.

## **VISION:**

Thriving Connected Communities where rangatahi and whanau are supported to lead, belong and realise their dreams and aspirations

## **MISSION:**

To create a connected and thriving community that is excited by possibilities and opportunities.

## **VALUES & PRINCIPLES:**

These values guide how we work, what we prioritise, and how we make decisions.

### **Respect with Compassion**

*We honour people's dignity, lived experience, and mana — especially in times of challenge.* In practice, this looks like:

- Listening without judgement and responding with empathy, particularly when whānau are under stress or facing barriers.
- Holding clear boundaries and expectations while remaining kind, patient, and culturally responsive.
- Addressing conflict or harm early, directly, and in ways that restore relationships rather than damage them.

- Designing programmes and processes that reduce shame and stigma, especially for rangatahi and whānau seeking support.

### **Thriving (Not Just Surviving)**

*We work towards long-term wellbeing, not short-term fixes.* In practice, this looks like:

- Shifting from crisis response to prevention, capability-building, and future pathways.
- Measuring success by growth in confidence, leadership, stability, and opportunity — not just outputs.
- Supporting our staff, volunteers, and leaders to avoid burnout and to work in sustainable ways.
- Creating spaces where rangatahi and whānau can imagine, plan, and work towards better futures.

### **Aroha**

*We lead with love in action — showing care through what we do, not just what we say.* In practice, this looks like:

- Prioritising people over processes when the two are in tension.
- Showing up consistently for our communities, especially during hard times.
- Being generous with time, knowledge, and support while maintaining fairness and integrity.
- Acknowledging effort, contribution, and growth — even when outcomes are still unfolding.

### **Empowerment**

*We enable people and communities to lead their own change.* In practice, this looks like:

- Sharing power, decision-making, and leadership with whānau, rangatahi, and community partners.
- Building skills, confidence, and systems so communities are not dependent on us.
- Supporting people to advocate for themselves and navigate institutions with confidence.
- Stepping back when others are ready to step forward.

### **Te Tiriti o Waitangi**

*We uphold Te Tiriti through partnership, participation, and protection.* In practice, this looks like:

- Embedding Te Tiriti principles in governance, strategy, and accountability.
- Working in genuine partnership with mana whenua and Māori-led organisations.
- Protecting te reo Māori, mātauranga Māori, and tikanga within our programmes and spaces.
- Actively building cultural capability across our team and leadership, not treating Te Tiriti as symbolic or optional.

### **Community-Led**

*We centre whānau, rangatahi, and place in everything we do.* In practice, this looks like:

- Designing programmes *with* communities, not *for* them, using lived experience to shape priorities.
- Involving whānau and rangatahi in decision-making, leadership, and evaluation.
- Adapting our approach to reflect local context, culture, and aspirations rather than applying one-size-fits-all solutions.
- Being accountable back to the community for outcomes, not just to funders.

### **Focus & Impact**

*We do fewer things well, prioritising depth, quality, and outcomes over scale.* In practice, this looks like:

- Saying no to opportunities that stretch us too thin or dilute impact, even when funding is available.
- Investing time and resources into programmes that demonstrate real, measurable change.
- Regularly reviewing what is working, what is not, and having the courage to stop or refine activities.
- Valuing long-term outcomes and transformation over short-term outputs or visibility.

### **Partnership-Driven**

*We work alongside others to extend reach, share responsibility, and reduce duplication.* In practice, this looks like:

- Building genuine, trust-based partnerships grounded in shared values and purpose.
- Clearly defining roles so partners complement rather than compete with each other.
- Sharing knowledge, resources, and networks to strengthen collective impact.
- Respecting and uplifting the leadership of iwi, community groups, and grassroots organisations.

### **Manaakitanga & Whanaungatanga**

*We build trust, care, and strong relationships within our team and communities.* In practice, this looks like:

- Creating safe, welcoming spaces where people feel valued, respected, and heard.
- Taking time to build relationships before focusing on outcomes or deliverables.
- Supporting our people with empathy while maintaining clear expectations and accountability.
- Celebrating milestones, contributions, and collective successes together.

### **Kaitiakitanga (Sustainability)**

*We act responsibly with people, resources, and funding to ensure long-term impact.* In practice, this looks like:

- Using funding ethically, transparently, and in line with our kaupapa and community priorities.
- Making decisions that protect the wellbeing of our people and prevent burnout.
- Planning for long-term viability rather than short-term wins.
- Caring for spaces, environments, and relationships so they remain strong for future generations.

### **GOALS:**

#### **GOAL 1: Rangatahi are supported into positive pathways**

*We will enable rangatahi to build confidence, leadership, and future opportunities.*

Success looks like:

- Rangatahi participating in leadership & development pathways
- Increased confidence, belonging, and hope
- Fewer rangatahi cycling through crisis-only support

#### **GOAL 2: Communities are connected, active, and hopeful**

*We will strengthen community connection, place-making, and collective pride.*

Success looks like:

- Community-led events, activations, and initiatives
- Shared spaces that feel safer, more welcoming, and better used
- Whānau reporting stronger relationships and community belonging

**GOAL 3: Whānau can access the right support at the right time**

*We will help communities navigate systems and connect to quality services.*

Success looks like:

- Improved referrals and partnerships with trusted service providers
- Reduced duplication and whānau being bounced between agencies
- Whānau feeling respected, supported, and not stigmatised

**GOAL 4: Communities are empowered to lead their own solutions**

*We will build capability so communities are not dependent on us.*

Success looks like:

- Rangatahi and whānau in decision-making and leadership roles
- Community groups independently leading initiatives we once supported
- We intentionally step back as others step forward

**GOAL 5: Strong partnerships drive collective impact**

*We will work in genuine partnership to extend reach and reduce duplication.*

Success looks like:

- Clear, values-aligned partnerships with iwi, schools, councils, and NGOs
- Shared outcomes and co-designed initiatives
- Trust-based relationships that last beyond individual contracts

**GOAL 6: Our organisation is sustainable, capable, and well-led**

*We will build a strong internal foundation that supports long-term impact.*

Success looks like:

- Diverse and reliable income streams

- Staff, volunteers, and leaders supported to avoid burnout
- Clear systems, data, and governance that strengthen accountability

**GOAL 7: Te Tiriti o Waitangi is lived, not symbolic**

*We will embed Te Tiriti principles across governance, practice, and partnerships.*

Success looks like:

- Active partnerships with mana whenua and Māori-led organisations
- Te Tiriti reflected in strategy, decision-making, and accountability
- Growing cultural capability across board, staff, and volunteers

**PRIORITY AREAS**

- Building capability & capacity of our team
- Attract and build our income from diverse sources
- Build our competence and understanding of Te Tiriti
- Effective systems & data collection to evidence our impact and inform future activities
- Building strong partnerships with associated agencies to expand our reach

**MEASURES**

- Community place-making and beatification
- Support community led activities that build connection and excitement for the future
- Community can access good support services
- Supporting and enabling rangatahi towards positive pathways



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B. CODE OF CONDUCT

- Code of conduct policy
- Commitment of values

# Code of Conduct Policy & Procedure

At The Community Builders NZ Trust we do our mahi with Honesty, Integrity, Respect and Fairness.

We support these ideas of “good character”

1. **Honesty** – being truthful and straightforward
2. **Integrity** – being principled and honourable, leading by example
3. **Promise keeping** - being reliable and keeping to agreements
4. **Fidelity** – being loyal and keeping private information confidential
5. **Fairness** – being equal, open minded and willing to admit mistakes
6. **Caring for others** – being polite, prompt, decent, compassionate, and respecting the dignity and privacy of others
7. **Pursuit of excellence** – being committed and doing the best we can
8. **Accountability** – accepting responsibility and avoiding and reporting anything that looks like wrongdoing

Where these standards are not met appropriate action will be taken. In cases where the breach involves serious misconduct, this may result in being banned from the premises

If you break the law, the authorities will be notified

This is what we expect of all workers, volunteers, and facilitators:

- Professional conduct always
- Treat all fellow workers and visitors with courtesy and respect
- If a dispute happens with anyone, try to resolve it with that person first. Do not talk about the issue with other colleagues in a way that it encourages rumor and misinformation, or harms anyone
- Do not harass other colleagues or visitors to the Community House or in project spaces
- Ensure all dealings with colleagues and stakeholders are honest, fair, and equitable
- Always maintain confidentiality of stakeholders and colleagues
- Always respect culture
- Always acknowledge other people’s work and ideas
- Do not discriminate because of sex, race, disability, pregnancy, age, marital status, or sexual preference
- Do not use drugs or alcohol or come to the Community House or to any project spaces under the influence of any substances
- Do not use the Community House or any project spaces computers or phones for personal use

COMMITMENT OF VALUES (Before you work with our organisation you should with these values)

I am 100% committed to a high-level work ethic to ensure that this organisation attains success, to develop my own skills and ability to support the Kaupapa of the Community Builders NZ Trust, including all other project areas under trust.

ACKNOWLEDGEMENT

- I hereby acknowledge that I have read and understood the above Code of Conduct, along with CBNZ's Mission, Vision and values, and agree to uphold them in my placement with The Community Builders NZ Trust.

Name	Signed	Dated



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C. GOVERNANCE

- Governance Policy
- Criteria for Board Selection
- Governance Structure, Roles, Responsibilities, Authorities & Delegations
- Governance Skills & Abilities

# Governance Policy & Procedure

Governance in the community sector is concerned with the systems and processes that ensure the overall direction, effectiveness, supervision and accountability of an organisation.

Board members take ultimate responsibility for the governance of their organisations. However, governance is not a role for Boards and Board members alone. Governance is also concerned with the way Boards work with chief executives and staff, volunteers, service users, members and other stakeholders to ensure the organisation is effectively and properly run and meets the needs for which the organisation was set up.

## **Purpose**

The Governance Policy is intended to clarify the content of the organisation's trust deed by making explicit the underlying principles of governance approved by the organisation.

## **Policy**

The Board of The Community Builders NZ is an elective, representative, and collective body.

- It is elective, in that the determination of Board members is the prerogative of members through the election process.
- It is representative, in that no member can be mandated by their constituency to adopt a particular position if they do not believe it to be in the best interests of the organisation. Whatever the constituency of any member, all members are committed to acting selflessly and making decisions and voting on governance decisions solely in the best interests of the organisation.
- It is collective, in that while each member should put the point of view of their constituency, and each member has the right to argue for their own point of view and to vote for that position, once a collective decision has been taken, Board members are required to support that decision.
- The function of the Board of The Community Builders NZ is to collectively ensure the delivery of the organisation's objectives, to set its strategic direction, and to uphold its values. The Board should collectively be responsible and accountable for ensuring and monitoring that the organisation is performing well, is solvent, and is complying with all its legal, financial, and ethical obligations.

## ***The responsibilities of the Board that cannot be delegated to any other person or body include***

- Compliance monitoring – ensuring compliance with the objects, purposes and values of the organisation, and with its trust deed
- Organisational governance – setting or approving policies, plans and budgets to achieve those objectives, and monitoring performance against them
- Strategic planning – reviewing and approving strategic direction and initiatives
- Regulatory monitoring – ensuring that the organisation complies with all relevant laws, regulations and regulatory requirements
- Financial monitoring – reviewing the organisation's budget, monitoring management and financial performance to ensure the solvency, financial strength and good performance of the organisation
- Financial reporting – considering and approving annual financial statements and required reports to government;
- Organisational structure – setting and maintaining a framework of delegation and internal control
- Leadership selection – selecting, evaluating the performance of, rewarding and, if necessary, dismissing the organisation's Chief Executive Officer (CEO), Operations Manager, Youth Hub Manager or Community House Manager
- Succession and remuneration planning – planning for Board, CEO and executive succession, and determining senior management remuneration
- Risk management – reviewing and monitoring the effectiveness of risk management and compliance in the organisation; agreeing or ratifying all policies and decisions on matters which might create significant risk to the organisation, financial or otherwise
- Dispute management – dealing with and managing conflicts that may arise within the organisation, where the CEO cannot manage it, including conflicts arising between Board members, staff, the CEO, members, volunteers, or service users.
- Social responsibility – considering the social, ethical and environmental impact of all activities and operations and

- ensuring that these are acceptable
- Board performance and composition – evaluating and improving the performance of the Board

***Relationship with management***

The Board should focus on the strategic direction and the core policies of the organisation, and avoid becoming involved in day-to-day operational decisions. Where individual Board members do need to become involved in operational matters, they should separate their strategic role (where they operate independently of any direction) from their operational role (where they act at the direction of management).

Where a Board member becomes involved in operational activity, they must:

- Clearly distinguish between their governance role and any operational involvement
- Act under the direction of the CEO when operating in an operational capacity



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## Criteria for Board selection:

### 1. Relevant expertise

Individuals with skills and/or experience that align with CBNZ's mission, goals, and needs. We are open to including those with no experience on board and train them on how to function in a board setting.

### 2. Passion for the mission

A board member should be deeply committed to CBNZ's mission and values. He/She should be enthusiastic about the work we do and willing to advocate on our behalf.

### 3. Time commitment and availability

A board member should have the time and availability to attend meetings, participate in important events, and engage in other board activities.

### 4. Integrity and ethics

A board member should demonstrate high integrity and ethics, as he/she will be responsible for making important decisions that impact CBNZ and the community it serves.

### 5. Communication and collaboration skills

An effective board member should be able to communicate clearly, listen actively, and work collaboratively with other board members, staff, and stakeholders.

### 6. Willingness to learn

A board member should have willingness to learn about the CBNZ governance structure, roles, responsibilities, authorities & delegations stated at the CBNZ Operation Manual.

### 7. Willingness to grow and improve

A board member should be willing and available for further personal development training and workshops relevant to its roles and responsibilities for the betterment of the Trust.



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# Governance Structure, Roles, Responsibilities, Authorities & Delegations

## Introduction

This document outlines the governance structure, authorities, responsibilities, and delegations of the Board of Trustees at the Community Builders NZ Trust. It serves as a guide for the effective management and oversight of the organization.

## 1. Governance Structure

### Composition

- The Board of Trustees will consist of 3 - 6 members, appointed based on their expertise, commitment, and alignment with the organization's mission.
- The board of trustees consists of a chairperson, treasurer and secretary.
- Diversity in skills, backgrounds, and perspectives will be considered in the selection process.

### Meetings and Quorum

- The Board will meet quarterly for regular sessions.
- A quorum of 3 members, of whom the chairperson, must be present to conduct official business.

## 2. Authorities and Responsibilities

### Strategic Direction and Oversight

- Set the strategic direction, goals, and objectives of the organization.
- Review and approve major organizational plans, budgets, and policies.

### Financial Oversight

- Approve the annual budget and financial reports.
- Ensure appropriate financial controls and accountability measures are in place.

### Policy Development and Approval

- Develop, review, and approve organizational policies and guidelines.
- Ensure policies align with legal requirements and the organization's mission.

### Appointment and Oversight of CEO

- Appoint, evaluate, and if necessary, terminate the Chief Executive Officer (CEO).
- Provide guidance and support to the CEO in implementing the Board's directives.

## 3. Delegations and Decision-Making

### Delegated Authority

- Certain decision-making powers may be delegated to Board committees or individual members, as specified in their respective charters.
- The Board retains ultimate accountability for decisions made by delegated authorities.

### Decision-Making Processes

- Decisions will be made through consensus or voting during Board meetings.
- Major decisions require a majority vote of the quorum.

## 4. Ethical Standards and Accountability

### Code of Conduct

- Board members must adhere to a code of conduct: Honesty, Integrity, Promise keeping, Fidelity, Fairness, Caring for others, Pursuit of excellence, Accountability, as written in the code of conduct policy

#### Conflict of Interest

- Disclose any conflicts of interest and abstain from related discussions or decisions.
- Avoid situations that may compromise objectivity or fairness.

#### 5. Reporting and Evaluation

##### Reporting

- The CEO will provide regular reports to the Board on organizational performance, financial status, and significant developments.
- Committees will report on their activities and findings during Board meetings.

##### Evaluation and Improvement

- Conduct periodic evaluations of Board performance, effectiveness, and adherence to governance principles.
- Utilize feedback for continuous improvement in governance practices.

#### Conclusion

The Governance Document for the Board of Trustees at Community Builders NZ Trust serves as a guide for the governance structure, authorities, responsibilities, and ethical standards governing the Board's operations and decision-making processes.



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# Governance Skills & Abilities

Introduction: This document aims to provide an overview of the combined qualifications, skills, and expertise possessed by the current board of trustees of The Community Builders NZ Trust. The diverse backgrounds and competencies of the trustees contribute to the effective governance and strategic direction of the organization.

## Board of Trustee Profiles:

### Trustee 1: Crystal Siva

- Qualifications:
  - Bachelor of Health Science Degree (Comprehensive) Nursing
  - Bible Training College for Pastors and Leaders
- Skills and Expertise:
  - Administrative skills
  - Hospital Senior Nurse/Management
  - 10 years experience as a Local church Youth Director
  - Church home group Leader

### Trustee 2: Swanie Nelson

- Qualifications:
  - Bachelor of Business Management
  - Women of Influence Westpact winner 2019
  - Kiwi Bank New Zealander of the year 2020 & 2022
  - Otara-Papatoetoe local board member 2019 - 2023
- Skills and Expertise:
  - Business owner / Entrepreneur
  - 20 years of Local Community and Youth Empowerment
  - Neighbourhood support mentor
  - Senior Advisor for Ministry of Education & Ministry of Social development

### Trustee 3: Arawa Silica

- Qualifications:
  - Advanced Certificate in Travel and Tourism
  - Diploma in Sport (Pedagogy)
- Skills and Expertise:
  - Customer service skills
  - Motherhood
  - Youth mentor

### Trustee 4: Faith Lois Elia

- Qualifications:
  - Bachelor of Science in Information Technology
  - Diploma in Business (Level 6)
- Skills and Expertise:
  - Computer savvy
  - Worked at an international school in Student Services (non-academic) department
  - Worked as a school event manager/planner
  - Administrative skills

- Technical and customer service skills

Trustee 2: Futi Ka

- Qualifications:
  - Health and Wellbeing (Social and Community Services) - Level 4
  - Community Facilitation specialising in Youth Work - Level 4
  - Kaitiaki Ahurea - Effective Engagement in Maori Communities - Level 2
  - Certificate in Youth Work
- Skills and Expertise:
  - Youth and Mental Health advocate
  - Youth Work / Youth Development
  - Cultural competence in te ao Pasifika and te ao Maori
  - Program design and delivery
  - Experience:
    - Contracted National Senior Training to MOJ for Family violence and Sexual violence (Shine)
    - Advisor for the Ministry for Pacific People
    - Kia Piki Te Ora - Maori Suicide Prevention Co-ordinator under the Maori Health Authority
    - Facilitator of Substance abuse Rehabilitation programs
    - Facilitator of Stopping Violence programs
    - BOT S.E.H.C
    - BOT Papatoetoe West

Summary of Collective Qualifications, Skills, and Expertise:

- Educational Backgrounds: Provide a summary of educational qualifications, degrees, or certifications held by the trustees, highlighting diversity in fields of study.
- Professional Experience: Outline the professional backgrounds and industries represented among the trustees, emphasizing relevant expertise.
- Leadership and Governance Skills: Highlight any leadership roles held within organizations or boards, showcasing skills in governance and strategic planning.
- Industry Knowledge and Networks: Describe any specific industry knowledge or networks that trustees bring to the board, which may benefit Community Builders Trust.
- Diversity and Inclusivity: Emphasize the diversity in skills, backgrounds, and perspectives among the trustees, contributing to well-rounded decision-making.

Conclusion: The combined qualifications, skills, and expertise of the current trustees of Community Builders Trust encompass a diverse range of fields, experiences, and competencies. This collective wealth of knowledge and capabilities contributes significantly to the effective governance and successful pursuit of the Trust's mission and objectives.



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D. PRIVACY

- Privacy Policy
- Privacy Statement
- Client Privacy & Confidentiality Waiver

# Privacy Policy

## Purpose

The purpose of this document is to provide a framework for The Community Builders NZ Trust in dealing with privacy considerations.

## Scope

This policy applies to all staff, contractors and volunteers of The Community Builders NZ Trust.

The Community Builders NZ Trust is committed to protecting the privacy of personal information which the organisation collects, holds and administers. Personal information is information which directly or indirectly identifies a person

## Privacy Policy

The Community Builders NZ Trust collects and administers a range of personal information for the purposes of providing support and guidance to people in need within our community. The organisation is committed to protecting the privacy of personal information it collects, holds and administers.

The Community Builders NZ Trust recognises the essential right of individuals to have their information administered in ways which they would reasonably expect – protected on one hand, and made accessible to them on the other. These privacy values are reflected in and supported by our core values and philosophies and also reflected in our Privacy Policy, which is compliant with the Privacy Act 2020.

The Community Builders NZ Trust is bound by laws which impose specific obligations when it comes to handling information. The organisation has adopted the following principles contained as minimum standards in relation to handling personal information.

The Community Builders NZ Trust will:

- Collect only information which the organisation requires for its primary function;
- Ensure that Client are informed as to why we collect the information and how we administer the information gathered;
- Use and disclose personal information only for our primary functions or a directly related purpose, or for another purpose with the person's consent;
- Only share identifying information with third parties such as schools, Oranga Tamariki and any other agency, whose involvement is required to support the Client, where written consent to share information has been obtained.
- Store personal information securely, protecting it from unauthorised access; and
- Provide Client with access to their own information, and the right to seek its correction.

Any privacy breaches must be reported immediately to the Manager or, in the absence of the Manager or if the breach relates to the Manager, to the Chief Executive Officer (CEO) or, in the absence of the CEO or if the breach relates to the CEO, to the Chairperson of the board of trustees.

## Responsibility

It is the responsibility of the Managers to ensure compliance of the Privacy Act 2020 on a day-to-day basis.

It is the responsibility of the Managers to ensure that all staff and volunteers are aware of and trained in relation to the Privacy Act 2020.

The Chief Executive Officer and the Board of Trustees are responsible for ensuring that the correct policies, guidelines and reporting procedures are in place.

## Individual Privacy Rights

Under the Privacy Act 2020, agencies (organisations and businesses) have to respect an individual's personal information.

Personal information is any information that can identify an individual. This can include, but is not limited

to:

- Individual's name
- Individual's address
- a picture of an individual's face
- a record of an individual's opinion and views
- health information
- financial information
- living situation

#### Process

- Client files must be stored in a lockable cabinet with access restricted to those who require access to perform the duties in their position at The Community Builders NZ Trust.
- Employment records must be stored in a lockable cabinet with access restricted to those who require access to perform payroll and employment duties in their position at The Community Builders NZ Trust.
- Outside of business hours any cabinets with personal individual information must be locked.
- Documents with individual personal information must not be left on desks or in public areas. While not being used they must be returned to the lockable cabinet.
- The document 'Our Privacy Statement' will be displayed in the center and also on our website for Client, staff and third parties to view.
- Client information may only be shared with a Third Party where written consent (where are these consent forms?) has been provided and is held on file. Only information relevant to the purpose the third party is involved is to be shared. Client written consent is obtained through "CBNZ Client Privacy and Confidentiality Rights" document. (Where is this?) Consent applies from the time the Client engages with The Community Builders NZ Trust until their file is closed.
- Client files are retained for seven years at which point The Community Builders NZ Trust will securely destroy it through secure document destruction.

Privacy Commissioner

[www.privacy.org.nz](http://www.privacy.org.nz)

Phone 0800 803 909 (Monday to Friday, 10:00am to 3:00pm) Email [enquiries@privacy.org.nz](mailto:enquiries@privacy.org.nz)

Free online learning for staff and volunteers

<https://www.privacy.org.nz/further-resources/online-privacy-training-free/>



Ratified by Board: 5 March 2026 | Signed for B.O.T:

Responsibility: Board of Trustees

Reviewed: January 2026

Next review date: Jan 2028

# Privacy Statement

The Community Builders NZ Trust is committed to protecting the privacy of personal information which the organisation collects, holds and administers. Personal information is information which directly or indirectly identifies a person

We collect personal information from Client, including information about their:

- Name
- contact information
- Location
- interactions with us
- Employment
- Health
- living situation
- financial circumstances

Providing some information is optional. If a Client chooses not to provide information about their personal and family situation, we may be unable to provide the full range of services to meet all of their needs.

We collect a Client's personal information in order to:

- provide support and guidance enabling us to best support them and their family

Besides our team who are supporting our Client/s during their time with The Community Builders NZ Trust we may share information:

- With Third party agencies such as schools, Oranga Tamariki, Housing NZ, Budget Advisory Services and any other necessary agencies in order to best connect people in our community with the support they need.
- As required to disclose by law
- That is non-identifying with our funders

Personal Client information is kept in a secure location with access only provided to our team members who require access to fulfil their role at The Community Builders NZ Trust.

Client/s have the right to ask for a copy of any personal information we hold about them, and to ask for it to be corrected if they think it is wrong.

If you would like to ask for a copy of your information, or to have it corrected, please contact us at the [thecommunitybuildersnz@cbnz.org](mailto:thecommunitybuildersnz@cbnz.org)

If you have any concerns about your privacy and your interaction with The Community Builders NZ Trust please let us know so that we can put things right.

Privacy Commissioner

[www.privacy.org.nz](http://www.privacy.org.nz)

Phone: 0800 803 909 (Monday to Friday, 10:00am to 3:00pm) Email: [enquiries@privacy.org.nz](mailto:enquiries@privacy.org.nz)



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Responsibility: Board of Trustees

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Next review date: Jan 2028

# Client Privacy & Confidentiality Waiver

Information and digital data relevant to your situation is needed and collected in order for The Community Builders NZ Trust to assess, provide and maintain appropriate services and record statistical data.

- We keep your information safe by securing it in locked cabinets, accessible only by staff / volunteers who require access to the information for a specific purpose.
- It may be that Client files are randomly selected by our funding bodies, for the specific purposes of approval, monitoring or audit purposes of the organisation.
- We will treat all information confidentially, and request only information or documentation necessary to perform or carry out the service on your behalf.
- You are able to access file contents and request corrections if inaccuracies are recorded.
- We will respond immediately if you consider that your privacy has not been respected or maintained.
- We keep your information for seven years at which point we will securely destroy it through secure document destruction.
- You have the right to ask for a copy of any personal information we hold about you, and to ask for it to be corrected if you think it is wrong.
- If you'd like to ask for a copy of your information, or to have it corrected, please contact us at thecommunitybuildersnz@cbnz.org

## Collection of Digital Images/Photographs

Digital images and photographs are collected and displayed on behalf of The Community Builders NZ Trust. This form of data is collated and may be displayed via Social Media and through funding applications when deemed necessary. It may also be utilised during in-house programs and for the purpose of future projects.

## Collection of Information Authority

I/we as named below authorise the staff/volunteers of The Community Builders NZ Trust, to make contact and liaise with such persons who are able to assist regarding my/our current housing, budgeting or advocacy situation. The request for such information is relevant and necessary to address the above-named circumstance/s. I /we are aware of the need to provide written authority in order for The Community Builders NZ Trust to carry out its service on my/our behalf and authorise staff to collect data in the above- named forms.

This authorisation applies from the time you engage with The Community Builders NZ Trust until your file is closed. This authority applies to the following adults and children:

Adult		Adult	
Child		Child	
Child		Child	
<b>Signed</b>		<b>Date</b>	
<b>Signed</b>		<b>Date</b>	

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Responsibility: Board of Trustees

Reviewed: Dec 2023

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E. HUMAN RESOURCE

**Recruitment:**

- Employment of CEO
- Employment Policy & Procedure
- Recruitment Policy & Procedure
- Prospective Employee Checklist
- New member interview questions
- New member info summary
- Application for employment
- Applicant Reference check

**Police Vetting:**

- Police vetting procedure
- Mandatory Childrens worker check

**Performance:**

- Employee performance appraisal & professional development plan

**Induction & Training:**

- Employee Induction agreement
- Employee Induction agreement
- New member induction & training checklist
- Definition of staff positions

**General:**

- Team member exit question checklist
- Exit interview questionnaire
- Disciplinary policy
- Drug & Alcohol policy
- Hybrid Work Policy
- Conflicts of Interest



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Responsibility: Board of Trustees

Reviewed: January 2026

Next review date: Jan 2028

# Employment Policy & Procedure

## Purpose

The purpose of this document is to provide a framework for The Community Builders NZ Trust in defining an employee and providing guidance around any employee related tasks.

## Scope

This policy applies to all staff, contractors, and volunteers of The Community Builders NZ Trust.

## Employment Policy

Our Employment Policy is that we attract and appoint people with the right skills, knowledge, behaviours and experience to meet the needs of The Community Builders NZ Trust. We also want to ensure that the process is respectful of the applicant and completely transparent.

We aim to offer employment to people from our community who have lived and experienced what many people in our community are going through.

We respect the principles of confidentiality, equality, and transparency by interviewing and assessing people on behavioural competence. We follow an equal employment opportunity's philosophy.

Once a staff member has been appointed to a position or a contractor engaged, we commit to providing a positive and safe working environment that encourages openness, honesty and personal development.

## Responsibility

It is the responsibility of the Manager to ensure that recruitment and employment meets legislative requirements

It is the responsibility of the Managers to manage and report any employee related performance issues and any mts received from staff to the Chief Executive Officer (CEO) as soon as practical. The CEO will support the managers where needed and escalate matters to the board when necessary.

The Chief Executive Officer and Trustees are responsible for ensuring the correct policies, guidelines and reporting are in place.

## Definition

An employee is a person who has agreed to be employed to work for some form of payment under a contract of service. Payment under a contract of service can include wages, salary, commission and piece rates.

## Employees include:

- people who have been offered and have accepted a job, but are yet to start work
- permanent employees (full-time and part-time)
- fixed-term employees (full-time and part-time)
- casual employees
- homeworkers
- seasonal employees
- employees on probationary and trial periods
- employees in a triangular employment situation

## An employee is not:

- a self-employed or independent contractor
- a volunteer who does not receive a reward for working

Reference: <https://www.employment.govt.nz/starting-employment/who-is-an-employee/>

Legislation: We will meet our obligations for employment under current NZ legislation:

- Employment Relations Act 2000
- Holidays Act 2003
- Wages Protection Act 1983
- Minimum Wage Act 1983
- Parental Leave and Employment Protection Act 1987
- Parental Leave and Employment Protection Regulations 2016
- Equal Pay Act 1972
- Health and Safety at Work Act 2015
- Human Rights Act 1993
- Privacy Act 2020
- Protected Disclosure Act 2000

Reference - <https://www.employment.govt.nz/about/employment-law/legislation/>

Where applicable we will also compile with the following legislation:

The Children's Act 2014

Reference: <http://legislation.govt.nz/>



Ratified by Board: 5 March 2026 | Signed for B.O.T:

Responsibility: Board of Trustees

Reviewed: January 2026

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# Recruitment Policy & Procedure

## Recruitment

The CEO has authority to recruit new staff members / contractors within the financial budget which has been approved by the board.

Any recruitment of staff / contractors that is outside of the approved budget must be approved at a board meeting and minutes. A business case should be submitted by the CEO or Manager (if delegated by the CEO) to the CEO or board (pending delegation line of authority) including details in the business proposal of why the role is needed, the expected outcomes to be achieved and how it is to be funded. The aim is to justify the role if the desired outcomes are achieved.

The CEO and at least one Executive Member of the Board must be on the interview panel.

## Addition: Direct Appointment (Exceptional Circumstances)

Notwithstanding the above recruitment process, the CEO (within approved budget) and/or the Board may make a direct appointment without advertising or conducting a formal interview process where there is a documented and justifiable reason to do so.

Examples may include:

- Urgent operational need
- Internal promotion or succession planning
- Fixed-term or short-term specialist roles
- Strategic or community-critical appointments
- Retention of key personnel

Where a direct appointment is made:

- The rationale must be documented.
- The appointee must meet the essential competencies of the role.
- The appointment must be formally approved (CEO for operational roles; Board for senior roles).
- The decision must be recorded in writing (or board minutes if applicable).

Direct appointment is to be used as an exception, not standard practice.

## Advertising the Role

Attracting the best possible candidate may be done using personal networks, website and social media advertising, local newspapers or online recruitment i.e., TradeMe, Seek, Do-Good-Jobs

*Be aware when using personal networks that someone being approached does not perceive they are being offered the role!*

## Receipting, Reviewing and Acknowledging Applications

All applications must be acknowledged with an email.

Review applications and any who do not have the experience or qualifications asked for should be sent an email acknowledging their application, advising they have been unsuccessful and the reason why the application has been unsuccessful.

If there is a large volume of applications you may choose to shortlist applications by eliminating any that have typos or grammatical errors if accuracy and grammar are important to the position. Send an email acknowledging their application, advising they have been unsuccessful.

Any applicants that you would like to know more about send an acknowledgement email along with a copy of the Position Description, Service Description and Application for Employment along with an interview date / time.

### **Interviews**

A structured approach must be taken to interviews to ensure that all candidates are treated equally and consistently.

1. Questions are planned carefully before the interview to focus on the skills, knowledge, behaviours and experience required for the job. Refer to the “New Team Member Interview Questions” document as a reference for questions.
2. All candidates are asked the same questions (although it is anticipated that any follow-up questions may be different, depending on the candidates’ answers).
3. Answers are scored using a consistent rating system.

Behavioural questions focus on examples of previous behaviours the candidate has demonstrated, rather than hypothetical questions. For example, a behavioural question would be

*Give an example of a complex project you have managed? Then use follow up questions; What was the outcome?*

*What lessons did you learn?*

### **Shortlist**

Advise the candidate/s that they have been shortlisted. It is important to make sure the person understands the recruitment process and discussion is subject to pre-employment checks and contract negotiation. Also let them know if there are any other candidates that have been shortlisted.

Use the “Prospective Employee Checklist” as a guide to ensure you have the required documentation. It is appropriate to complete any pre-employment checks at this stage. e.g., NZ residency, work visa, reference checks, police vetting (use “Applicant Reference Check” form) etc as the results may impact your final decision.

### **Selection**

The interview panel decides who is the preferred candidate based on interviews, reference checks and the results of any other pre-employment checks. If no candidate is suitable, then advise the candidates they have not been successful and re-advertise the position.

### **Contract**

There are two types of contracts:

Independent Contractors

Employee Contract – Casual, Fixed Term or Permanent

### **Refer Resources below**

Use the standard The Community Builders NZ Trust contract template. Any changes to the standard template terms should be reviewed and approved by a lawyer. Alternative use Agreement Builder on <https://eab.business.govt.nz/employmentagreementbuilder/startscreen/>

Two original contracts should be signed, one original is kept by each party.

### **Induction**

The aim of an induction program is to help the new recruit feel welcomed and equipped with organisation knowledge to *"hit the ground running"*

Use the "New Team Member Induction & Training Checklist" as a guideline. Retain copies in the team member's personnel file.

### **Useful Sites**

<https://www.business.govt.nz/hiring-and-managing/hiring-people/overview-of-the-hiring-process/employmentnz> - [www.employment.govt.nz](http://www.employment.govt.nz)

### **Resources**

Staff Types Visual Guide Reference Document ([www.business.govt.nz](http://www.business.govt.nz)) Minimum Employment Rights Responsibilities ([www.employment.govt.nz](http://www.employment.govt.nz))

### **Related Documents**

Police Vetting Procedures Application for Employment Form Applicant Reference Check Form  
Prospective Employee Checklist  
New Team Member Interview Questions New Team Member Information Summary  
New Team Member Induction & Training Checklist  
Employee Performance Appraisal & Professional Development Plan Exit Interview Questionnaire  
Team Member Exit Checklist



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Responsibility: Board of Trustees  
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## Prospective Employee Checklist

Name	
------	--

To be provided by applicant following interview and prior to offer of employment

<input type="checkbox"/> Completed application for Employment including 2 referees to contact			
Referee 1		Referee 2	
<input type="checkbox"/> Annual Practicing Certificate (if applicable) incl Professional Association Certificates <input type="checkbox"/> Check details against registered body to ensure authenticity			
<input type="checkbox"/> 2 forms of ID Photo ID                      Passport / Drivers Licence _____ Name & Address ID              Utility Account _____			
<input type="checkbox"/> Completed Police vetting check			
<input type="checkbox"/> Completed Ministry of Justice, Criminal Check (non-Client contract staff) not more than 3 months old			

Interview by Recruitment Team	
Date Interviewed (1 <sup>st</sup> )	
Present	
Recommendation	<input type="checkbox"/> Attend 2 <sup>nd</sup> Interview                      ___/___/___ <input type="checkbox"/> Complete Reference Checks                      ___/___/___ <input type="checkbox"/> Unsuccessful letter / email sent                      ___/___/___
Date Interviewed (2nd)	
Status	<input type="checkbox"/> Offered Position                      ___/___/___ <input type="checkbox"/> Unsuccessful letter sent                      ___/___/___

<input type="checkbox"/> Employment Confirmed	Start Date	___/___/___
<input type="checkbox"/> Employment agreement provided to application		___/___/___
<input type="checkbox"/> Employment agreement signed and returned		___/___/___
<input type="checkbox"/> Induction Training undertaken		___/___/___
Notes:		



## New member Interview Questions

Interview questions will differ from one position to the next and should be prepared based on the current position description for the advertised role. Select the Basic Interview questions and then any from the other lists that are appropriate for the role. The same questions should be asked of each candidate applying for the same position.

What you can't ask (Source: seek.co.nz)

- Are you married?
- Who do you vote for?
- How old are you?
- What's your current employment status?
- What religion are you?
- Are you pregnant or planning on starting a family?
- Also, you cannot ask a prospective employee about their sexual orientation, gender identity, relationship status, nationality, ethnic origin, political opinions or family status.

Basic Interview Questions Tell me about yourself.

- What are your weaknesses?
- Why do you want this job?
- What's your ideal company?
- What attracted you to The Community Builders NZ Trust?
- Why should we hire you?
- What did you like least about your last job?
- When were you most satisfied in your job?
- What can you do for us that other candidates can't?
- What were the responsibilities of your last position?
- Why are you leaving your present job?
- What do you know about this sector?
- What do you know about The Community Builders NZ Trust?
- Do you have any questions for us?

Behavioural Interview Questions

- What, in your opinion, are the key ingredients in guiding and maintaining successful business relationships? Give an example of how you have made this work for you.
- Tell us about a time when you built rapport quickly with a new or existing business relationship under difficult conditions.
- Describe a situation when you were able to strengthen a relationship by communicating effectively. What made your communication effective?
- Describe a situation where you felt you had not communicated well. How did you correct the situation?
- Describe a situation in which you were able to positively influence the actions of others in a desired direction.
- How do you schedule and manage your time? What processes have you put in place to help manage your time?
- Tell us about a time you had to manage a high volume of work. What processes did you put in place to help manage your workflow?
- Do you prefer working with detail or are you a big picture person?
- What's more important: getting the job done right or getting it out on time to meet the deadline?
- How would you describe your work style? i.e., do you prefer to work alone or with others;

- Are you structured in your daily routine, use lists etc. or do you work in a more ad hoc fashion and how does that work for you?
- Give me an example of an important goal you have set and how you achieved it.
- Tell me about a job/task that was boring. How did you deal with it?
- Tell me about a time you had to change procedures to solve a problem. What did you do?
- Give me an example of a time you had to make a decision without consulting your boss. What did you do?

#### Motivation, Attitude and Career Direction

- What are you looking for in terms of career development?
- How do you want to improve yourself in the next year?
- If I were to ask your last supervisor to provide you additional training or exposure, what would he/she suggest?
- What appeals to you about this role? How does this role fit in with your goals and life aspirations?
- What sort of working environment appeals to you? i.e., working alone, as part of a team, quiet space or open plan office
- Where do you see yourself in five years' time?
- What sort of management style do you work best under?
- Salary Questions
- What salary are you seeking?
- Getting Started Questions
- How would you go about establishing your credibility quickly with the team?
- If selected for this position, can you describe your strategy for the first 30 days/90 days?

#### More About You

- What do you look for in terms of organisational culture -- structured or entrepreneurial?
- What techniques and tools do you use to keep yourself organised?
- Tell me about your proudest achievement.
- Who was your favorite manager and why?
- Was there a person in your career who really made a difference?
- What kind of personality do you work best with and why?
- What are you most proud of?
- What do you like to do?
- What are three things your last boss would say about you?
- What three-character traits would your friends use to describe you?
- List five words that describe your character.
- What is your biggest regret and why?
- What's the most important thing you have learnt?
- What will you miss about your present/last job?
- What is your greatest achievement outside of work?
- What do you like to do for fun / in your spare time?

#### Working with Children Mandatory Questions

- Is there any reason why you would pose any risk whatsoever to youth or children?
- Have you undergone or are you undergoing any disciplinary proceedings, enquiries or investigations in regards to working with youth or children?

#### Notes:

- Plan out the questions that are relevant to the position prior to any interview.
- Notes of questions and responses should be made and a copy added to the applicant staff file if they are offered employment.

- Keep a copy of questions and responses for non-successful applicants until after they have been notified of the decision in case there are any queries.



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Responsibility: Board of Trustees  
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Next review date: Jan 2028

## New team member Information Summary

### EMPLOYEE / CONTRACTOR TO COMPLETE

Start Date:		Position:	
Type: <input type="checkbox"/> Employee <input type="checkbox"/> Contractor			
First name		Last name	
Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Other	Date of Birth	
Address			
Home Phone		Mobile	
Email			

Kiwisaver (Employees only)	
IRD Number	_ _ _ _ / _ _ _ _ / _ _ _ _
Current Kiwisaver Member	<input type="checkbox"/> Yes <input type="checkbox"/> No
PIR RATE: <input type="checkbox"/> 10.5% <input type="checkbox"/> 17.50% <input type="checkbox"/> 28% <input type="checkbox"/> Use contracted income to calculate	

Bank Details		
Bank Name		Branch
Account Name		
Account #	_ _ _ / _ / _ _ _ _ _ / _ _ _ _ _	

Other things we should know about you...	
Allergies?	
Special Access requirements?	
Other?	

Next of Kin (in case of emergency)			
Name:		Relationship:	
Address:			
Home Phone		Mobile	
Work Phone			

Employee/Contractor Signature		Date	
-------------------------------	--	------	--

Manager Signature		Date	
-------------------	--	------	--

Manager to complete

Copy of passport held. If not a NZ passport, must sight and retain copy of residence via/permanent residents visa or work permit to confirm eligibility to work

Work visa expiry date does not extend past the employment contract end date

Office Use Only

Signed employment agreement

Current Job Description

Employees Only – Manager to complete

Tax code declaration (IR330)

Kiwisaver deduction form Employee added to payroll system

Employee added to payroll

Employee notified of first pay date and on-going payroll frequency



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## Application for Employment

If this application results in an employment arrangement it will form part of the Employment Agreement. This application is a source of information, which will assist The Community Builders NZ Trust in considering your suitability for the position for which you are applying.

If successful in obtaining employment the information will form part of your personnel records. Failure to supply the required information may prejudice The Community Builders NZ Trust's ability to determine your suitability for the position. You are entitled to access this information upon request.

What position are you applying for?	
Where did you see the position advertised?	

<b>Personal Information</b>						
First Name				Surname		
Address						
Phone	Home:		Work:		Mobile:	
Email						
<u>Note:</u> Two forms of ID (one photo) and proof of address will be required if employment is offered to you						

<b>Education</b>		
School/Tech Institute/ University	Dates Attended	Qualifications Obtained

<b>Qualifications and Experience</b>	
Do you have any relevant qualifications?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, please give details	
Please describe your knowledge/skills and experience which may be relevant to the position.	

<b>Referees to contact</b>	Relationship to you	Phone Number

**Health Issues**

Do you have any health conditions, which may affect your ability to work?  Yes  No

If Yes, please give details

Have you suffered any injury or illness that may affect your ability to effectively carry out the physical requirements and responsibilities of the position e.g., back injury, carpal tunnel, tennis elbow or other repetitive strain injury?

Yes  No

If Yes, please give details

Are you on any medication which may affect your performance in the role?  Yes  No

If Yes, please give details

**Drivers Licence**

Do you hold a current full New Zealand Drivers Licence?  Yes  No

If Yes, number

Class

Expiry Date

No. of Demerit Points

Has your Drivers Licence been cancelled in the last five years?  Yes  No

Is there any matter pending which could affect the status of your Drivers Licence?  Yes  No

**General**

Have you had any criminal convictions within the last 5 years?  Yes  No

If yes, please give details

Are you currently awaiting the hearing of any criminal charges?  Yes  No

Are you able to work flexible hours if required?  Yes  No

If your application is successful, when could you start work?

Please list your previous five years of employment?

**Declaration:** I, (Full Name)

1. Declare that the answers in the application are true and correct and I understand that the information requested within this application form is sought to establish my suitability for the position and that if I do not provide such information then this application may be rejected.
2. Authorise any screening processes that The Community Builders NZ Trust sees fit. I understand this process may include employer references and checking of criminal and medical records.
3. I consent to The Community Builders NZ Trust seeking information from my previous employer and/or referees and authorise this release. I understand that the information received by the Trust is supplied in confidence as evaluative information, and as such will not be disclosed to me.
4. Note that any offer of employment does not constitute an employment agreement until a separate agreement has been evidenced in writing and signed by The Community Builders NZ Trust and myself.
5. I am not aware of any personal circumstance, medical condition or disability that would limit my ability to adequately perform the role for which I seek appointment.
6. Accept that, should my application be successful, the foregoing information will form part of my contract of employment and falsification of any information is grounds for dismissal.
7. By returning this application electronically it is acknowledged that I fully agree with the above declaration. Applicants invited to an interview will be required to sign this declaration

Signature:

Date:



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## Applicant Reference Check

Name of applicant:

Position:

Date:

Person completing Reference check:

Name of referee:

Referee title:

Company name:

Referee's phone number:

### Notes:

- Complete an independent search of the company and referee name to verify the referee information provided is genuine
- You must have permission from the applicant prior to contacting a referee (refer Application for Employment).
- A copy of this completed form should be retained in the personnel file if the applicant is offered the position.

### Brief to read to the Referee at the start of the discussion

Applicant name has provided your name as a referee for the role of position title, have you given your permission to act as their referee? Is this a convenient time for you to talk with me? The process will take about 10 – 15 minutes.

This reference will be used in the overall evaluation of the applicant.

This conversation and the information collected by The Community Builders NZ Trust will be kept confidential.

### Note to the Person Completing the Reference Check:

*When conducting the reference check remember to ask for specific examples and avoid relying on comments such as 'He/she is good.' Ask them to explain why they think he/she is good and provide more detail.*

1. What is your relationship with *(name of candidate)*?

2. How long have you known *(name of candidate)*?

3. At which company/in which context did you work with the candidate?

4. What position did *(name of candidate)* hold with the company?

5. How long did the candidate work for said company?

From: \_\_\_\_\_ To: \_\_\_\_\_

6. We are considering employing *(name of candidate)* for *(description of role)*. Would you recommend *him/her* for this position? Why/Why not?

7. Please describe the key responsibilities in *his/her* most recent position
8. Tell me about (*name of applicant*) most important contributions during their time with your company?
9. Tell me about their verbal and written communication skills?
10. Have you had any reason to question their honesty or integrity? If yes, in what context?
11. What are (*name of applicant*) most significant strengths?
12. What are the areas (*name of applicant*) needs development? Are there any areas of concern?
13. Would you re-hire (*name of applicant*)? Why or why not?
14. Is there any additional comments you would like to make? Is there something that I haven't asked that you think I should know prior to making a decision?



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# Charges or Convictions Against Staff Members

## 1. Purpose

This policy explains how **Community Builders NZ Trust (CBNZ Trust)** will handle situations where a current staff member is charged with or convicted of a crime. It ensures fair treatment while protecting the trust's reputation and the safety of the community.

## 2. Scope

This applies to all CBNZTrust staff, including full-time, part-time, and temporary employees, as well as volunteers and contractors.

## 3. Key Principles

- **Fairness:** Staff will be treated fairly and consistently.
- **Confidentiality:** All information will be kept private.
- **Integrity:** We expect staff to maintain high standards of behavior.

## 4. What Happens if Charges or a Conviction Occurs

1. **Staff Member Must Notify:**
  - Staff must inform their manager or HR immediately if they are charged with or convicted of a crime.
  - If CBNZTrust becomes aware of this (e.g., through media), the staff member will be asked for details.
2. **Suspension (if needed):**
  - The staff member may be suspended with pay while the situation is reviewed, especially if the charges are serious or affect their role.
  - If the charges involve harm to vulnerable people (e.g., children or elderly), suspension may happen immediately.
3. **Internal Review:**
  - HR will review the case, looking at the seriousness of the charge, how it affects the staff member's job, and any impact on the trust's reputation.
  - The staff member will have the chance to explain their situation.

## 5. Possible Outcomes

1. **No Action:**
  - If the charges are dropped or the conviction does not affect their role, the staff member can return to work as usual.
2. **Role Change:**
  - If the staff member cannot continue in their current role, they may be offered another job within the organization.
3. **Disciplinary Action:**
  - If the charges are serious or violate the trust's values, disciplinary action may be taken, including possible termination.
4. **Termination:**
  - If the charges or conviction seriously affect the staff member's ability to do their job or harm the trust's reputation, they may be dismissed.

## 6. Communication and Support

- **Updates:** The staff member will be kept informed throughout the process.
- **Support:** The staff member will have access to support (e.g., counseling services) if needed.

## 7. Appeals

If the staff member disagrees with the decision, they can appeal in writing to the CEO or Board of Trustees. An independent review will be conducted.

## 8. Conclusion

This policy ensures that charges or convictions are handled fairly, while protecting the trust’s integrity and reputation. CBNZTrust is committed to maintaining a safe and supportive workplace for all staff members



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# Police Vetting

## Safety Checking Regulations

On 1 July 2015 safety checking regulations for the children’s workforce came into force.

The regulations require all staff and volunteers who work with children for government-funded organisations to be safety checked, and to have these safety checks updated every three years. This also applies to staff and volunteers working with children as part of an educational or vocational training course.

Employers are accountable for ensuring safety checks are done, even if someone is doing it on their behalf. This is about more than checking criminal histories. It involves a careful process of information gathering and assessment that includes confirming identity, interviews, checking referees, and considering risk.

Children’s (Requirements for Safety Checks of Children’s Workers) Regulations 2015 <https://www.legislation.govt.nz/>

### Who Needs to be Safety Checked?

The safety checking regulations apply to organisations that receive government money to provide regulated services to children. Anyone that working with children will need to be safety checked.

### Who Doesn’t Need to be Safety Checked?

The requirements don’t apply to volunteers, unless the volunteering is part of an educational or vocational training course.

### Core and non-core children’s workers

The Children's Act creates two types of children’s worker: core children’s workers and non-core children’s workers.

Core children’s workers are employed by the state sector or government-funded organisations to provide regulated services.

In the course of that work, the person is either:

the only person present, or

is the children’s worker who has primary responsibility for, or authority over, the child or children present.

Examples of roles that may meet this definition are doctors, teachers, nurses, paediatricians, youth counsellors and social workers.

'Non-core worker' simply means a children’s worker who is not a core worker. Examples of roles that may meet this definition are non-teaching school workers, general hospital workers, and many social and health workers. If you are still unsure you should talk to your employer or seek independent legal advice.

### The Community Builders NZ Trust – Volunteers and Core and non-core children’s workers

Role	Core or Non-core	Safety Check Requirements
Board Members	Non-core Worker	MOJ Criminal Conviction Check, every 3 years
Managers	Non-core Worker Core Worker	Full Police Vetting, every 3 years Full Police Vetting and mandatory childrens worker check every 3 years
Community Empowerment Kaimahi	Core Worker Non-Core	Full Police Vetting and mandatory childrens worker check every 3 years Full Police Vetting, every 3 years
House Manager	Non-core Worker	Full Police Vetting, every 3 years
Administration staff	Non-core Worker	Full Police Vetting, every 3 years

General/Youth Hub Volunteers	Core Worker	Full Police Vetting and mandatory childrens worker check every 3 years
	Non-Core	Full Police Vetting, every 3 years
Youth Hub workers	Core Worker	MOJ Criminal Conviction Check, and Full Police Vetting and Mandatory childrens worker check every 3 years

### Core Worker Exemptions

The Children's Act 2014 introduced a workforce restriction, which means it's unlawful to employ a core children's worker with certain serious criminal offences unless they hold a core worker exemption.

The offences which trigger the workforce restriction generally involve child victims, or are of a sexual or violent nature. These are outlined in schedule 2 of the Children's Act 2014 (<https://www.legislation.govt.nz/>)

People subject to the workforce restriction can apply for a core worker exemption. This will lift the prohibition set out in the workforce restriction, and it will no longer be against the law to employ that person as a core children's worker.

An exemption is not role-specific. Subject to conditions, a holder can legally be employed in any core children's workforce role. However, an exemption doesn't create the right to a job – it's still up to the employer to decide whether or not the holder of the exemption is suitable for the role they're applying for.

The process is administered by the Ministry of Social Development on behalf of the five key agencies (the Ministries of Health, Education, Justice, Social Development as well as Oranga Tamariki – Ministry for Children).

Child safety will always come first, and the process is a robust and fair consideration of individual circumstances.

Reference: <https://www.orangatamariki.govt.nz/working-with-children/childrens-act-requirements/core-worker-exemptions/>

The difference between a Ministry of Justice criminal record check and Police Vetting is that the criminal record check only covers convictions. As well as a person's criminal record, police vetting can also include information on any contact they have had with the police.



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## Requesting Police Vetting Procedure

The Community Builders NZ Trust completes Section 1 and the Applicant Completes Sections 2 and 3 of the Police Vet Request and Consent form - <https://www.police.govt.nz/advice-services/businesses-and-organisations/vetting/forms-and-guides>

Collect two forms of identification from the Applicant (refer Prospective Employee Checklist). One Primary and one secondary (one must be photo ID), original documents must be sighted before copies are taken.

Login using RealMe account for The Community Builders NZ Trust - <https://www.police.govt.nz/advice-services/businesses-and-organisations/vetting>

Request new vetting using the details provided by the applicant in the Police Vet Request and Consent form

You will receive an email advice once the results are available. Allow 20 working days for the results to be available.

### Request Ministry of Justice Criminal Conviction History

The Community Builders NZ Trust completes Step 1 and the Applicant Completes Steps 2 - 5 of the Request for Criminal Conviction History – Third Party form - <https://www.justice.govt.nz/criminal-records/get-someone-elses/>

Collect two forms of identification from the Applicant (refer Prospective Employee Checklist). One Primary and one secondary (one must be photo ID), original documents must be sighted before copies are taken.

Send a copy of Drivers Licence or Passport along with completed form to Criminal Records Unit, Ministry of Justice, SX10161, Wellington

You will receive an email advice once the results are available. Allow 20 working days for the results to be available.

### Results of Police Vetting

Any prospective employee or contractor showing Active Charges or a history of Criminal Conviction(s) will have their results checked against the Schedule 2: Specified Offenses, Children's Act 2014 and where a match is found the applicant will be declined an offer of employment or contract.

Schedule 2 is an industry standard check <https://www.legislation.govt.nz/act/public/2014/0040/latest/DLM5501909.html>

Result	Action	Additional Notes
Clear result	Proceed with confirming employment	
Criminal Conviction or Active Charge listed in Schedule 2	Do not offer employment or contract.	
Criminal Conviction or Active Charge <u>NOT</u> listed in Schedule 2	Refer application and Police Vetting result to full board meeting for consideration.	Decision to be documented in meeting minutes along with reasoning.

### Results of Criminal Conviction History

Result	Action	Additional Notes
No convictions	Proceed with confirming employment	

Criminal Conviction or Active Charge listed	<p>Refer application and Criminal Conviction History result to full board meeting.</p> <p>Consideration should be given to position the person holds and the history i.e. Financial position or signing authority and any history to do with fraud should not be offered the position</p>	Decision to be documented in meeting minutes along with reasoning.
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**Existing Staff and Volunteers**

An up-to-date police vetting check is required to be completed every 3 years for staff or volunteers working directly with clients. Apply at least a month prior to expiry of 3- year period so that there is no lapse in coverage for the organisation as both Police Vetting and Criminal Conviction History checks take up to 20 working days to be processed. New consent forms are required each time.



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# Performance

## Employee performance appraisal & professional development plan

Name		Job Title	
Manager		Manager Job Title	
Anniversary Date		Date of Review	

### Review of last year's objectives

<p>Manager to outline:</p> <ul style="list-style-type: none"> <li>• Those of last year's objectives which were achieved successfully</li> <li>• Those which were partially achieved or did not meet timescales and why</li> <li>• Those which were not achieved and why</li> </ul>		
Objective	A - Achieved P - Partially achieved N - Not achieved T - Training underway	Notes / Comments

### Review of last year's performance

<p>Focus on recording examples of:</p> <ul style="list-style-type: none"> <li>• Situations where the individual performed well / not so well – what lessons can be learned?</li> <li>• Where they have come across obstacles in the job or in their own skill that have prevented them from working effectively – if so what were they and how can they be overcome?</li> <li>• Where their effort was appropriately / inappropriately focused</li> </ul>

**Overall performance rating**

<input type="checkbox"/> Exceeding expectations <input type="checkbox"/> Incomplete / Training required	<input type="checkbox"/> Satisfactory <input type="checkbox"/> Unsatisfactory
Reason for rating?	

**Objectives for the next 12 months**

Manager and employee to discuss and agree on objectives: <ul style="list-style-type: none"> <li>Objectives from previous year which were partially achieved or not achieved</li> <li>New objectives</li> </ul>		
Objective	Measure	Notes / Comments

**Professional Development Plan**

What key skills and competencies are required to allow the individual to meet their job objectives this year and what is their current level of ability / confidence with each of these?

Based on the above, what specific training or development activities would enhance the employee's ability to meet their objectives? *Consider not just training courses, but also activities such as mentoring, shadowing etc.*

Managers Comments:

Signed: \_\_\_ Date: \_\_\_\_\_

Employee Comments:

Signed: \_\_\_ Date: \_\_\_\_\_

**Changes to Wages / Salary**

- No change
- CPI Increase
- Increase hourly rate to \$ \_\_\_\_\_
- Increase Salary to \$ \_\_\_\_\_
- Other (please describe) \_\_\_\_\_

**Changes effective from:** \_\_\_\_\_



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# Employee Induction & Training

## Employee Induction Agreement

Organisation

Employee Name

Date of induction

Contact Phone

I \_\_\_\_\_ hereby acknowledge that I have been inducted into The Community Builders NZ Trust Operations Manual and am aware of Safety, Evacuation and Lockdown procedures

Signed (Employee)

Signed Manager

Date

Date

I \_\_\_\_\_ hereby acknowledge that I have read and understand the relevant policies implemented by The Community Builders NZ Trust (please initial next to policy name)

Code of Conduct

Home Visit Policy

Phone, Internet & Computer Policy

Client Transportation Policy

Use of space at the community house

Disciplinary Policy

Reimbursement Policy

Drug & Alcohol Policy

Equipment Use Policy

Privacy Policy & Statement

Health & General Safety Policy

Volunteers Policy

Incident & Accident Report procedure

Privacy and Confidentiality Waiver

Harassment Policy

Volunteers Paperwork

Complaints Procedure

Risk Register and Management Plan

Child Protection Policy

Fraud Policy

Signed (Employee)

Signed Manager

Date

Date

## New member Induction & training checklist

**Objective:** To ensure that both new employees and contractors of The Community Builders NZ Trust are fully inducted with The Community Builders NZ Trust policies, processes and practices in order to create confident, trustworthy and respected representatives of The Community Builders NZ Trust who are committed to professional standards and best practice.

The induction process aims to:

- welcome the new member of staff / contractor to The Community Builders NZ Trust
- ensure the new staff member / contractor understands core information about the organisation and their role in it
- helps the individual to settle into their new job and work environment
- increases productivity and reduce short-term turnover of staff

Four stage induction process

- Stage 1: One to two weeks prior to start date
- Stage 2: Day one and two of the employment/ contract
- Stage 3: Week one and two of the employment/ contract
- Stage 4: Week five or six of the employment/ contract

Stage 1: One to two weeks prior to start date

**Pre-employment tasks completed** \_\_\_\_\_/\_\_\_\_\_/ **20**\_\_\_\_\_

Ensure the following items are actioned / ordered (where applicable) prior to the employee/ contractor commencement:

- Employment Contract or Independent Contract for services
- Welcome letter or letter of engagement
- Added to the IT network (email address)
- Building access (codes/ keys)
- Business cards ordered (if required)
- PC / laptop organised
- Phone – mobile and landline set up (if required)
- Office furniture organised
- Stationery organised
- IRD ir330 Tax Code Declaration \*
- KiwiSaver Pack including KS1, KS2, KS10 and employees guide to KiwiSaver \*

\* Check [www.ird.govt.nz](http://www.ird.govt.nz) for most current version of forms prior to printing for new staff member

Stage 2: Day one and two of the employment / contract

**Organisation and Office Introduction completed** \_\_\_\_\_/\_\_\_\_\_/ **20**\_\_\_\_\_

- Complete Health & Safety Induction.
- Appoint someone in the team to be the new employee's "first port of call" to provide support and assistance with routine questions.
- Sector overview
- Introduction to staff and board members
- Introduction to other local contacts and key stakeholders (as required)

**Introduction to work area and systems completed** \_\_\_\_\_/\_\_\_\_\_/ **20**\_\_\_\_\_

- Operational processes and procedures.
- Housekeeping – toilets, lunch room, recycling, fire exit, earth quakes.
- Show employee to desk and immediate resource areas, e.g. photocopier etc.
- An explanation of the terms and conditions of employment (job description, working hours, sickness absence procedures, break and holiday entitlements, payroll).
- Obtain two signed copies of the agreement (one for employee, one for employer).

- Completion of IRD ir330 tax code declaration
- Completion of New Team Member Details form
- Completion of KiwiSaver form/s

Log employee onto systems & navigate around the system – location of documents/ templates/ forms/ phone directory. Allow time for employee to explore.

- Provide access to Internet and explain acceptable use.
- Ensure employee has the tools for their job i.e. stationery, laptop, manual tools, IDs.
- Phone and voicemail set up and assist as necessary.
- Ensure new employee has team meetings and other recurring meetings in their calendar.

**Stage 2: Day one and two of the employment / contract continued**

**Discussion with Manager regarding the role completed**

\_\_\_/\_\_\_/20\_\_\_

- Give an overview of the organization’s structure, our values and how the person/role fits in.
- Informal discussion regarding the expectations of the role and objectives (more formal meeting to be held within the next couple of weeks to confirm these)
- An outline of the role requirements and standards of performance (including the opportunity to set role specific objectives for the coming year).
- Manager or “first port of call” to assist where possible and be on hand for questions.
- Discuss the programme / activities undertaken by other team members and interconnectedness of roles.
- Discuss Privacy Act 2020 and confidentiality in relation to the organisation and the role
- Assign the first piece of work or project.

**Stage 3: Week one and two of the employment/ contract**

**Introduction to key external contacts completed** \_\_\_\_\_/\_\_\_\_\_/20\_\_\_\_\_

- Introduction to all Client information and processes.
- Introduction to other contacts and stakeholders i.e., main funders, community agencies

**Stage 4: Week five or six of the employment/ contract**

**Formal discussion with Manager completed** \_\_\_\_\_/\_\_\_\_\_/20\_\_\_\_\_

- Review progress to date.
- Formal discussion to confirm the expectations of the role and objectives.
- Discuss Learning & Development opportunities as appropriate.

I, \_\_\_\_\_ confirm that I have participated in Stages 2 – 4 of the above Induction Points.

Signed: \_\_\_\_\_ (Employee / Contractor)

Signed: \_\_\_\_\_ (Manager)

Date: \_\_\_\_\_

**Note:** Copy of this completed Induction & Training Checklist to be retained in the Employee File.



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## Definition of staff positions

The Community Builders NZ Trust is a grassroots movement of people in the Otara community that is led by a small team of employed and volunteer staff that includes:

**Chief Executive Officer** - Leads the trust, mentors managers, meets with stakeholders, looks for and applies for funding and oversees the operations of the trust in its entirety;

**Manager** – Mentors community empowerment kaimahi. Meets with stakeholders when required, and oversees the operations of their project areas;

**Project Leads\Kaitiaki** - Focuses on design, marketing, facilitating events and placemaking, organises events as well as leading the volunteer's group and takes care of their training and induction to the project as required

**Youth Workers** – Responsible for supporting youth disengaged from education and employed towards independence. Youth program design and execution. Supporting the O.Y.H youth collectives and youth events. Is an anchor for young people who come into our spaces or seek our services

Youth workers walk alongside our Client when engaging with external providers ensuring:

- They are informed
- Know their rights
- Follow up with action plans
- Regular check ins and
- Being a go to person for advice and support

We act as people weavers and connectors and we only come from a place of empowerment. We are like a community triage through daily conversation and relationships of trust and care. We meet immediate needs and offer the right help to the right people at the right time, but we are also strength-builders, tapping into the wealth of knowledge and lived experience in the community to empower people to change the behaviours and systems that keep them in a deficit-based, dependency mentality.

**Volunteers** - We offer a platform for volunteers to engage with a total wrap around programme that gives them the opportunity to give back to the community but also to feel a sense of belonging as part of a team. We offer training where needed and also thank our volunteers from time to time with koha to recognise their efforts, koha is given via Pak N Save and gas vouchers.

Volunteers work in the Whare Tautoko, they build a range of skills which are useful for employment opportunities and the long-term aim is to transition volunteers into the workforce



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## General

### *Team member exit question checklist*

Use this list to plan your process for when an employee or contractor has resigned, is retiring, or their position is being made redundant

**Name: Position:**

Step	Action	Suggested timeframe	Date completed
1	Have your employee/ contractor complete handover activities and save important files on a shared drive	As soon as you know the employee will be leaving	
2	Assign any ongoing tasks to another employee	During the handover process	
3	Conduct an exit interview	During the handover process	
4	Calculate the employee's final pay, including holiday pay owed	Pay the total amount on the last day of employment or on the final payday.	
5	Collect any assets such as keys and security pass, phone, laptop	Last day of employment	
6	Set up auto-forward and an out-of-office auto-reply on their emails	End of last day of employment	
7	Forward their phone calls and set up an out-of-office message on their voicemail	End of last day of employment	
8	Remove the employee from email distribution and contact lists	End of last day of employment	
9	Remove the employee's access to IT systems	End of last day of employment	
10	Provide a statement of employment if the employee requests it	Immediately after a request is made	
12	Update the employee's personnel file with their last day of work, last pay amount, and holiday pay details	Day after the last day of employment	
13	Archive the employee's personnel file and records (keep for seven years). Include a copy of this completed document	Day after the last day of employment	



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## Exit interview questionnaire

To be facilitated by someone other than the employees immediate manager / team leader.

Name \_\_\_\_\_ Date \_\_\_\_\_  
Position \_\_\_\_\_ Length of Service \_\_\_\_\_

1. What were your reasons for leaving The Community Builders NZ Trust?
2. What was your main reason for leaving The Community Builders NZ Trust?
3. What attracted you to your new position elsewhere?
4. How long have you been considering leaving The Community Builders NZ Trust? How satisfied were you with the quality of your work environment?

Tell us how much you agree or disagree with the following statements?

5. My immediate supervisor was respectful and fair
6. My immediate supervisor was knowledgeable about my job
7. I received the training I needed to do my job
8. I was provided sufficient time to complete my job responsibilities
9. I was provided adequate equipment and resources needed to perform my job responsibilities
10. I found my work interesting and stimulating
11. Overall, how satisfied were you working for The Community Builders NZ Trust?
12. What did you like most about working for The Community Builders NZ Trust?
13. What did you like least about working for The Community Builders NZ Trust?
14. What, if anything, could have been done to keep you with The Community Builders NZ Trust?
15. How often did you receive feedback about your performance?
16. Would you consider working for The Community Builders NZ Trust again?
17. What constructive suggestions do you have for improving employment within the Trust?



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# Disciplinary Policy

## Purpose - Conduct in the workplace

We are committed to developing an efficient, professional, and pleasant environment, where all employees enjoy working and are able to make an effective contribution to our objectives.

As a Charitable Trust working with vulnerable members of our society, we expect exemplary behaviour from all employees and volunteers towards our people and all people, both in and out of work.

## Policy

This policy applies to all employees, whether paid or unpaid, volunteers or contractors, and aims to ensure that all employees are aware of the types of behaviour that we cannot accept both in the workplace, and out of work, and the procedures that will generally be followed when an issue is raised. We are committed to dealing with employees in a manner that is fair, consistent and constructive.

If an employee has any issues in the work place, they are encouraged to talk to their managers as soon as possible and follow the complaints procedure.

## Misconduct

The following are **examples** of behaviours which will generally be considered to be misconduct. Whilst not usually amounting to serious misconduct, this sort of behaviour is unacceptable, and may be grounds for a verbal and/or written warning and (if repeated) dismissal.

**Note:** The giving of a warning is not limited to the repetition of the same conduct:

- Unauthorised absence.
- Failure to report any accident or personal injury occurring at work, no matter how minor the incident.
- Poor time keeping, including a pattern of arriving late for work, or from lunch and/or tea breaks.
- Being discourteous to other employees, sponsors and friends of us, our Community Partners and their employees, employees based at NGOs, schools, whanau and other stakeholders and/or guests.
- Aggressive/argumentative behaviour.
- Leaving the assigned place of work without permission.
- Such other matters as the employer may advise from time to time.

## Serious Misconduct

Serious misconduct is conduct which seriously undermines the trust and confidence we are able to place in our employee, and may result in instant dismissal.

The following are **examples** of serious misconduct.

- Any negative or aggressive behaviour towards any Client in or out of the workplace.
- Unauthorised possession and/or movement of our Client or other worker's property.  
This includes scrap, waste or damaged items.
- Falsification or being party to falsification of any document or record. This includes time, wage, accident, expense and leave records, emails, correspondence etc., and dishonesty.
- Unauthorised use of our/Client equipment or vehicle.
- Unauthorised access to Client or Employee documentation stored in paper or electronically by The Community Builders NZ Trust Charitable Trust
- Disclosure of confidential information.
- Irresponsible use or misuse of safety equipment resulting in a serious safety or damage situation.
- Failure to follow Health & Safety procedures resulting in a serious risk to a person's safety or leading to damage or the risk of damage.
- Violence in the workplace and/or verbal abuse.
- Refusal to obey a reasonable instruction.
- Acts which seriously affect quality, safety, or the Charitable Trust's public image.
- Consumption of alcohol and use of illegal drugs at the workplace or being under the influence of alcohol and/or illegal drugs.

- Disregard of the environment causing pollution or damage.
- Harassment and bullying (both physical and psychological).
- Inappropriate or excessive private use of the Network.

#### Disciplinary Procedure

Disciplinary action may be taken when employees are suspected of misconduct (being unacceptable conduct which does not amount to serious misconduct), serious misconduct, or where employees are not performing their role to an acceptable standard.

The disciplinary action The Community Builders NZ Trust can take may include (but is not limited to) the following:

- verbal warning (documented)
- first written warning
- Final written warning
- dismissal
- demotion

In most cases a first incident of misconduct (not being serious misconduct) will merit a verbal warning (documented) a second incident will merit a first written warning, and the third will lead to a final written warning prior to dismissal. Although it will normally follow these steps, we retain the discretion not to do so depending on the circumstances of the particular issue.

The act which leads to a dismissal need not be of the same type that merited any of the warnings, and similarly the warnings need not be for acts of the same type.

#### Investigations

Where an allegation or complaint has been made against an employee, we (The Community Builders NZ Trust) shall consider whether the complaint has substance, and whether it should be taken any further.

If we consider that an allegation or complaint may have substance, the manager (or another person as appropriate) shall inform the employee of the nature of the allegation or the complaint, and the facts upon which it is based.

We shall investigate the matter and, as part of that investigation, shall meet with the employee.

Before any investigation meeting with the employee, the employee shall be told in writing:

- the date and time and place of the meeting
- the substance of the allegation and the possible consequence if the allegation is substantiated
- who will be present?
- the employee's right to have a support person present

At the meeting the employee shall be invited to comment on the allegation or complaint, and provide any explanation.

Once all necessary investigations have been completed, and all allegations and relevant facts have been put to the employee, we shall consider all matters (including the employee's responses to the allegations) and make a decision about whether to take any disciplinary action.

In the event we determine that disciplinary action is appropriate we will arrange a disciplinary meeting with the employee. Prior to the meeting, the employee will be advised of the nature of the allegations and what the possible outcome of the disciplinary meeting may be. The employee will also be entitled to bring a support person to the disciplinary meeting.

The employee may be suspended on full pay while the matter is being investigated. If we believe suspension is necessary, we shall put the reasons for the proposed suspension to the employee and consider their response before making a decision. In the event that a period of suspension is extended

beyond two weeks for reasons outside of our control, we reserve the right to place the employee on unpaid leave, after consultation with the employee.

Further information:

<https://www.employment.govt.nz/resolving-problems/how-to-resolve-problems/disciplinary-process/disciplinary-process>



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# Drug & Alcohol Policy

## Purpose

The Community Builders NZ Trust is committed to providing an environment that ensures the well-being and safety of its employees. We have a clear duty under the *Health and Safety at Work Act 2015* to identify and manage hazards. There can be no doubt that the presence of illicit substances or alcohol within the body above the relevant screening cut-off concentrations represents a hazard to the safety of the individual and others within the workplace.

The overall purpose of this policy is to provide for a drug and alcohol-free work environment and through doing so to ensure that employees are not impaired in their ability to perform their duties in a safe, productive and healthy manner, which in turn will reduce/prevent accidents, injuries and incidents in the workplace. The use of drugs (both illicit and prescription) and other substances such as alcohol can affect a person's coordination, concentration, dexterity, and general ability to carry out their work. The use of drugs and alcohol at work can put Employees' and other person's safety at risk.

Drug and alcohol testing pursuant to this policy is an integral part of the employer's comprehensive safety programme. Acceptance of this policy is considered a pre-condition of employment.

If an applicant refuses to comply with the drug and alcohol testing policy, they will not be considered for employment and in accepting employment with The Community Builders NZ Trust employees acknowledge and agree to comply with the policy in all respects.

## SERIOUS MISCONDUCT

Drug and alcohol use will be regarded as serious misconduct when it affects an Employee's job performance whether the drug or alcohol use occurs **at work or outside of work hours** and when it is detected above the relevant screening cut-off concentrations. Other types of behaviour will be considered serious misconduct, including:

- Taking, selling, supplying or being in possession of drugs and/or alcohol at work
- Being under the influence of drugs or alcohol while at work, as confirmed by the results of a test in accordance with NZ Standards.
- Unauthorised consumption of alcohol or drugs (except where under the instruction of a physician and there is no potential for adverse effects) during work hours, immediately prior to work, or during rest breaks
- Having any banned substances in the body and confirmed by a positive drugs test conducted in accordance with NZ Standards
- Tampering with samples used for drug and alcohol testing
- Refusing, without good reason, to undergo a drug or alcohol test when required in accordance with this policy. Where, after a full and fair inquiry, serious misconduct is found to have occurred, appropriate disciplinary action will be taken which may include summary termination of employment.

## TESTING

The Employer may require the Employee to undergo a drug and/or alcohol test in the following circumstances –

- Pre-employment testing or on transfer to a safety sensitive area of the business: A successful applicant for a position with the employer may be required to pass a drug and alcohol test following a conditional offer of employment. Where the appointment is to a position within a safety sensitive area or in the case of an existing employee, on transfer to such an area, testing will be required.
- Post accident/incident: All employees may be subject to alcohol and/or drug testing following an incident or accident regardless of whether harm actually resulted. An 'incident' shall include (but shall not be restricted to) incidents involving damage to a vehicle, property, plant or equipment.
- Reasonable suspicion testing: An employee will be asked to submit to an alcohol and/or drug test

where their actions, appearance, behaviour or conduct reasonably causes their employer or supervisor to reasonably suspect that drugs or alcohol may be impacting upon their ability to work effectively and safely.

- Random testing: All employees who work in safety sensitive areas are subject to unannounced random testing. [Note – Random testing will generally be considered as being overly intrusive unless justified by virtue of working in a safety sensitive area] Testing for drugs and/or alcohol shall be carried out at the employer's expense.

#### PROCEDURE FOR TESTING

The drug and alcohol policy are restricted to testing for substances including alcohol that have the capability to impair the safe performance of work. The employer will take appropriate steps to ensure that the results of any tests carried out under this policy remain confidential to the parties and their representative's.

Testing will be carried out by a NZQA qualified collector and in accordance the appropriate Standards – AS 4760:2006 governing procedures for specimen collection and the detection and quantitation of drugs in oral fluid; AS/NZS 4308:2008 governing procedures for specimen collection and the detection and quantitation of drugs through urinalysis and AS3547:1997 governing breath alcohol testing.

A test resulting in a “not negative” screen for a drug class or an indication that the integrity is suspect will be forwarded to an accredited laboratory for confirmatory testing. The employee authorises the release of the findings carried out by an appropriately qualified detection agency, to the employer, to the extent that is necessary to determine compliance or otherwise with this policy.

#### ALCOHOL

The procedure for alcohol testing will be done by an on-site breath-scan test using an approved and testing device (certified for calibration). This will be administered with two persons (one to supervise the procedure and the second to act as witness) or a single appropriately trained person.

Where a positive test is returned a second breath-scan test (the Confirmatory Test) will be carried out after 15 minutes with the donor continuing to remaining in the presence of the person(s) carrying out the test until the Drug & Alcohol Policy SAMPLE PAGE 4 of 5 confirmatory test is completed. The threshold level will be the equivalent of zero alcohol tolerance, i.e., 100 micrograms of alcohol per litre of breath. Drugs Pre-employment testing shall be carried out using urinalysis. In the case of [random,] 'post incident/accident' and 'reasonable suspicion' testing the procedure used will also be by urinalysis or alternatively by oral fluid testing.

In this process an employee is required to accompany a senior staff member to the nearest approved medical facility (if the testing is not carried out on site) where the employee will be required to provide a specimen sample. The employee will be asked to sign a consent form and provide identification. If an employee receives notice from the employer that the results of the drug and/or alcohol test yielded a “not negative” result, the employee will be given an opportunity to explain the result of that test.

#### MANDATORY STAND-DOWN

In the event that an employee tests positive for either drugs or alcohol or where the employer reasonably believes that the employee's ability to safely perform his or her duties has been compromised by consuming drugs or alcohol the employee shall be immediately suspended on pay pending an investigation of the matter and determination of the course of action to be taken.

#### REPORTING PROCEDURE

If an Employee believes a co-worker is abusing drugs or alcohol or is under the influence of drugs or alcohol in the workplace, they should report this as soon as possible to their manager or supervisor. If abuse of drugs/alcohol is alleged against an employee in the workplace the allegation will be treated as confidential.

#### BREACH OF POLICY

If, after a full and fair investigation, the employer concludes that this drug/alcohol policy has been breached, the employer may impose whatever disciplinary action, having regard for all the circumstances, is considered appropriate, including:

- Disciplinary action up to and including summary dismissal
- A referral to an Employee Assistance Programme
- Regular drug/alcohol testing

#### REHABILITATION

Employees returning a positive test for the first time who wish to remain in employment may be given the opportunity, at the company's discretion, to join an approved drug and alcohol rehabilitation programme. Where the employee agrees to undertake such a programme the parties will agree upon a plan setting out:

- The length of the rehabilitation programme
- Who will pay the costs associated with the programme
- A formal commitment from the employee to undertake and successfully complete the agreed programme Where an employee is offered and accepts a rehabilitation programme the employee will be required to utilise any existing leave entitlement or leave without pay until they have returned a negative drug and/or alcohol test and are considered to be fit to return to work.

Failure to successfully complete the programme will result in the employee being dismissed. The Community Builders NZ Trust shall not be obliged to offer rehabilitation in circumstances where disciplinary action would be justified.



Ratified by Board: 5 March 2026 | Signed for B.O.T:  
Responsibility: Board of Trustees  
Reviewed: January 2026  
Next review date: January 2028

# Hybrid Work Policy

The Community Builders NZ Trust is committed to providing a flexible work environment in accordance with this policy. We want to enable our staff to do their best work, regardless of where and when this occurs.

## PURPOSE

This policy's objectives are to provide guidance about the hybrid work options available at The Community Builders NZ Trust and set out the rights and responsibilities of staff and The Community Builders NZ Trust when working under a hybrid arrangement.

## APPLICATION OF POLICY

This policy applies to all permanent and casual staff of The Community Builders NZ Trust.

## POLICY

“Working from home or another location” is work performed at your residential address but may be at an alternative location other than the standard workplace address.

Generally, unless otherwise specified, The Community Builders NZ Trust requires full-time employees to attend the workplace 5 days per week, and part-time and casual employees to attend the standard workplace for their contracted hours. The reason for this requirement is to maintain workplace culture and support collaboration.

All staff are required to attend the workplace on common office days, which are Monday-Friday (except where the common working day falls on a public holiday or a non-working day for part-time or casual staff).

The CEO and Managers will be responsible for managing the remaining workdays and requirements of their teams based on team needs.

Staff may be required to attend the workplace at short notice on additional days where the CEO deems it necessary for reasons including:

- to accommodate the trusts needs,
- to cover staff who are away,
- to attend meetings or training, and/or
- to supervise staff.

Staff who wish to arrange different working arrangements are encouraged to speak to their nominated Manager or CEO to discuss different working arrangements. Any different working arrangement will be considered on a case by case basis.

Hybrid working may not be available for all staff. For example, staff will not be able to work from home or at another location if their position requires workplace attendance to properly perform the inherent requirements of the position, for performance reasons or where staff do not have a suitable home working environment and are not able to work at another suitable location.

## EVERYDAY FLEXIBILITY

‘Everyday flexibility’ refers to the informal flexible work arrangements that people sometimes require as temporary or one-off arrangements to suit a particular individual, client or business need. For example, you may:

- work from home for a day to care for someone who is sick or on a curriculum day (in circumstances where work can still be adequately performed);

- start and finish work earlier or later one day so you can attend a medical or other appointment;  
or
- work non-standard hours for a week (e.g. 12 pm to 8 pm) to meet the needs of an internal project or when working for a client who has non-standard business hours.

The purpose of 'Everyday flexibility' is to help you manage unexpected events that can happen, such as if you need a tradesperson to attend your home or there is an important delivery expected.

To access 'Everyday flexibility' please notify the CEO for approval. It is your responsibility to make sure arrangements are in place with your team, so they know of your whereabouts and how to contact you.

## RESPONSIBILITIES

Responsibilities of The Community Builders NZ Trust:

The Community Builders NZ Trust will endeavour to ensure that staff working in a hybrid arrangement are effectively managed and supported and have their performance assessed equitably.

The Community Builders NZ Trust will endeavour to communicate fully and appropriately with people who work under hybrid arrangements so that they remain engaged and committed participants in The Community Builders NZ Trust 's business.

Your responsibilities:

Staff who work under hybrid arrangements have the same responsibilities as other staff to meet agreed deadlines, maintain work standards and comply with all The Community Builders NZ Trust's workplace policies as in place.

You will at all times need to:

- ensure appropriate communication in the workplace and establish attendance requirements with your manager OR the CEO;
- work with your team to establish practical ground rules for contacting you on days/times when you're not physically in the workplace;
- arrange to have emails and voicemail monitored and to inform clients/customers/other staff of alternative contacts;
- ensure all Community Builders NZ Trust equipment used off-site is kept secure and in good condition;
- ensure that all confidential information is stored securely and is not disclosed for any unauthorised purpose; and
- ensure that your work environment is safe and take reasonable care for your own health and safety.

## EQUIPMENT

Staff will be provided with a laptop to use in the workplace and in remote locations.

## REVIEW

This policy will be reviewed from time to time or as legislation is amended, in light of current good practice and applicable regulatory advice.



Ratified by Board: 5 March 2026 | Signed for B.O.T:

Responsibility: Board of Trustees

Reviewed: January 2026

Next review date: January 2028

# Conflicts of Interest

## What is a conflict of interest?

This guidance is intended to assist employees, as well as the members of governance (BOT) and the CEO, with complying with the Conflict of interests policy.

### Conflicts of Interest

Having a personal interest or relationship does not always mean you have a conflict. A conflict of interest occurs when your personal interest or relationship overlaps or conflicts with your role or responsibilities at The Community Builders New Zealand Trust (CBNZT) or looks, or is perceived to others, like it could overlap or conflict.

Personal interests can be financial or relate to family, friends, or acquaintances. Disclosing a conflict of interest does not mean we have behaved inappropriately or done anything wrong – discussing these conflicts with your manager & Chief Executive Officer (CEO) and working with CBNZT to manage or avoid them is what is important.

A conflict of interest can be:

- actual – where the conflict already exists;
- potential – where the conflict is about to happen, or it is reasonably likely it could happen;
- perceived – where other people might reasonably think that a person is conflicted, or cannot be objective or impartial (even if this is incorrect, how others perceive our actions can have a negative effect on us or CBNZT).

Any employee who deliberately fails to disclose a personal relationship or their involvement in an activity that is, or may constitute, a conflict of interest could face disciplinary action. In the case of a contractor, their contract may be terminated.

### Conflicts of interest examples

A conflict of interest can arise in many different ways: through a relationship or another role you have, your financial affairs or something you have said or done. Examples of when a conflict may occur include:

- making decisions about funding where you, someone in your family, a friend or close acquaintance is involved in an organisation that receives funding from CBNZT (e.g. choosing a contract provider or awarding a contract for services where your friend works for one of the companies or organisations)
- where you are in a position where you could be working on the CBNZT file, or record of someone you know, or have a connection with, being involved in the recruitment process when you know or have a connection to one of the applicants
- being a member of a club, team, organisation, or association that may impact your role or responsibilities at CBNZT (this can include previous associations or memberships)
- using information you gained through your employment at CBNZT for your personal benefit or to benefit a family member, friend or close acquaintance (e.g. helping a friend get a contract with CBNZT using information you became aware of in your role)
- being involved in a review process that impacts an CBNZ employee who is also your family member, friend or close acquaintance
- being offered or accepting gifts or hospitality from a person or organisation when carrying out your responsibilities as an CBNZT employee
- working for another employer where your previous role could influence your role at CBNZT

### Managing conflicts of interest

### **For Employees:**

Your responsibility to disclose any actual, potential or perceived conflicts to your manager is ongoing – a conflict of interest may arise when you start another position at CBNZT or when your circumstances change.

Advising your manager of a possible conflict of interest protects you as a CBNZT employee. It is an important part of showing tika me te pono – that we are doing the right thing, with integrity. We need to be able to recognise a conflict and work out how this can be avoided or managed. This keeps us safe and protects CBNZT's reputation.

Your manager, the CEO or Board of Trustees will discuss the seriousness of the conflict with you. This conversation may include:

- identifying the type and size of the personal interest (e.g. knowing someone as an acquaintance or having official dealings with them previously isn't usually a problem, but a close personal relationship or recent dealing with someone could be).
- considering what would happen if there was external scrutiny (e.g. what would happen if someone outside CBNZT became aware, or how would your personal interest be perceived by other people who may not know all the facts?)
- Some conflicts are unavoidable, especially in a small country like New Zealand. If a conflict can't be avoided altogether, the situation should be reviewed to determine if the actual, potential or perceived conflict can be managed. There are many different protections we can put in place to manage a conflict. Examples include:
  - transferring your responsibility or specific duty to another CBNZT employee
  - increasing the transparency or scrutiny of the decision-making process (e.g. a third party may review the process or have final sign-off on the decision)
  - removing yourself from the discussions or the final decision-making process (this works well where you could influence the process because of your personal interest, or this is how it could be perceived by others)
  - agreeing that you will report to someone else, or someone in your team will no longer report to you
  - agreeing that you will not undertake certain duties for CBNZT for a specific period of time (e.g. you agree not to work on a specific project for 12 months as this could conflict with your previous employment OR other external connections)
  - taking no action (your manager decides that disclosing the conflict is sufficient in the circumstances).
- If you can't agree with your manager on how an actual or potential conflict should be managed or you have concerns about the plan to manage it, please contact the CEO in the first instance or the board of trustees.

### **For the Members of Governance (BOT) and CEO:**

You are responsible to disclose any actual, potential or perceived conflicts during a board meeting which should be clearly stated on the minutes of the meeting.

The board discussion may include:

- identifying the type and size of the personal interest
- considering what would happen if there was external scrutiny

You will not be able to make any decisions, nor participate in any discussions, related to the project or program where your conflict is involved. If your situation has changed, this will also need to be disclosed and recorded on the minutes during the board meeting.

## CONFLICTS OF INTEREST POLICY

### POLICY STATEMENT

The board, CEO and all employees of The Community Builders NZ Trust are required to perform the duties and activities of their position with the highest level of integrity and independence, in a professional and ethical manner. They must also ensure that they avoid or eliminate any conflict of interest or situation that could reasonably be perceived as a conflict of interest and immediately report it to their manager.

Although this policy details certain behaviours that may lead to a conflict of interest or the appearance of a conflict of interest, it is impossible to anticipate all situations that could lead to one. Employees may also inadvertently find themselves in a situation that leads to or could be perceived as a conflict of interest. These situations must also be disclosed.

Compliance with this policy is a condition of employment. Failure to comply with these provisions may result in disciplinary action, up to and including termination of employment.

#### 1. SCOPE

This policy applies to all members of governance and employees of The Community Builders NZ Trust, as well as contractual third parties or partners doing business with the company. All are expected to abide by the provisions of this policy that are reasonably applicable to them.

#### 2. ACTION OR BEHAVIOURS TO AVOID

Below, you will find some situations, behaviours or events that should be avoided at all costs by employees, managers or other contractual third parties doing business with the company.

##### 2.1 PERSONAL INTEREST

The board and all employees must ensure that no conflict exists, or could appear to exist, between their personal interests and those of The Community Builders NZ Trust (CBNZT). This includes potential competitor, customer, partner, vendor, supplier or other business entity, in which you have a direct or indirect financial interest.

The members of governance and all employees must not:

- Take part in or attempt to influence, any CBNZT decision or any business dealings with a current or potential competitor, customer, partner, vendor, supplier or other business entity, in which you have a direct or indirect financial interest
- Use the premises, equipment, supplies or services of other employees of CBNZT to promote their personal interests;
- Use confidential information for their personal benefit during or after employment with CBNZT;
- To be in a position where they could benefit directly or indirectly from a CBNZT business transaction (e. g. supplier of goods or services, contract, license or partnership);
- Give preferential treatment to any supplier or other person doing business with CBNZT in order to serve their personal interests;
- Invest in, own, have an interest in, or be an employee of an organization that might have an interest, direct or indirect, in any CBNZT commercial transaction, except in the case of a widely held public company whose dealings with The Community Builders NZ Trust do not represent a substantial portion of its total business

This should not be interpreted as an exhaustive list of all circumstances that could lead to a real or perceived conflict of interest.

## **2.2 FAMILY, FRIENDS AND ROMANTIC RELATIONSHIPS**

Employees, managers and the board must not:

- Use their position or contacts at The Community Builders NZ Trust (CBNZT) to promote their personal interests or those of a family member or person with whom they have a close personal or professional relationship;
- Take part in or attempt to influence any CBNZT related decision or business dealings (including those concerning current or potential customers, partners, vendors or suppliers) that may benefit or appear to benefit a relative, close personal friend, or a business enterprise in which a relative or close personal friend is involved or has a direct or indirect financial interest.
- The Community Builders NZ Trust generally does not permit work situations where a manager directly or indirectly manages a relative or a person with whom he/she has a romantic relationship. If you are aware that The Community Builders NZ Trust plans to hire your relative or a person for a position with whom you have a romantic relationship that directly or indirectly reports to you, you must disclose that information immediately
- If, during the course of your employment, a romantic relationship develops between you and another, The Community Builders NZ Trust employee within your direct or indirect reporting chain, you both must promptly disclose that information. Although employees involved in a consensual relationship are individually responsible for disclosure, a manager's failure to report such a relationship will be grounds for appropriate disciplinary action.

## **2.3 RELATIONSHIPS AND FAVOURITISM**

Employees shall not grant or appear to grant preferential treatment to a person with whom they have a close personal or professional relationship. In some situations, past relationships may also give rise to a perceived conflict of interest and should be treated as such.

If an employee is in a situation where he or she could make a decision (e. g. hiring, evaluation, discipline, promotion, reward, any other form of discretionary control or the awarding of a contract) involving, directly or indirectly, a person with whom he or she has a close personal or professional relationship, the employee must:

- Disclose the potential conflict to his/her manager
- Refer the decision to the manager or someone designated by him/her
- Refrain from making any recommendations or conveying views related to the decision.

In addition, if an employee is in a position of authority over a person with whom he or she has a close personal or business relationship, the manager must change the hierarchical relationship between the employee and that person. The manager may also take other measures to reduce the appearance of conflicts of interest, if necessary.

## **2.4 OUTSIDE BUSINESS ACTIVITIES**

The board and employees are permitted to engage in outside employment or activities as long as they inform their manager, or the other board members, prior to starting such activity, and to the extent that;

- It does not compete with or reflect adversely on The Community Builders NZ Trust or give rise to a conflict of interest.
- It does not engage in any outside activity that is likely to involve disclosure of The Community Builders NZ Trust 's proprietary information or that is likely to divert time and attention from your responsibilities at The Community Builders NZ Trust.
- It could not be reasonably perceived as compromising the integrity, independence and impartiality expected from The Community Builders NZ Trust or bring The Community Builders NZ Trust into disrepute;
- It does not inappropriately exploit the employee's connection with The Community Builders NZ Trust;
- It does not restrict your availability or efficiency;
- It does not involve acting as a spokesperson for another organization;
- Employees are permitted to act as board members of an organization external to The Community Builders NZ Trust, if their participation meets the criteria above, and if authorized by their manager beforehand. You cannot serve as a board member or technical advisor of a competitor or of a company that may reasonably be expected to become a competitor
- Employees may be permitted to write books or work on other creative projects that are not in competition with The Community Builders NZ Trust as long as they respect the criteria for outside activities mentioned above and obtain prior written authorization from their manager.

You are not required to seek approval of the following activities:

- Any affiliation with a trade association, professional association or other such organization related to your work or position at The Community Builders NZ Trust.
- Participation in non-profit civic or charitable activities, including serving as a member of a board of directors or technical advisory board. However, you must obtain approval if the entity is an Community Builders NZ Trust customer or expects to receive or seek a contribution from The Community Builders NZ Trust.
- Positions with co-op boards, condominium associations and similar entities where the sole purpose of such participation would be to hold title to and/or manage real property in which you can or do reside.
- Positions with holding companies, trusts or other non-operating entities established solely for purposes of you or your family's investment, estate or tax planning or to hold you, your family's real estate or other investments that would not otherwise require disclosure under this policy.

If the manager considers the outside activity to be inappropriate, considering the criteria mentioned above, it must inform the employee in writing and the employee must avoid, discontinue or modify his/her participation in such activities accordingly. Disclosures and their assessment by the manager must be documented.

## **2.5 GIFTS, HOSPITALITY & OTHER BENEFITS**

Accepting a gift, a benefit or an offer of hospitality for oneself or for a colleague, family member or friend can lead to uncomfortable situations or to real or perceived conflicts of interest.

Employees may occasionally accept unsolicited gifts, hospitality, free travel, tickets, or invitations to sports or entertainment events (e.g., baseball/football game, round of golf, theatre show or concert) or other benefits, but only if they have a value of \$100.00 or less, subject to the conditions expressed below. It is also permitted to occasionally accept a working meal of reasonable value paid for by a third party.

All gifts, hospitality, free travel, tickets, or invitations to sports or entertainment events or any other benefits must be declared to your manager, by filling in the gifts register form. The record will be kept in file on Monday.com for the Chief Executive Officer (CEO) to view.

However, employees must not accept gifts, hospitality, free travel, tickets, or invitations to sports or entertainment events or any other benefits:

- That could influence, or be perceived to influence, their judgment and/or their performance of duties;
- That are offered by a business partner and/or supplier of goods or services involved in an active request for proposal, sole source contract procedure or contract discussions, or in the six months following such a process, or as soon as they know such a process will begin in the near future;
- That are offered by a business partner and/or supplier whose performance the employee is evaluating;
- That are cash, loans, discounts or work rendered free of charge for personal purposes;
- If the total value of what has been received from the same source within a 12 months period would exceed \$1000

In circumstances where refusing a gift worth more than \$100 would prove rude or problematic, an employee is permitted to accept it; however, it becomes the property of The Community Builders NZ Trust and must be handed over to the employee's manager, who in liaison with the CEO, must decide how to best and fairly use or dispose of it.

Employees must also refuse invitations to a conference or other formal gathering not mentioned above, organised or sponsored by an external party, a supplier, potential supplier or business partner, unless their manager determines that their attendance at such an event would not compromise or appear to compromise the objectivity, independence, impartiality or integrity of the employee of The Community Builders NZ Trust.

### 3. EMPLOYEE AGREEMENT ON CONFLICTS OF INTEREST POLICY

I have read, understood, and agree to comply with the foregoing policy, rules, and conditions governing the Conflicts of interest policy. I am aware that violations of this policy may subject me to disciplinary action, including termination from employment, legal action and criminal liability. Furthermore, I understand that this policy can be amended at any time.

Conflicts of Interest Form Link : <https://form.iotform.com/231046931078859>

Management of Conflicts of Interest Form Link: <https://form.iotform.com/233591731398061>

#### **Step Process Chart: Managing Conflicts of Interest**

**Recognize, Respond with Respect, Resolve, and Reflect.**

##### **RECOGNISE:**

##### **Identification**

- *Description:* Identify potential conflicts of interest.
- *Action:* All staff, on induction and when a conflict of interest arises, are to disclose conflicts of interest promptly by completing the on line CBNZT conflicts of interest form, that is managed and held by the operations manager. The link to the form can be found in the CBNZT knowledge base on Monday.com
- *Responsible Party:* All stakeholders.

#### **Disclosure**

- *Description:* Report the conflict immediately using the online form found in the CBNZT knowledge base on Monday.com.
- *Action:* Submit a conflict of interest disclosure form and report the conflict of interest to your manager. All staff will complete this form on induction and when a conflict arises the conflicted individual will report this by filling in another form .
- *Responsible Party:* All staff and especially the conflicted individual

#### **Review and Assessment**

- *Description:* The Manager will evaluate the disclosed conflict objectively.
- *Action:* The Manager will fill in the Management action Plan form and assess the nature, severity, and potential impact of the conflict. If necessary the manager will liaise with the Chief Executive Officer (CEO) regarding appropriate actions to take. The CEO will report any conflicts of interest of staff members and how it is being managed to the board of trustees.
- *Responsible Party:* Manager, CEO, The board of Trustees

### **RESPOND WITH RESPECT:**

#### **Decision on Mitigation**

- *Description:* Determine strategies to mitigate the conflict.
- *Action:* Decide on steps to manage the conflict without compromising integrity.
- *Responsible Party:* Manager, CEO, The board of Trustees

#### **Communication and Transparency**

- *Description:* Communicate the conflict resolution plan.
- *Action:* Transparently communicate steps being taken to address the conflict. Your manager will sit with you and discuss the steps to be taken to mitigate the conflict. Depending on the severity, your Manager may have liaised with the CEO, who may have liaised with the Board of Trustees, to ensure appropriate steps have been taken. All conflicts of interest and action management plans that are in place will be held on the CBNZT knowledge base on Monday.com and able to be viewed at any time by authorised staff
- *Responsible Party:* Manager, CEO, then Board of Trustees

### **RESOLVE:**

#### **Implementation of Mitigation Measures**

- *Description:* Execute the decided mitigation strategies.
- *Action:* Implement recusal, restructuring, or other measures to manage the conflict.
- *Responsible Party:* Manager, CEO, The Board for Trustees

### **REFLECT:**

#### **Monitoring and Evaluation**

- *Description:* Monitor the effectiveness of implemented measures.
- *Action:* Regularly assess and review the conflict resolution plan's success.
- *Responsible Party:* Manager, CEO, then Board of Trustees

### **Policy Review and Updates**

- *Description:* Assess policies for improvements.
- *Action:* Review Conflict of Interest Policy and make updates based on lessons learned.
- *Responsible Party:* The Board of Trustees

### **Documentation and Record-Keeping**

- *Description:* Maintain records of conflict and resolution.
- *Action:* Document all steps taken, decisions made, and outcomes of conflict resolution. These will be held on the CBNZT knowledge base Monday.Com
- *Responsible Party:* The CEO and The Board of Trustees

### **Feedback and Continuous Improvement**

- *Description:* Gather feedback for ongoing improvement.
- *Action:* Seek input from stakeholders for enhancements in conflict management.
- *Responsible Party:* The Board of Trustees.



Ratified by Board: 5 March 2026 | Signed for B.O.T:  
Responsibility: Board of Trustees  
Reviewed: January 2026  
Next review date: January 2028

# Travel and Away-from-Home Work Policy

## 1. Purpose

The purpose of this policy is to provide clear, fair, and practical guidance for work-related travel and away-from-home work undertaken by staff, contractors, and volunteers of The Community Builders NZ Trust (CBNZ).

This policy aims to:

- Ensure people are treated consistently and fairly when required to travel for work
- Support staff wellbeing, health, and safety while travelling
- Clarify expectations around work time, travel time, and compensation
- Ensure appropriate use of Trust resources and public funds

## 2. Scope

This policy applies to:

- All permanent and fixed-term employees
- Part-time and casual staff
- Contractors (where specified in contracts or agreements)
- Volunteers (where prior approval is given)
- Board of Trustees

Different conditions may apply depending on employment or engagement type. Where there is any conflict, employment agreements or contracts take precedence.

## 3. Principles

CBNZ is a place-based, community-led organisation grounded in manaakitanga and whanaungatanga. In line with this, work-related travel should:

- Be necessary, reasonable, and approved
- Not place undue financial or personal burden on individuals
- Be undertaken safely and with wellbeing in mind
- Balance organisational needs with personal responsibilities

## 4. Approval for Travel

- All work-related travel must be approved in advance by the CEO (or delegated manager).
- Travel by the CEO must be approved by the Board Chair.
- Approval should consider purpose, duration, costs, health and safety, and workload implications.

## 5. What Is Considered Work-Related Travel

Work-related travel includes travel required to:

- Deliver programmes, events, or services
- Attend meetings, hui, training, or conferences
- Represent the Trust locally, nationally, or internationally
- Support community initiatives aligned with CBNZ's purpose

Normal commuting between home and the usual place of work is not considered work-related travel.

## 6. Travel Time and Work Time

- Travel that occurs during normal working hours is considered work time.
- Travel outside normal working hours may be:
  - Counted as work time where active work is undertaken, or
  - Recognised through time-in-lieu where appropriate.
- Long or complex travel arrangements should be discussed and agreed in advance.

The Trust encourages reasonable flexibility and will avoid excessive or unsafe working hours while staff are away from home.

## 7. Time-in-Lieu (TIL)

- Time-in-lieu may be granted where travel or work significantly exceeds normal hours.
- TIL must be approved in advance where possible, or retrospectively by the CEO.
- TIL should be taken within a reasonable timeframe, subject to operational needs.

## 8. Accommodation

- Where overnight stays are required, reasonable accommodation will be arranged or reimbursed.
- Accommodation should be safe, appropriate, and cost-effective.
- Shared accommodation should only be used where appropriate and agreed in advance.

## 9. Meals and Daily Expenses

- Reasonable meal costs incurred while travelling or working away shall be covered by a per diem payment prior to travel. This allowance is intended to cover meals and minor incidental costs when staff are required to stay away from home overnight.
- For international travel, per-diem rates (meals & incidentals) will be set based on the **NZ Ministry of Foreign Affairs & Trade per-diem schedule** for the destination country. Where MFAT rates are unavailable, the Board will adopt a reasonable daily per-diem benchmark of \$30-\$60NZD per day reflecting cost-of-living and destination travel conditions.
- Alcohol is not reimbursable unless approved in advance for official hosting or relationship-building purposes aligned with the Trust's kaupapa.
- Where meals are provided (e.g. conferences, hui, or events), additional meal costs should not be claimed.
- The allowance will be set at a reasonable level consistent with common NZ charity and public-sector practice and IRD guidance

- Receipts may still be required for GST or audit purposes
- Allowances that exceed actual additional costs may be treated as taxable and managed through payroll

The Trust may, at its discretion and subject to funding conditions, budget availability, and organisational financial capacity, provide support for travel-related expenses through one of the following methods:

- Reimbursement of actual and reasonable expenses incurred, supported by valid receipts; or
- Payment of a daily allowance (per diem) for approved travel periods; or
- Acceptance of an invoice for per diem payment based on the approved number of days away.

All arrangements must be approved in advance and comply with the Trust's financial policies and funding requirements.

## 10. Transport and Mileage

- The most cost-effective and practical transport option should be used.
- Use of private vehicles for work must be approved in advance.
- Where staff or contractors use their own vehicle for approved work-related travel, mileage may be reimbursed in line with Inland Revenue (IRD) kilometre rates to ensure tax compliance.

### IRD Kilometre Rates (NZ-specific guidance)

CBNZ adopts IRD kilometre rate guidance as the default reimbursement benchmark. As at the 2024–2025 income year:

- Petrol vehicles: Tier 1 up to the first 14,000km at the IRD rate (covering fixed and running costs), with Tier 2 applying thereafter (running costs only)
- Hybrid, electric, and diesel vehicles will be reimbursed at the applicable IRD-published rates for the relevant income year

The Trust will review kilometre rates annually following IRD updates. Mileage reimbursements made within IRD guidance are intended to be non-taxable.

- Parking, tolls, public transport, flights, and other necessary transport costs may be reimbursed where incurred for approved work purposes.

## 11. Health, Safety, and Wellbeing

- Staff must take reasonable care of their own health and safety while travelling.
- Fatigue management should be prioritised, including adequate rest breaks.
- Unsafe travel conditions should be avoided.
- Any incidents, accidents, or near misses must be reported in line with the Health & Safety Policy.

## 12. Reimbursements and Claims

- All claims must be supported by receipts where reasonably practicable.
- Mileage claims must include date, purpose of travel, and distance travelled.
- Claims should be submitted within a reasonable timeframe, normally within one month of travel.
- Reimbursements will be processed through standard payroll or accounts processes in line with the Trust's Finance Policies and delegations.

The Trust will maintain clear records of travel and expense reimbursements to meet audit, Charities Services, and Inland Revenue requirements.

## 13. Responsibilities

### Board of Trustees

- Approves CEO travel and oversees that travel and expense practices align with the Trust Deed and charitable purpose

### CEO

- Approves staff travel and away-from-home work
- Ensures this policy is applied consistently and within approved budgets
- Holds delegated authority from the Board in line with the Trust Deed

### Staff, Contractors, and Volunteers

- Seek approval before travelling or incurring expenses
- Act responsibly, cost-effectively, and in the best interests of the Trust
- Submit claims accurately and honestly

## 14. Related Policies and Documents

- Trust Deed (Clauses relating to trustee powers, delegation, and reimbursement of expenses)
- Finance Policies and Financial Delegations
- Health & Safety Policy
- Remuneration and Payroll Policy
- Code of Conduct



Ratified by Board: 5 March 2026 | Signed for B.O.T:  
Responsibility: Board of Trustees  
Reviewed: January 2026  
Next review date: January 2028

F. HEALTH & SAFETY

- Health & Safety policy
- Work safe accident investigation form
- Near miss incident & Accident registration template
- Hazards Identification form
- Emergency Evacuation Policy & Procedure
- Emergency Evacuation Map
- Emergency Lockdown Record Template
- Reporting on an issue with property or equipment
- Working alone
- Health & Wellbeing
- Family Violence
- Behaviour Management for Young People

# Health & Safety policy

The Community Builders NZ Trust Charitable Trust is committed to providing a safe and healthy environment for all employees, contractors, facilitators, volunteers and visitors.

We will make every reasonable effort to prevent accidents, protect from injury and promote Health and Safety.

The Community Builders NZ Trust Management team is responsible for providing and maintaining:

- a safe working environment
- safe systems of work
- facilities for the welfare of all workers, facilitators, volunteers, visitors and children
- any information, instruction, training and supervision needed to make sure that all workers, facilitators, volunteers, visitors and children are safe from injury and risks to their health
- a daily hazard check is conducted
- any areas of concern need to be addressed and documented immediately

Contractors, Volunteers & Facilitators are responsible for:

- ensuring their own personal health and safety, and that of others in and on the community house grounds whilst they carry out their duties
- complying with any reasonable directions (such as safe work procedures, wearing personal protective equipment) given by management for health and safety
- inform and get approval from Management for ALL activities at the Community House for the Health and Safety of additional visitors and children (See Child Protection Policy)

We expect volunteers, facilitators and contractors to -

*Understand the Health & Safety Policy and sign the visitors' book that confirms their knowledge of the Health and Safety procedures at The Community Builders NZ Trust.*

Signed Manager: .....

Signed Worker / Facilitator: .....

Date signed: .....

Date to be reviewed: .....



Ratified by Board: 5 March 2026 | Signed for B.O.T:

Responsibility: Board of Trustees

Reviewed: January 2026

Next review date: January 2028

# Work safe accident investigation form

## WORKSAFE ACCIDENT INVESTIGATION FORM

### ACCIDENT INVESTIGATION FORM



Name of organisation:	Nature of damage:
Branch/department:	
<b>1. Particulars of Accident</b>	
Date of accident: DD / MM / YEAR	Object/substance causing damage:
Time:	
Location:	
Date reported: DD / MM / YEAR	
<b>2. The Injured Person</b>	<b>4. The Accident</b>
Name:	Description:
Address:	Describe what happened. If this was a vehicle accident, add a drawing of the accident scene on the other side of this page.
Date of birth: DD / MM / YEAR	
Phone number:	
Length of employment - at plant:                      on job:	
Type of injury:	Analysis:
<input type="checkbox"/> Bruising <input type="checkbox"/> Dislocation <input type="checkbox"/> Strain/sprain	What caused the accident?
<input type="checkbox"/> Scratch/abrasion <input type="checkbox"/> Internal <input type="checkbox"/> Fracture	
<input type="checkbox"/> Amputation <input type="checkbox"/> Foreign body <input type="checkbox"/> Laceration/cut	
<input type="checkbox"/> Burn/scald <input type="checkbox"/> Chemical reaction	
<input type="checkbox"/> Other: (specify injured part of body)	
Comments:	
<b>3. Damaged Property</b>	
Property or material damaged:	
	How serious could it have been?
	<input type="checkbox"/> Minor <input type="checkbox"/> Serious <input type="checkbox"/> Very serious
	How often is this likely to happen again?
	<input type="checkbox"/> Never <input type="checkbox"/> Rarely <input type="checkbox"/> Occasionally <input type="checkbox"/> Often

WORKSAFE NEW ZEALAND

WORKSAFE NEW ZEALAND  
PO Box 165, Wellington 6140  
0800 030 040 www.worksafe.govt.nz

New Zealand Government

## WORKSAFE ACCIDENT INVESTIGATION FORM continued

### Prevention:

What action has or will be taken to stop another accident like this happening?

Tick items already actioned.

Write below if you need more space.

ACTION	TICK	BY WHOM	WHEN

### 5. Treatment and Investigation of Accident

Type of treatment given:

Name of person giving first aid:

Doctor/Hospital:

Accident investigated by:

Date: DD / MM / YEAR

WorkSafe advised:  Yes  No

Date: DD / MM / YEAR

# Near miss incident & Accident registration template

## Near Miss, Incident and Accident Registration Template

Name	Time and Date	Near Miss Incident Accident	Description of Injury	When and How Accident or Incident Happened	Recorded into Hazard Register	
					✓ YES	✓N NO
		<input type="checkbox"/> Near Miss <input type="checkbox"/> Incident <input type="checkbox"/> Accident				
		<input type="checkbox"/> Near Miss <input type="checkbox"/> Incident <input type="checkbox"/> Accident				
		<input type="checkbox"/> Near Miss <input type="checkbox"/> Incident <input type="checkbox"/> Accident				
		<input type="checkbox"/> Near Miss <input type="checkbox"/> Incident <input type="checkbox"/> Accident				
		<input type="checkbox"/> Near Miss <input type="checkbox"/> Incident <input type="checkbox"/> Accident				
		<input type="checkbox"/> Near Miss <input type="checkbox"/> Incident <input type="checkbox"/> Accident				
		<input type="checkbox"/> Near Miss <input type="checkbox"/> Incident <input type="checkbox"/> Accident				
		<input type="checkbox"/> Near Miss <input type="checkbox"/> Incident <input type="checkbox"/> Accident				
		<input type="checkbox"/> Near Miss <input type="checkbox"/> Incident <input type="checkbox"/> Accident				
		<input type="checkbox"/> Near Miss				

		<input type="checkbox"/> Incident				
		<input type="checkbox"/> Accident				

**NB:** All Accidents must also be recorded on the WorkSafe "Accident Investigation" form. Follow guidelines for Notifiable Events in Health and Safety Manual

## Hazards Identification form

Hazards		Yes	Further action needed	N/a

Hazards noted	Actions taken and when

Name (and position)	Signature	Date
---------------------	-----------	------

# Emergency Evacuation Policy & Procedure

## Purpose

To ensure all staff at the worksite know what to do in the event of an emergency evacuation situation. That there are effective emergency response procedures in place and that the emergency response procedures are followed in the event of an emergency.

## Scope

This policy applies to all staff and volunteers who act on behalf of The Community Builders NZ Trust.

A workplace would usually trigger an emergency evacuation for significant threats or hazards that impact on health, safety, or security of people and assets in the workplace.

Reasons for an emergency evacuation:

- Fire or extreme smoke from fire in surrounding buildings
- Chemical or hazardous substance spill
- Gas leak / atmospheric hazardous substance
- Dangerous animal / insects
- Natural disaster: flooding, extreme weather
- Potentially violent or dangerous person nearby
- Structural failure
- Terrorist attacks / threats to staff or persons within the workplace
- Any other impending threat to staff and volunteers

## Policy

An emergency evacuation would be used anytime a threat is present that requires staff/ volunteers/ visitors within the workplace to be removed from the facility.

One designated Warden must be nominated to manage the emergency evacuation procedure

A safe space needs to be available outside the workplace; have enough room for all people to engage safely, access to appropriate heating or cooling and preferably have access to toilet facilities where possible.

Designated safety site is available on the evacuation map

If able, all doors and windows are to be locked by the warden once all other people have been evacuated to the safe space.

Communication channels such as social media, phone numbers, text and radio must be pre-determined to keep all parties informed of the situation.

Text/Phone messages will be sent to all relevant people within the organisation

The Manager will keep the Board updated on events

The Manager will update The Community Builders NZ Trust Social Media platforms

Should the evacuation go on for several hours, access to first aid kit, food and water is vital

Depending on the location of the threat, it may be safe to remove everyone to a safe place inside of the building. All staff/volunteers will be aware of other potential places to remain safe within the surrounding area.

The Warden will ensure the Emergency Evacuation Procedure/drills are to occur bi-annually and a record made and filed in a safe place. All staff, contractors and volunteers will be notified prior to a drill taking place.

## Evacuation Procedure

- Sound the alarm and quickly and calmly remove all people into the safe space as designated
- Where able close and lock all windows and doors
- Where able close all/any curtains or blinds
- Turn off lights/music/electrical devices
- Ensure everyone is present and accounted for
- Once everyone is safe and in the designated safe spaces, police must be informed of the situation (call 111)
- Once the evacuation has been determined, no one is to enter or exit the premises until all clear has been given. In the event a parent/guardian/whanau member arrives to collect a Rangatahi they will be required to remain with the group until all clear has been given by the police
- No one is to enter the premises until all clear has been given by the Police
- Inform parents/guardians/whanau of proceedings as best you can via text/phone or messaging through social media platforms

In the event of a threat to safety of all peoples present at the house the alarm should be immediately activated

- On hearing the alarm evacuate the building immediately
- DIAL 111
- Assemble at the evacuation assembly area (outside the headquarters gates)
- The designated Warden to cross check all visitors at the house have been accounted for. (If safe obtain the sign-in visitor books from the headquarters to cross check)
- The Warden should meet the Emergency services at the front of the headquarters
- Be prepared to move further away from The CBNZ Trust Headquarters if the location is unsafe.

## Following the Evacuation Procedure

- The aftermath of the evacuation will require careful management as even in the “best case” scenario of no one being injured there may be traumatised staff, contractors and volunteers, and disruption to the kaupapa
- The Community Builders NZ Trust Spokesperson will liaise with the media if necessary. Employees are not to communicate with media
- The Manager will decide whether to temporarily close, or continue operating for the rest of the working day
- Ensure the continued monitoring and wellbeing of all persons involved including their whanau and where appropriate offer support
- All Staff/Volunteers will be offered leave, counselling, and support



Ratified by Board: 5 March 2026 | Signed for B.O.T:  
Responsibility: Board of Trustees  
Reviewed: January 2026  
Next review date: January 2028



The Otara Mara Kai  
 Nominated Drill Officer: Taurra Monga (OMK Empowerment Lead)  
 Drill Date: PA - June



Emergency Evacuation Drill / Actual Record Sheet  
 This form is to be completed by all KEY persons and kept on file

<b>Comments – Improvements, issues, overall performance</b>

Worksite Location			
Date:	Time:		
Warden name:	Phone:		
Was the evacuation an emergency <input type="checkbox"/>	Or planned <input type="checkbox"/>		

Time taken to complete evacuation of the building	Minutes	Seconds
Did all occupants respond immediately to the alarm/alert?	Yes	No
Did all occupants evacuate safely, expeditiously, and efficiently?	Yes	No
Could the alarm/alert be heard in all areas?	Yes	No
Were all smoke and Fire control doors closed if applicable?	Yes	No

Were all Wardens and Staff familiar with the procedure?	Yes	No
Did all Wardens wear identification in accordance with the policy?	Yes	No
Was the correct assembly area used?	Yes	No
Are all evacuation notices in place?	Yes	No
Has Firefighting equipment been serviced in the last 12 months?	Yes	No
Did the person responsible call/pretend to call emergency services?	Yes	No
Were any building issues identified?	Yes	No

Name of Warden	
Signature	
Date next drill to be actioned	

### Evacuation Drill Process for The Community Builders NZ Trust

#### 1. Planning and Preparation:

- Identify Emergency Exits: Survey the premises to identify primary and alternative emergency exits. Ensure these exits are clearly marked and easily accessible.
- Emergency Response Team: Designate an emergency response team responsible for coordinating and executing evacuation drills. This team should consist of trained staff members representing various areas of the organization.
- Communication Plan: Establish a communication plan outlining how the evacuation drill will be announced, the use of alarms or communication devices, and methods for guiding individuals to safety.

#### 2. Pre-Drill Announcement:

- Notify Participants: Inform all staff members, volunteers, and occupants about the upcoming evacuation drill. Clearly communicate the date and time of the drill.
- Explain Objectives: Outline the objectives of the drill, emphasizing the importance of practicing evacuation procedures for everyone's safety.

#### 3. Conducting the Drill:

- Activate Alarms or Announcements: Initiate the evacuation drill using the predetermined method, such as sounding alarms or making announcements.
- Evacuation Procedures: Instruct everyone to follow the established evacuation routes and gather at the designated assembly area(s) outside the building.
- Account for Participants: Conduct roll calls or use checklists to ensure all individuals have evacuated safely. Designate specific staff members to assist anyone requiring additional support during the evacuation.
- Simulation of Emergency Scenarios: Introduce various emergency scenarios (fire, earthquake, etc.) in different drills to prepare occupants for different situations.

#### 4. Post-Drill Evaluation:

- Debriefing Session: Hold a debriefing session after the drill to gather feedback from participants. Discuss any challenges faced and areas for improvement.
- Documentation: Document the drill's success, including the time taken to evacuate, any issues

encountered, and recommendations for improvement.

5. Review and Improvement:

- Review Procedures: Regularly review and update evacuation procedures based on feedback, changes in building layout, or updated safety protocols.
- Training and Education: Conduct regular training sessions to ensure all staff members and occupants are familiar with evacuation procedures and their roles during emergencies.
- Mock Drills Schedule: Establish a schedule for conducting evacuation drills at regular intervals (quarterly, semi-annually, etc.) to maintain preparedness and improve response times.

6. Compliance and Implementation:

- Policy Adherence: Ensure that all staff members adhere to the established evacuation procedures and participate actively in drills.
- Follow-Up Actions: Implement any necessary corrective actions or improvements identified during post-drill evaluations.

Conclusion:

The Community Builders NZ Trust prioritizes the safety and well-being of its occupants. Regular evacuation drills are essential for maintaining readiness and ensuring a swift and coordinated response in case of emergencies.



Ratified by Board: 5 March 2026 | Signed for B.O.T:

Responsibility: Board of Trustees

Reviewed: January 2026

Next review date: January 2028

# Emergency Lockdown Record Template

## Purpose

To provide a secure building or site by controlling the access and/or egress of people to and from a workplace

## Scope

This policy applies to all staff and volunteers who act on behalf of The Community Builders NZ Trust.

A workplace would usually trigger an emergency lockdown for significant threats or hazards that impact on health, safety, or security of people and assets in the workplace.

Reasons for an emergency lockdown:

- Fire or extreme smoke from fire in surrounding buildings
- Chemical or hazardous substance spill
- Gas leak / atmospheric hazardous substance
- Dangerous animal / insects
- Natural disaster: flooding, extreme weather
- Potentially violent or dangerous person near by
- Structural failure
- Terrorist attacks / threats to staff or persons within the workplace
- Any other impending threat to staff and volunteers

## Policy

An emergency lockdown would be used anytime a threat is present that requires staff/ volunteers/ visitors or contractors within the workplace to be secured within the facility.

The Safety Warden must manage the emergency lockdown procedure. The safety warden is the manager or shift/area supervisor on site at the time of the incident

An emergency lockdown means that all windows and external doors are closed and locked and where possible internal doors are locked, and all persons have been moved to a safe space/location within the facility.

A safe space needs to have no visibility from the outside, have enough room for all people to engage safely, access to appropriate heating or cooling and preferably have access to toilet facilities where possible.

Work safe space would be in the agreed space of each site.

All doors and windows are to be locked by the warden once all other people have been moved to the safe space.

Communication channels such as social media, phone numbers, text and radio must be pre-determined to update whanau and keep all parties informed of the situation.

The Manager will update The Community Builders NZ Trust Social Media platforms.

Should the lockdown go on for several hours, access to first aid kit, food and water is vital.

Depending on the location of the threat, it may be safe to remove everyone to a safe place outside of the building. All staff/volunteers will be aware of other potential places to hide within the surrounding building.

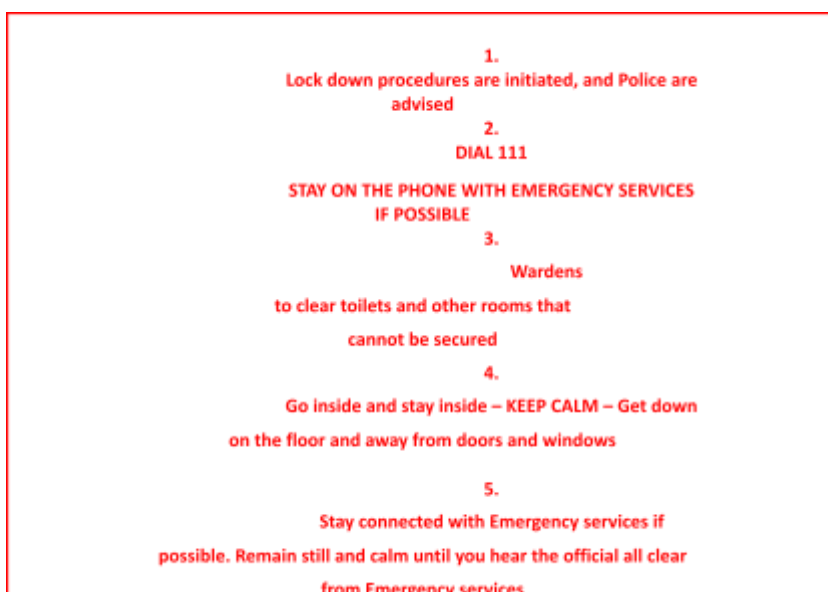
The designated warden will ensure the Lockdown Procedure/ drills are to occur bi-annually and a record made and filed in a safe place. Staff/ volunteers/ visitors and contractors on site will be notified prior to a drill taking place.

#### Lockdown Procedure

- Sound the alarm (shout LOCKDOWN, avoid using the fire alarm) and quickly and calmly remove all people into the safe space as designated
- Close and lock all windows and external doors or barricade with furniture where applicable
- Close all/ any curtains or blinds
- Turn off lights/ music/ anything making sound
- Ensure everyone remains low to the ground and away from windows or doors
- Ensure everyone remains as quiet as possible
- Ensure everyone is present and accounted for
- Once everyone is safe and in the designated safe spaces, police must be informed of the situation (call 111)
- Once lockdown has been determined, no one is to enter or exit the premises until all clear has been given. In the event a parent/ guardian/ whanau member arrives to collect a Rangatahi they will be required to remain with the group until all clear has been given by the police
- No one is to answer the door or open a window until all clear has been given by the Police
- Inform parents/ guardians/ whanau of proceedings as best you can via text/phone or messaging through social media platforms

#### Lockdown Procedure

**An event occurs outside of the building which poses an immediate threat to all inside The Community Builders NZ Trust buildings and facilities**



### **Following the Lockdown Procedure**

- The aftermath of the lockdown situation will require careful management as even in the “best case” scenario of no one being injured there may be traumatised staff and Rangatahi, concerned parents, disruption to the kaupapa and media interest
- The Community Builders NZ Trust Spokesperson will liaise with the media if necessary. Employees are not to communicate with media
- The Manager will decide whether to temporarily close, or continue operating for the rest of the working day
- Ensure the continued monitoring and wellbeing of all persons involved including their whanau and where appropriate offer support
- All Staff will be offered leave, counselling, and support

**Lockdown Drill / Actual Record Sheet**

This form is to be completed by all KEY persons and kept on file

<b>Comments – Improvements, issues, overall performance</b>

Worksite Location			
Date:	Time:		
Warden name:	Phone:		
Was the lockdown an emergency <input type="checkbox"/>	Or planned	<input type="checkbox"/>	

Time taken to completely lockdown the building	Minutes	Seconds
Did all occupants respond immediately to the alarm?	Yes	No
Did all occupants safely, expeditiously, and efficiently proceed to the safe area?	Yes	No
Was the correct safe area used?	Yes	No
Could the alarm be heard in all areas?	Yes	No
Were all doors/windows locked and barricaded where necessary?	Yes	No
Was roll call structured in a timely manner?	Yes	No
Were all occupants accounted for?	Yes	No
If all occupants weren't account for – were they located?	Yes	No
Are all Lockdown notices in place?	Yes	No
Did the person responsible call/pretend to call the emergency services?	Yes	No
Were any building issues identified?	Yes	No

Name of Warden	
Signature	
Date next drill to be actioned	

# Reporting on an issue with property and equipment

Any staff member or volunteer that sees an issue with the facilities, including but not limited to the community house/building/container/vehicle or equipment within the facilities of the community house/building/container/vehicle are expected to complete the below form and forward it to the House Manager or Manager or CEO for action.

**Please circle the appropriate event**

<b>Reported by:</b>	<b>Location of issue:</b>
<b>Date of report:</b>	<b>Time of report:</b>

Tell us about the problem:
<b>Describe immediate actions taken if any:</b>
<b>Please attach any supporting photos or documents with this form</b>

**Form received by:**

.....

# Working alone

**Statement** - Where the conditions of service delivery or its associated tasks require staff to work alone, both the individual staff member and managers have a duty to assess and reduce the risks which working alone presents.

This procedure should be read in conjunction with the main Policy and Employee Handbook and the relevant Health and Safety policies.

**Purpose** - This policy is designed to alert staff to the risks presented by working alone, to identify the responsibilities each person has in this situation, and to describe procedures which will minimise such risks. It is not intended to raise unnecessary anxiety, but to give staff a framework for managing potentially risky situations.

**Scope** - all staff who maybe working alone, at any time, in any of the situations described in the definition below.

**Context** - Services are increasingly being offered on an afterhours basis and at times communication may be difficult. Our Regional Co-ordinators and some other staff will be involved in events/ activities over the weekends and outside of normal working hours that will entail them working on their own.

Staff working out in the community face the same risks as anyone else, as well as those directly related to their work. Within the organisation's overall policy relating to safer working practices, support for lone workers is an essential part, and the same principles apply, particularly:

- A commitment to supporting staff and managers both in establishing and maintaining safe working practices.
- Recognising and reducing risk.
- A commitment to the provision of appropriate support for staff.
- A clear understanding of responsibilities.
- The priority placed on the safety of the individual over property.
- A commitment to providing appropriate training for staff.

Equipment such as mobile phones, personal alarms, and torches will be made available as appropriate.

**Definition** - Within this document, 'working alone' refers to the situations where staff in the course of their duties work alone in the community, organising events, in the homes of individuals, or in their own home, or may be the only staff member present in an office or other establishment maintained by the organisation or by one of its partner agencies.

## Mandatory Procedures

### *Security of Buildings*

- Employees are responsible for ensuring that all appropriate steps are taken to control access to the building, and that emergency exits are accessible.
- Staff working alone must ensure they are familiar with the exits and alarms.
- There must be access to a telephone and first aid equipment for staff working alone.
- If there is any indication that a building has been broken into, a staff member must not enter alone, but must wait for backup.

### *Personal Safety*

- Staff must not assume that having a mobile phone and a backup plan is a sufficient safeguard in

itself. The first priority is to plan for a reduction of risk.

- Staff should take all reasonable precautions to ensure their own safety, as they would in any other circumstances (see Appendix 1).
- Staff must inform their line manager or other identified person when they will be working alone, giving accurate details of their location, and following an agreed plan to inform that person when the task is completed. This includes occasions when a staff member expects to go home following a visit rather than returning to their base.
- Managers must ensure that there is a robust system in place for signing in and out, and that staff use it.
- Staff such as an Active Families coordinator, who works to a pre-planned programme of visits, must inform their line manager if they deviate from the programme.
- If a member of staff does not report in as expected, an agreed plan should be put into operation, initially to check on the situation and then to respond as appropriate.
- Arrangements for contacts and response should be tailored to the needs and nature of the team. Issues to take into account include:
  - Staffing levels and availability; developing links with a family member or a reliable friend may be the best out of hours' solution.
  - The identified risks.
  - Measures in place to reduce those risks.
- Where staff work alone for extended periods and/or on a regular basis, managers must make provision for regular contact, both to monitor the situation and to counter the effects of working in isolation.
- Staff working in the community should be issued with a mobile phone; they are responsible for checking that it is charged, in good working order, and with sufficient credit remaining with the relevant provider. Personal alarms may also be provided by request.
- Staff should take particular care if transporting people in their own cars.

### **Assessment of Risk**

- In drawing up and recording an assessment of risk, the following issues should be considered, as appropriate to the circumstances:
  - The environment – location, security, and access.
  - The context – nature of the task, any special circumstances.
  - The individuals concerned – indicators of potential or actual risk.
  - History – any previous incidents in similar situations.
  - Any other special circumstances.
- All available information should be taken into account and checked or updated as necessary.
- Where there is any reasonable doubt about the safety of a lone worker in a given situation, consideration should be given to sending a second worker or making other arrangements to complete the task.
- While resource implications cannot be ignored, safety must be the prime concern.

## **Planning**

- Staff should be fully briefed in relation to risk as well as the task itself.
- Plans for responding to individual service users or situation that present a known risk should be regularly reviewed and discussed with the Health and Safety Committee.
- Communication, checking-in, and fall back arrangements must be in place.
- The team manager is responsible for agreeing and facilitating these arrangements, which should be tailored to the operating conditions affecting the team.

## *Reporting*

- Should an incident occur, the reporting and debriefing should follow the guidance in the Accident Management policy.
- The identified person should debrief in the first instance; if this is not the staff member's line manager, that manager should be informed as soon as practicable, and continue the process.
- The CEO must be informed of the incident by the Manager and the CEO will report the incident to the board

## *Support Following an Incident*

- The support available should be as described in the Accident Management Policy.

## *Staff Working at Home*

- Staff working from their own homes should take every reasonable precaution to ensure that their address and telephone number remain confidential.
- There should be regular contact with their line manager or other designated person if working at home for extended periods, and an appropriate reporting in system should be used if making visits from home.

## **Practice Guidance for Staff in Remote Locations**

### *Personal Safety*

- 'Reasonable precautions' might include:
  - Checking directions for the destination.
  - Checking whether a person or the activity/ site or event environment is known to present a risk and the agreed plan for working with them.
  - Ensuring your car, if used, is roadworthy and has breakdown cover.
  - Avoiding where possible, poorly lit or deserted areas.
  - Taking care when entering or leaving empty buildings, especially at night.
  - Ensuring that items such as laptops or mobile phones are carried discreetly.
- Out of normal working hours, the identified contact may be a team leader, or possibly a family member/flatmate rather than the line manager. This should only be by prior arrangement, and they should be fully briefed by the relevant line manager on the procedure to follow.
- All staff should report any concerns about out of office hours to their project leaders. Operation Managers should report any concerns about out of office activities to the CEO.
- The agreed plan for contact or emergency response may be a standard one for the team or specific to the individual situation. It should be recorded and readily accessible by the identified person, and updated as necessary. It may be appropriate to agree on a code word or phrase to indicate that assistance is required.

- Managers should be particularly aware of the importance of such arrangements for staff that live alone.
- At any time, if an individual/s staff member feels unsafe while working alone, they must close down the facility immediately and call for back up, and/or call the police on 111

#### *Assessment of Risk*

- ‘Special circumstances’ may include the most recent events and the person’s response, the indication of alcohol or substance use, the presence of a dog, or any other factors specific to the situation which might affect the assessment.

#### *Monitoring and Review*

- The ongoing implementation of the Working Alone Policy will be monitored through the supervision process.
- Working Alone and Risk Assessment will be regular agenda items for team meetings.
- Any member of staff with a concern regarding these issues should ensure that it is discussed with their supervisor or with the Health and Safety committee, as appropriate.
- The policy will be reviewed as part of the regular cycle of reviews, unless changing circumstances require an earlier review.

#### *Pro-active Personal Safety*

It is not wise to rely on alarm systems or breakaway techniques to get you out of trouble – there are a number of things that you can do to avoid trouble in the first place. The organisation has a responsibility as an employer to ensure the health, safety, and welfare of staff; but employees also have a duty to take reasonable care of themselves.

This is not about raising anxiety levels, but about recognising potential dangers and taking positive steps to reduce risks, for yourself and for service users in your care.

#### *Be Aware of the Environment*

- Know what measures are in place where you work: check out alarm systems and procedures, exits and entrances, and the location of the first aid supplies.
- Make sure that your car and mobile phone are in good working order, and that electrical and other mechanical equipment is safe to use. Check the instructions for use, and ensure that faults are reported/dealt with.
- If your work takes you into areas which are isolated, poorly lit at night, or known for high crime rates, arrange to check in when the visit is over, or work with a partner.
- If a potentially violent situation occurs, be aware of what might be used as a weapon against you, and of possible escape routes.
- Try to maintain a comfortable level of heating and lighting in buildings you control.

#### *Be Aware of Yourself*

- Think about your body language. What messages are you giving?
- Think about your tone of voice and choice of words. Avoid anything which could be seen as sarcastic or patronising.
- Think about what you are wearing. Is it suitable for the task? Does it hamper your movement? What signals does it send out? In a potentially risky situation, does a scarf or tie offer an opportunity to an assailant?
- Be aware of your own triggers – the things that make you angry or upset.

### *Be aware of Other People*

- Take note of their non-verbal signals.
- Be aware of their triggers.
- Don't crowd people – allow them space.
- Make a realistic estimate of the time you will need to do something, and don't make promises which can't be kept either by you or on someone else's behalf.
- Be aware of the context of your meeting.
- Listen to them, and show them that you are listening.

### *Going Offsite*

Staff making an initial visit should have access to all available relevant information in order to make a reasoned judgement of any potential risk. Agencies must be encouraged to share all relevant information when making a referral for a service, and protocols agreed where appropriate. The following issues should be considered, as appropriate to the circumstances:

- The environment – location, security, and access.
- The context – nature of the task, special circumstances, likely outcomes.
- The individuals concerned – indicators of potential or actual risk.
- History – any previous incidents in similar situations.
- Any other special circumstances.

### *The Environment*

- It is the responsibility of the organisation to assess the risks presented by the building itself – access, layout, furnishings, lighting, and temperature control – and to take appropriate action.
- Alarm systems must be accessible and tested regularly.
- All staff must be familiar with the alarms, and be given clear instructions on how to respond to them.
- If people are being accompanied on transport or in a public place, or visited at home; there must be an appropriate assessment of the risks that this might present.

### *Personal*

- In order to make a complete assessment, any history of previous difficulties, incidents, or risks should be investigated.
- Any information regarding known risks must be recorded.
- Staff must be aware of the need to inform their manager or a family member of their whereabouts and likely timeframe from commencement of a trip/activity and completion. Failure to check in will then elicit the required response from the contact person.

### *Sharing Information*

- Information should be shared with due regard to issues of confidentiality and data protection.
- Within the Health Team, staff should ensure that relevant information concerning violent or abusive individuals is shared appropriately with other establishments or sections.
- Where people may be known to other agencies, staff should inform that agency of incidents and of the specific care plan currently being implemented.

### *Planning*

- If visiting a site or person where a risk has been identified, always consider a joint visit or an office-based meeting as alternatives.

- Ensure there are agreed contacts in case of an emergency and a system for reporting back at the end of a visit.
- Take into consideration the current situation and any previous events which have caused problems.



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Responsibility: Board of Trustees

Reviewed: January 2026

Next review date: January 2028

# Health & Wellbeing

## *Why we have this policy*

- We want our workplace to have a positive and healthy culture.
- To achieve that our workplace policies, practices and environments are designed with your wellbeing in mind.
- This policy applies to all employees at our workplace, and to anyone who comes into our workplace.

## *Mental wellbeing*

- Our workplace has a role in promoting, protecting and supporting our employees' mental wellbeing.
- We recognise the experience of mental distress is common and that anyone can be affected at any stage of their lives.
- We are committed to supporting any employees experiencing mental distress.
- If you are experiencing distress, we will do as much as we can to help you to stay at work and/or support your return to work when you are ready.
- Any health conditions or disabilities will be treated in confidence.
- We will never share any information about you unless you have agreed to it, and only to ensure your wellbeing and safety and that of those around you.

## *How we will promote good mental wellbeing*

As your employer, we will do the following:

- Encourage a culture of openness – you can speak up about any concerns at any time and know you will be heard.
- Make sure you feel supported to seek help for any issues or distress, including using our conflict resolution processes.
- Make sure you understand what is expected of you at work – in your work tasks and what is acceptable behaviour.
- Check in with you at agreed times to ensure your workload is manageable, and to discuss any issues.
- Offer flexible work practices wherever possible and/or legally required.
- Support opportunities for professional skills development and growth.
- Employ and promote you based on your abilities, rather than any perceived disabilities.
- Not tolerate bullying, harassment, or discriminatory behaviour.

Our expectations of you

You can do a lot to protect your own mental wellbeing at work.

As our employee, we expect you to:

- treat everyone with respect and civility
- speak up if you need help or support
- speak up about any bullying, harassment, or discriminatory behaviour you notice happening in our workplace
- take your own steps to stay mentally healthy at work (eg taking rest breaks, speaking up if stressed)
- support workmates to speak up if they need help for anything affecting their mental health
- access support if you need it – see the Help finding support section below, in this policy
- ask about options (eg flexible working arrangements, special leave) if you feel you need time away from work to manage your mental health.

### *Encouraging positive actions*

To maintain a mentally healthy workplace we will:

- consult with you and other staff about what workplace wellbeing means to you, and what initiatives you might like
- provide contact details for support services you can access easily and discreetly
- encourage you to take breaks, both to rest and to connect with others
- support mental health and wellbeing initiatives, such as Mental Health Awareness Week
- encourage you to get outside during breaks, which is good for your physical and mental wellbeing

### *Help finding support*

There may be times you need support to deal with difficult issues or to help someone close to you deal with theirs.

If you need support we will:

- encourage you to ask for help as early as possible to reduce the chances of problems growing - all disclosures will be treated confidentially
- do what we can to help you find the support you need and allow you time off work to deal with issues, as set out in the sick leave section of your employment agreement
- encourage you to seek appropriate help if you know or strongly suspect an employee might harm themselves or needs help – or if you need help yourself.
- We will look to offer an Employee Assistance Programme, which means you can access free, confidential and professional support.

You could also find support by:

- talking to your manager or a colleague for advice and support
- going to see your doctor or another health professional
- calling or texting 1737 to talk to a trained counsellor. This service is completely free and available 24/7.
- calling 111 if there is an immediate crisis.

### *Training*

We will train our managers and other appropriate employees how to recognise and respond to employees who need support in our workplace for whatever is causing distress.

That training could include; how to recognise employees with addiction issues or who are experiencing mental distress.

If you would like training, please talk to your manager .

We will also provide resources to you about other health and wellbeing subjects. If you feel you would like information on a particular issue, please ask your manager .

### *Stay at work/return to work*

We understand there are many reasons why you may need support coming back to work after time away from the workplace.

We also understand there may be times when some extra support or flexibility from us could help you stay at work during these times.

If you are away from work for any reason, we will keep communicating with you.

We will talk to you in ways in which you feel comfortable and will work alongside your support people and health professionals, (where appropriate) to see what changes we can make to help you come back to work, or to stay at work.

What we agree will be supported by a return-to-work/stay-at-work plan. This might include changing or being flexible about your work, including:

- hours
- tasks
- allowing you time off to get ongoing treatment/therapy
- your work location - if possible.

Based on our discussions, we will agree a return-to-work/stay-at-work plan that could include:

- building up your hours gradually
- swapping your usual work tasks to jobs you can manage
- allowing you to work from another work location, including your home, if possible
- regularly checking in with you to make sure you are okay and/or if we can improve anything further.

When you are back at work

When you have returned to work, we will continue to talk to make sure the plan is working for both of us. All details will be treated in confidence.

We would share your information only after discussions with you, only with your consent, and only to ensure the wellbeing and safety of you and those around you.

### *Breaches*

These policies reflect 'the way we do things around here'.

Depending on the seriousness of the breach, if you are found to have breached these policies we will:

- talk with you to make sure you know the terms of the policy you have breached, including what appropriate support we can offer (such as counselling, quit smoking support)
- make sure you know the required behaviour expected from now on
- take disciplinary action if necessary.

See our code of conduct and the 'Serious misconduct' clause of your employment agreement for more information about what behaviour is expected and what action may be taken for breaches.



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# Family Violence

## *Why we have this policy*

- We are committed to doing all we reasonably can to support employees who are victims of family violence.
- If you are affected by family violence you will not be discriminated against or treated unfairly. Where possible, we will protect the privacy of employees who are experiencing family violence.
- All requests for family violence leave or short-term safety measures at work will be considered urgently.
- We define family violence as physical, sexual or psychological abuse.

## *Leave Entitlement*

- Our employees can take up to ten days of paid domestic violence leave if they are affected by family violence, in addition to annual leave and sick leave.
- We may ask for supporting information from the police, government departments, a health professional or a family violence support service. This will be at the discretion of your manager and the CEO.
- For employees supporting someone affected by family violence, paid leave will be available for employees who are supporting someone affected by family violence, eg to go with them to court, to hospital or to mind children, at the discretion of the manager who will discuss this with the CEO. This leave is separate to domestic violence leave.

## *For employees who have perpetrated family violence:*

Paid leave of up to 10 days will be available for perpetrators who are committed to rehabilitation at the discretion of the manager and CEO. This leave is separate to domestic violence leave.

## *Staff training*

- Managers in our workplace will receive specialist training to provide appropriate referrals to specialist services for staff who are experiencing family violence.
- All of our staff will be trained to become aware of the support available for family violence issues. We will continue to reinforce training and awareness of family violence at our workplace.
- Managers in our workplace are identified as a “crisis team” and are trained to provide appropriate referrals and support to staff experiencing family violence.

## *Short-term safety measures*

A workplace safety plan will be developed between the employee who is concerned about their safety at work due to family violence and the manager, and CEO.

An employee is entitled to short-term flexible working arrangements including:

- flexibility in work hours and days of work
- flexibility in duties at work
- flexibility in place of work

Short-term flexible working requests will be considered urgently (within 10 working days or sooner).

The plan might also cover areas like:

- stopping the perpetrator from contacting the victim at work
- giving the employee a car park close to the workplace door
- designating a person to monitor attendance and follow up in the event of unplanned absences, including an appropriate emergency contact or potential code word to use in the event of danger
- change of work phone number and email address
- creating a “safe zone” if the victim and perpetrator of family violence are both employed in our business, to limit contact between the two at work

#### *Referrals to support services*

Our employees will know what the specialist support services are for those affected by family violence, and the appropriate services for those employees who want to stop using violence. This will be included in our induction for all new employees.

Our organisation will build relationships with specialist support service providers and will use their training for staff.



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# Behaviour Management for Young People

## Purpose:

The Community Builders NZ Trust is committed to creating a safe and supportive environment for young people engaging with our programs and services. This policy aims to provide clear guidance to staff on acceptable behavior expectations, interventions, and support mechanisms for managing challenging behaviors.

## Policy Statement:

### Safe and Supportive Environment:

- We prioritize the safety, well-being, and positive experience of young people participating in our programs.
- All staff are responsible for fostering an environment that encourages respect, inclusivity, and positive interactions.

## Expectations for Behavior:

- Young people are expected to conduct themselves in a manner that respects others, property, and the rules established by The Community Builders NZ Trust.
- Unacceptable behaviors include but are not limited to: physical aggression, verbal abuse, discrimination, vandalism, theft, substance abuse, and any action that endangers oneself or others.

## Behavioral Support Approach:

- Staff members will adopt a proactive approach, promoting positive behavior through encouragement, guidance, and clear communication of expectations.
- When managing challenging behaviors, interventions will prioritize de-escalation, conflict resolution, and constructive communication.

## Consequences and Support:

- Consequences for unacceptable behavior will be fair, consistent, and proportional to the situation.
- Support mechanisms will be in place to address the underlying causes of challenging behaviors, including counseling, mentorship, or referral to appropriate services.

## Confidentiality and Reporting:

- Confidentiality will be maintained when dealing with behavioral issues, adhering to privacy policies and legal requirements.
- Incidents involving unacceptable behavior will be documented and reported following established procedures.

## Procedure:

### Setting Clear Expectations:

- Staff will communicate behavior expectations to young people upon program entry, ensuring they understand the rules and consequences of their actions.
- Clear signage and written guidelines regarding expected behaviors will be displayed in program areas.

### Positive Reinforcement and Support:

- Staff will actively promote positive behaviors, offering praise, encouragement, and rewards for compliance with expectations.
- Support mechanisms such as counseling, mentoring, or peer support groups will be available for young people displaying challenging behaviors.

#### Managing Challenging Behaviors:

- In the event of challenging behavior, staff will intervene promptly using de-escalation techniques and non-confrontational approaches.
- If necessary, staff will remove the young person from the situation to ensure the safety of all involved.

#### Consequences and Follow-Up:

- Consequences for unacceptable behavior will be applied consistently and fairly, emphasizing a restorative rather than punitive approach.
- Staff will engage with the young person and, if appropriate, their guardian to discuss the behavior, consequences, and ways to prevent future occurrences.

#### Documentation and Reporting:

- Incidents involving unacceptable behavior will be documented accurately, including details of the behavior, interventions used, and follow-up actions taken.
- Reports will be filed securely and shared only with authorized personnel in accordance with confidentiality protocols.

#### Training and Review:

- Staff will receive training on behavior management techniques, conflict resolution, and de-escalation strategies.
- This policy and procedure will be reviewed annually to ensure its effectiveness and relevance.

#### Compliance:

All staff members of The Community Builders NZ Trust are required to adhere to this policy and procedure. Failure to comply may result in disciplinary action in accordance with the organization's policies.



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#### G. COMPLAINTS

- Complaints Policy & Procedure
- Complaints Register Template
- Harassment Policy
- Complaints Process For New Clients

# Complaints Policy and Procedure

## Purpose

To have a fair policy and set of procedures for situations where complaints cannot be resolved between the parties themselves.

## Scope

This policy applies to all staff and volunteers who act on behalf of The Community Builders NZ Trust.

The Community Builders NZ Trust is committed to the continual improvement of the services provided and to considering how services may be improved due to any complaints received. The Community Builders NZ Trust shall deal with complaints promptly, fairly and effectively.

## Policy

Client, staff, volunteers and Trustees of The Community Builders NZ Trust can expect a timely response to any complaints against The Community Builders NZ Trust, its representatives and/or the services provided.

We will show our commitment to this policy by:

- Welcoming complaints as an opportunity to improve our services.
- Ensuring that no-one is discriminated against because a complaint has been made.
- Building this commitment and attitude into staff training, Client, family contacts and correspondence within the organisation.
- The Community Builders NZ Trust will show an improved service as a result.

## Responsibility

It is the responsibility of the Manager to ensure:

- any complaints are registered and the Chief Executive Officer is notified
- Induction and training of staff and volunteers includes an overview of the Complaints Procedure
- Review of Procedures following resolution of the complaint
- Staff and Volunteer training following resolution of the complaint

It is the responsibility of the Chief Executive Officer to ensure:

Complaint timelines are followed and the complainant is kept informed of what is happening

- Signoff that complaint has been resolved
- The board is informed
- Review of Policies following resolution of the complaint
- Any necessary training be undertaken following resolution of the complaint

It is the responsibility of the Board of trustees to ensure:

- Review of Policies following resolution of the complaint
- Any necessary training be undertaken following resolution of the complaint

## Internal Complaint Process Checklist

The Complaints Register must be updated at every stage of the Complaints Procedure.

- Once the complaint has been resolved the Chief Executive Officer or Chairperson of the board must signoff as complete.
- Once the complaint has been resolved, the organisation must complete a review of the policy/ies and procedure/s relevant to the complaint and make changes as required to avoid any similar complaints being received in the future.
- Identify any areas of training or upskilling required by staff and/or volunteers

## Procedure

The Complaints Procedure will be exercised in a way that will ensure any person/organisation making a complaint has the opportunity to be heard and treated fairly, and that the complaint will remain confidential to the parties involved.

At any point all parties have the right to have their supervisors and/or advocate and/or Whānau/family support present.

We will show our commitment to this policy by:

- Welcoming complaints as an opportunity to improve our services
- Ensuring that no-one is discriminated against because a complaint has been made
- Building this commitment and attitude into staff training, Client, family contacts and correspondence within the organisation
- The Community Builders NZ Trust will show an improved service as a result

## The Process

### Step One

Approach the person/organisation directly about the problem in the first instance.

If you are not satisfied with their response, give a written description of the complaint to the Chief Executive Officer of The Community Builders NZ Trust's committee. If the complaint is about the CEO then write the complaint to the chairperson on the board of trustees.

Any written complaint received is a private document and will be seen only by the CEO and Trustees, the independent mediator and the person/organisation the complaint is directed at.

The Community Builder NZ Trust

Boardoftrustees@cbnz.org

The Chairperson

### Step Two

The CEO will notify the person/organisation making the complaint that the complaint has been received and will advise a timeline for a formal response. The CEO will notify the board so that they are aware and give support where needed.

### Step Three

The person that the complaint is about is notified of the complaint and given an opportunity to read the written complaint and respond to the CEO.

### Step Four

The CEO will read and discuss the complaint with the board. If an agreement is made on a resolution this will be communicated to the Complainant by the CEO.

If the complaint is unable to be resolved, the complaint at this stage or the Complainant does not accept the resolution, it moves to **Step 5**.

### Step Five

The Trustees along with the CEO will engage an independent mediator to hear from the person/organisation making the complaint and the person/organisation the complaint is against. The person/organisation making the complaint will be given two dates to choose from, and a meeting will take place within two weeks of the committee meeting. If mediation is not successful, the complaint moves to **Step 6**.

### Step Six

Three members of the committee, including the chairperson, and the CEO will meet with both parties together with an independent mediator as facilitator, within two weeks of the previous meeting. From this meeting the three committee members and CEO will make a final decision and direct any action to take place. The person/organisation making the complaint will be able to choose from two dates for the meeting.

Step Seven

The CEO will report the decision to the person/organisation making the complaint and the person/organisation complained against, within one week of the previous meeting.



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## Complaints Register Template

\*This register is intended as a way of tracking complaints received and to show resolution. Also refer to Complaints Policy and Procedure.

**Note:** All written complaints must be signed-off by the Chairperson.

**COMPLAINTS REGISTER TEMPLATE**

Date of Complaint	Complainant	Nature of Complaint	External notification required	Status (tick stages completed)	Date actioned	Notes / Action Taken	Chairperson Signoff
	<input type="checkbox"/> Service user <input type="checkbox"/> Staff member <input type="checkbox"/> Contractor <input type="checkbox"/> Volunteer <input type="checkbox"/> Trustee <input type="checkbox"/> Agency <input type="checkbox"/> Other -		<input type="checkbox"/> No <input type="checkbox"/> Yes Who:  Date of notification: _/ _/	<input type="checkbox"/> Being investigated <input type="checkbox"/> Resolution proposed <input type="checkbox"/> Resolved <input type="checkbox"/> Remains unresolved		<input type="checkbox"/> Policy Update Required <hr/> <hr/> <input type="checkbox"/> Procedure Update Required <hr/> <hr/> <input type="checkbox"/> Training Required <hr/>	Date:    Signed:

				<hr/> <b>Additional Notes</b>	
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# Harassment Policy

Bullying, discrimination or harassment is never acceptable and all staff and visitors to The Community Builders NZ Trust are expected to show respect to each other. The Community Builders NZ Trust environment should be free from intimidation and inappropriate behaviour.

Workplace harassment is harassment or intimidation of, or interference with:

- a staff member, volunteer, facilitator, contractor in relation to the performance of the duties of the member, volunteer, facilitator, contractor
- another person, in relation to the performance of the duties of a member, volunteer, facilitator, contractor

It is misbehaviour which can result in the suspension or removal from The Community Builders NZ Trust

Complaints of bullying, harassment and discrimination should be reported to management and will be investigated sensitively, objectively, thoroughly and in a timely way.

Behaviour which is harassing, bullying or intimidating includes:

Abusive remarks

- Insulting or derogatory comments
- Threatening gestures or comments
- Shouting at a person
- Physical abuse
- Inappropriate gestures

In the event that immediate de-escalation is not able to take place, you must immediately ring the police to ensure the safety of everyone present.



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# Complaints Process for New Clients

## Introduction

Welcome to the Community Builders NZ Trust! We aim to provide excellent service to all our clients. However, if you encounter any concerns, we have established a clear complaints process to address and resolve your issues promptly.

## Making a Complaint

### **Step 1: Contact**

#### Initiating Contact

- If you have a concern, reach out to us through:
  - Email: [thecommunitybuildersnz@cbnz.org](mailto:thecommunitybuildersnz@cbnz.org)
- In-Person: Visit our Otara Kai Village office at 120 East Tamaki Road, Otara Town Centre

#### Required Information

- When making a complaint, please provide:
  - Your name and contact details
  - Description of the concern
  - Relevant dates, names, or any supporting documentation

### **Step 2: Acknowledgment**

#### Confirmation of Receipt

- Within 5 working days, we will acknowledge receipt of your complaint.

### **Step 3: Investigation and Resolution**

#### Assigning the Complaint

Your complaint will be assigned to our dedicated team for investigation.

#### Investigation Process

- We will thoroughly investigate your concern, which may involve contacting you for additional details.

#### Resolution Timeline

- Our aim is to resolve complaints within a reasonable timeframe.
- You will receive updates on the progress if the investigation extends beyond the initially specified timeframe.

#### Communication of Findings

- Once the investigation is complete, we will communicate the outcome to you along with any actions taken to resolve the issue.

#### Feedback and Follow-up

##### Feedback on Resolution

- Your feedback regarding the resolution process is vital to us. Please share your thoughts on the outcome and the overall handling of your complaint.

##### Follow-up

- We will follow up after a designated period to ensure the resolution was satisfactory and to maintain positive relations.

#### Continuous Improvement

##### Learning and Enhancing Services

- We consistently review complaints to identify patterns or recurring issues. Your feedback helps us improve our services and policies.

***Our Commitment***

We are committed to addressing your concerns transparently and effectively. Your satisfaction matters to us, and we value your feedback to enhance our services.

If you have any queries or need assistance regarding the complaints process, feel free to contact us using the information provided above.

Thank you for choosing Community Builders NZ Trust. We appreciate your trust in us.  
Sincerely,

Operations Manager  
The Community Builders NZ Trust



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#### H. CLIENT SERVICES

- Client intake policy & procedure
- Community Empowerment Kaimahi process flow-chart
- Home visits policy
- Client transportation policy
- Child protection policy
- Clients rights to advocacy and/or support
- Clients rights document

# Client Intake Policy and Procedure

## Purpose

A consistent assessment process is used to determine the services required by a person seeking assistance.

## Scope

This policy applies to all staff and volunteers and to all Client of The Community Builders NZ Trust

## Policy

The Community Builders NZ Trust has a Client Intake form that is used to collect statistical information for funding, reporting purposes and information about current situation and challenges for each new Client. Clients are also required to review and sign a form stating that they understand that the information they have provided to CBNZ is being provided voluntarily. Additional consents and forms regarding confidentiality and privacy will also be given to the clients.

The Client is then assigned a Youth worker or a member of staff who will complete the remaining section of the Client Intake form to start assessing the best inhouse and external support for the Client and their family or rangatahi and the risk level.

Low Risk	<p>Food support needed            Goal setting and mentoring support needed            Housing transfer support needed            Social isolation            Counselling referral required</p>
Medium Risk	<p>Not able to provide basic needs At risk of homelessness            Ministry of Social development advocacy Kainga Ora advocacy            Oranga Tamariki advocacy Mental Health support needed            Drug and alcohol support needed            Financial strain</p>
High Risk	<p>Child Welfare Concerns Family Harm and Violence            Domestic Violence Homelessness            Vulnerable with disabilities, children &amp; elderly            Suicide ideation            A risk to themselves or others</p>

## Responsibility

It is the responsibility of the Manager to ensure that the youth workers/staff have:

- a manageable case load for the hours they work
- the tools and resources required to support Client in need a weekly review to discuss cases
- supervision

It is the responsibility of the Manager to ensure that:

- data is collected to enable reporting that complies with any funding / contract accountability requirements

It is the responsibility of the Youth workers/Staff to ensure that:

- Client provided feedback / evaluation for the services provided.



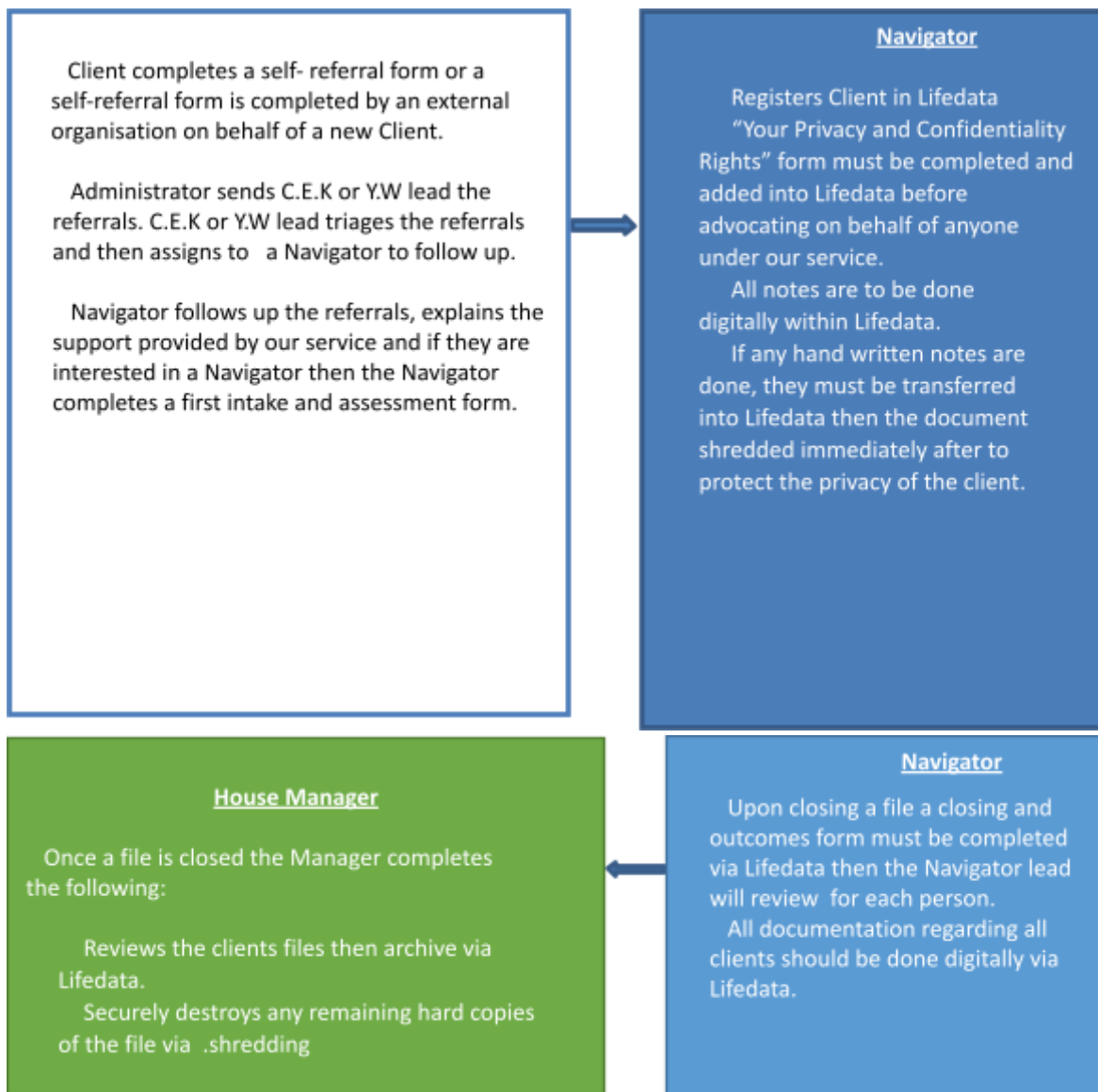
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# Community Empowerment Kaimahi Process Flowchart



The Client details must always be stored online via Lifiedata to maintain Client privacy and confidentiality

# Home Visits Policy

## Purpose

To ensure Client and staff/volunteer safety when meeting Client in their own home or “door knocking”.

## Scope

This policy applies to all staff and volunteers undertaking home visits.

Personal safety must be the first priority for everyone. This policy is a good practice guide to help manage potential risk.

## HOME VISITS

### Before you go

- Only initiate contact with an individual with their full knowledge and permission.
- Make an appointment so that Client will have advance notice of your visit
- Arrange with another Navigator to attend with you on the first visit
- You should be clear about why you are going and the limit of your helping relationship
- Ask for any dogs or other pets to be secured where appropriate
- Consider downloading a personal protection app such as SOS Emergency app

### Guidelines for managing risk

- Make the first contact by phone and get as much information as possible during this contact. Find out if the person is likely to have other people in the house, and who they are.
- Visiting in pairs is a requirement for the first visit. Try to avoid visiting someone of the opposite sex on your own. It is not a requirement to take a second person with you each time but if there are any doubts or concerns in your mind then consider arranging a second person to attend with you.
- Take some form of identity linking you to The Community Builders NZ Trust (a signed paper with the organisation's logo on or a photo of yourself on The Community Builders NZ Trust letterhead).
- Let the Manager, or someone else in their absence, know where you are going and when to expect you back.
- Take the House mobile, check that credit is available and that it's fully charged before you leave
- Arrange a time to phone the person you have told at the end of the visit. This can be done by sending a standard mobile text message after the visit.
- You can arrange to meet the person outside of their home, or on neutral territory, if this is practicable.

Try to be punctual. Delay or early arrival (even by a few minutes) can be upsetting to the person you are visiting. If you are unavoidably delayed, please ring them and explain the reason for your delay and give an approximate time of arrival.

### Communication

Effective communication can greatly reduce the risk of aggressive, or potentially violent, situations developing.

- Be aware of tone of voice and body language, cultural issues and sensitivities.
- If necessary, ask the Client to turn off the TV or radio as they can be a distraction.
- Ask the Client how they would like to be addressed.
- Remind the Client that everything they tell you will be treated in confidence.

### Precautions

- Do not park your car on the Client's property. Always try to park in a well-lit area and facing the way you need to leave.
- Do not enter the property if you feel unsure or uncomfortable with the situation.
- If there is a dog loose on the property and you feel unsafe phone the Client and ask for it to be contained before you enter
- Always be prepared to leave immediately. Do not take off your coat or unpack any papers until you feel comfortable in the situation. Always keep your car keys nearby in hand or pocket and be prepared to leave at any time.
- As you enter, ask the person to lead the way so you are behind them, not the other way round.
- If possible, sit so you have a clear exit to the door and the Client is not between you and the door. Do not go upstairs or into any bedrooms.
- If the person is confined to bed either regularly or temporarily then remember to knock and wait before entering the bedroom. Sit on a chair not on the bed and leave the door ajar.
- Find out if anyone else is in the property and what their relationship is to the Client. If applicable, ask the Client if they have given their permission for the third party to attend the meeting.
- Record visits in a lifestream software – date, times, people present, any concerns to pass on etc. This is especially important if you think there may be safeguarding issues present but is also good practice generally.
- Explain clearly if and when you will return.

### Reporting

- Any incidents must be reported to the Manager immediately and relevant notes made in the Client file.
- The Manager will report incidents of serious concern to the CEO and Board of trustees and following discussion with the CEO will take any other action required e.g., contacting Oranga Tamariki, Police etc

### DOOR KNOCKING

#### Before you go

- Drop a flyer in the letterbox a couple of working days prior to door knocking. The flyer should let the person know that you will be in the area on day/date and will be calling on them to let them know about the programmes and activities available through The Community Builders NZ Trust.
- Consider downloading a personal protection app such as SOS Emergency app
- Be prepared by taking flyers, brochures and other material to leave at the home
- Let the Manager, or someone else in their absence, know where you are going and when to expect you back.

#### Guidelines for managing risk

- Visiting must be undertaken in pairs
- Initial discussion to be held outside of the house at the front door. If invited in, see Precautions, listed under Home Visits.
- Take some form of identity linking you to The Community Builders NZ Trust (a signed paper with the organization's logo on it, or a photo of yourself on The Community Builders NZ Trust letterhead).
- Take the House mobile, checking that credit is available and that it is fully charged before you leave

#### Reporting

- Any incidents must be reported to the Centre Manager immediately and relevant notes made in the Client file.
- The Centre Manager will report incidents of serious concern to the board and following discussion with the Chairperson will take any other action required e.g., contacting Oranga Tamariki, Police etc



Ratified by Board: 5 March 2026 | Signed for B.O.T:

Responsibility: Board of Trustees

Reviewed: January 2026

Next review date: January 2028

# Client Transportation Policy

## Purpose

To ensure Client and staff/volunteer safety when transporting The Community Builders NZ Trust Client.

## Scope

Employees and/or Volunteers of The Community Builders NZ Trust may provide transportation to Client only when necessary for service delivery or in case of a medical emergency.

Employees/Volunteers use their personal vehicles to transport Client. All vehicles must have current vehicle registration, display a current Warrant of Fitness and be in good repair to Warrant of Fitness standard.

Employees/volunteers providing transportation must possess and maintain appropriate motor vehicle insurance and have a current and valid Driver's License that does not restrict carrying of passengers.

## Client Transportation

- The Community Builders NZ Trust maintains a copy of the driver's license information in the staff/volunteer's personnel file.
- For an employee/volunteer to be eligible to drive a client, that driver must not have either a conviction for driving under the influence of alcohol or another illegal substance within the past 5 years. The driver must not have either a conviction for reckless driving or a speeding conviction for more than 20 kilometers over the speed limit within the past three years. There may be no more than three moving violations on the DMV record in the past 5 years.
- Employees/volunteers are responsible for reporting driving related violations to The Community Builders NZ Trust within 2 business days of the incident.
- The Community Builders NZ Trust requires that all employees providing transportation to a Client, must observe all traffic rules and regulations including observing the posted speed limit.
- The Community Builders NZ Trust **does not provide transportation for children less than twelve years of age.**

## Procedure for Accidents/Emergencies During Transportation

If a vehicle transporting a Client is involved in an accident in which there is reason to suspect injury to the Client, whether conspicuously apparent or not, the Client should be taken to the nearest medical facility for treatment.

If the Client has a serious injury requiring more immediate treatment, 111 should be called immediately. The Client's family or other responsible party should be notified as soon as possible. The employee/volunteer's supervisor should be contacted as soon as possible.



Ratified by Board: 5 March 2026 | Signed for B.O.T:

Responsibility: Board of Trustees

Reviewed: January 2026

Next review date: January 2028

# Child Protection Policy

## Introduction

Everyone who participates in The Community Builders NZ Trust events and activities run by The Community Builders NZ Trust is entitled to do so in an enjoyable and safe environment. The Community Builders NZ Trust has a moral and legal obligation to ensure that, when given responsibility for young people, facilitators and volunteers provide them with the highest possible standard of care. All staff who will work with, or may be working with children under the age of 18 in the future, will have a mandatory children's worker safety check completed as per the requirements for Safety Checks of Children's Workers Regulations Amendment 2015.

For new children's workers or workers who have not previously been safety checked

- ID Verification
- NZ children's worker police vet (the 'Clean Slate Act' does not apply to offences specified in the Children's Act 2014)
- Professional membership check if applicable (registration and annual practising certificate)
- Employment or personal references
- Employment history
- Interview with the applicant
- Risk assessment

For children's workers who have had a previous check in the last three years

- ID Verification
- NZ children's worker police vet (the 'Clean Slate Act' does not apply to offences specified in the Children's Act 2014)
- Professional membership check if applicable (registration and annual practising certificate) and
- Risk assessment

This policy provides The Community Builders NZ Trust with a framework to identify and manage actual and/or suspected child abuse and neglect. It recognises the important role and responsibility staff have in the accurate detection of suspected child abuse and/or neglect, and the early recognition of children who are at risk of abuse. It also aims to ensure that any services provided or actions taken in respect of child abuse, neglect, or suspected or potential child abuse and neglect situations are handled consistently and appropriately, in accordance with government advice on the protection of children.

The most effective way to create a safe environment for children is to have a comprehensive and effective Child Protection Policy. The introduction of the Vulnerable Children Act 2014 promotes and requires a child protection policy and appropriate procedures for the safety checking of all staff, and the development of safe practices supported by training. The aim of the policy is to promote good practice, providing children and young people with appropriate safety/protection whilst working with The Community Builders NZ Trust and to allow staff and volunteers to make informed and confident responses to specific child protection issues.

## Purpose

This policy outlines the steps this organisation will undertake to ensure children are safe. It applies to actions by management and employees and includes volunteers who work closely with children.

## Application

Child protection concerns can arise following disclosure by the child/youth, and/or recognition and observation of warning signs and symptoms in a child/youth receiving services.

Concerns about all children staff may encounter – including siblings, the children of adults accessing services and any other children encountered by staff are encompassed by this Policy.

## Roles and Responsibilities

### Management Responsibilities

Worker Safety Checks are undertaken as required by the Vulnerable Children Act 2014 on frontline staff - all staff working with children and youth, and volunteers working with children and youth that could be placed in an unsupervised position

Staff are familiarised with this policy as part of induction and are provided with training on dealing with child protection concerns, as appropriate to their role. Staff should be regularly updated, especially as the policy is reviewed and any changes made.

Notification and escalation systems are in place to manage child protection concerns as they arise.

The Designated Person for Child Protection is the Chief Executive Officer (CEO) who will receive professional development that provides them with the knowledge and understanding to provide advice and guidance to staff regarding child protection concerns, and to influence the organisational practices. This training should provide a deeper level of understanding of vulnerability, risk and abuse. It should also explore long term effects of abuse, how to respond to children who disclose, and the process of how child abuse is responded to. This training should be undertaken in a multi-agency setting that enables the development of networks and relationships with other agencies in the community. It is recommended that the Designated Person for Child Protection, update their training with a one-day specialist workshop every two years as a minimum.

### Staff responsibilities

All staff are strongly encouraged to read and be familiar with the documents referenced at the end of this policy, including (1) Ministry of Health's Family Violence Assessment and Intervention Guideline, working together to keep children and young people safe: an interagency guide; and (3) Ara Taiohi Code of Ethics for Youth Work in Aotearoa New Zealand.

To avoid situations where staff may be alone with children, all staff should examine the opportunities or possible situations where staff may be alone with children. Wherever possible an open-door policy for all spaces should be used (excludes toilets).

Staff should avoid being alone when transporting a child or young person, unless an emergency requires it. Except in an emergency, children and young people are not to be taken from the Community house, or from any service or programme we provide, without written parental consent.

Staff must be alert to the signs and symptoms of neglect, abuse and self-harm (see Appendix 2 – Indicators of Abuse) and take appropriate action to protect the wellbeing and safety of children/youth, whether the young person is directly or indirectly a Client of The Community Builders NZ Trust. It is NOT the responsibility of those working at The Community Builders NZ Trust to decide that child abuse is occurring. It IS their responsibility to act and report on any concerns.

Staff who identify child protection concerns must immediately notify a senior member of staff.

If there are immediate safety concerns to a child, (or staff member or other person), the staff member should phone the police on 111.

Immediate safety concerns are defined as:

- severe abuse or neglect
- an immediate danger of death or harm

- where abuse has occurred and is likely to escalate or recur
- where there is immediate risk to a child or
- where the environment the child is returning to is unsafe.

The senior staff member, in consultation with the reporting staff member, will make an assessment of the risk to the child/youth. If necessary, a decision may be made to contact Oranga Tamariki- Ministry for Children either for advice on how to proceed, or to report the Concerns.

The Ministry of Health guidelines provide the following examples as grounds for referral to Oranga Tamariki- Ministry for Children:

- The child has injuries which seem suspicious, or are clearly the result of physical abuse
- Interaction between the child and parent or caregiver seems angry, threatening or aggressive
- The child states that they are fearful of parent/s or caregivers, or have been hurt by parent/s or caregivers
- Multiple risk indicators exist, as set out in Appendix 2 - 4 of this policy.

National call Centre of Oranga Tamariki – Ministry of Children Freephone: 0508 FAMILY (0508 326 459)

If an allegation of child abuse is made against a staff member:

- The matter must be immediately referred to the management team.
- To ensure the child/youth is not exposed to unnecessary risk, management may take steps to remove the staff member against whom the allegation has been made from the environment.
- Where the staff member cannot be safely redeployed elsewhere, management may consider suspension of the staff member, subject to the requirements of the staff member’s employment contract and relevant employment law

Employees reporting child abuse concerns relating to another staff member can do so confidentially and without fear of recourse providing the allegations are made in good faith.

Disclosure of abuse by a child

Responding to a child when the child discloses abuse:

(1) Listen to the child	Disclosures by children are often subtle and need to be handled with particular care, including an awareness of the child’s cultural identity and how that affects interpretation of their behaviour and language.
(2) Reassure the child	Let the child know that they: <ul style="list-style-type: none"> <li>• Are not in trouble.</li> <li>• Have done the right thing.</li> </ul>
(3) Ask open-ended prompts e.g., “What happened next?”	Do not interview the child (in other words, do not ask questions beyond open prompts for the child to continue). Do not make promises that can’t be kept, e.g., “I will keep you safe now”.
(4) If the child is visibly distressed	Provide appropriate reassurance and re-engage in appropriate activities under supervision until they are able to participate in ordinary activities
(5) If the child is not in immediate danger	Re-involve the child in ordinary activities and explain what you are going to do next.

(6) If the child is in immediate danger	Contact the Police immediately.
(7) As soon as possible formally record the disclosure	Record: <ul style="list-style-type: none"> <li>• Word for word, what the child said.</li> <li>• The date, time and who was present.</li> </ul>

Communication in the event that a referral to Oranga Tamariki is made

Communication with the youth's parents or caregivers regarding concerns about the youth's safety must only be conducted by senior staff following discussion with the reporting staff member and with Oranga Tamariki, and formulation of an agreed, documented approach.

Communication with parents or caregivers will recognise the culture of the family / whanau and the importance of their participation in decisions made about their children. Due to the potential for such communication to be tense, staff are strongly encouraged to reduce the risk of misunderstanding or giving unintended offence by reviewing any cultural competence guidelines within the Youth Development Sector before meeting with parents or caregivers of a culture with which they are unfamiliar.

Advising the youth's/child's parents or caregivers that a referral to the Police or Oranga Tamariki has been made must be managed with consideration to the safety of the youth/child and other family members, as well as staff. Individual staff members should not meet with the youth's parents or caregivers alone. Do not inform the caregivers unless it is safe to do so

Safety considerations include:

- Whether the family is likely to close ranks and reduce the possibility of being able to help the child/youth; and,
- Whether the family may seek to avoid child protective agency staff.
- Any advice given by Oranga Tamariki and/or the Police.
- Informing the youth / caregivers of a referral should be undertaken in a safe environment for staff and the youth, parents or caregivers, and in accordance with
- the agreed approach.

Documentation

Staff are required to securely store:

- in the event of a disclosure, a record of what the child/youth said, word for word
- Factual concerns or observations that have led to the suspicion of abuse or neglect
- discussions with the senior staff member consulted, and any other staff members consulted
- A record of any advice received
- details of the decisions made as to how to proceed with the matter
- details of what information, if any, has been reported to any external agencies (e.g. DHB, Oranga Tamariki, Police).
- This concern with any earlier concerns (to show any patterns).

Allow information to be shared to keep children safe when abuse or suspected abuse is reported or investigated. Generally, advice should be sought from Oranga Tamariki and/or the Police before identifying information about an allegation is shared with anyone other than The Community Builders NZ Trust Management/ designated person for child protection.

Staff Support

Staff can access support through:

- a debrief with senior staff or colleagues

- Counselling
- arrangement for a supervision session

Definitions:

For the purposes of this Policy:

Child – means a person under the age of eighteen years who is not married or in a civil union (Vulnerable Children Act 2014).

Child abuse – means the harming (physically, emotionally or sexually), ill treatment, abuse, neglect or serious deprivation of any child, or young person. This includes actual, potential, and/or suspected abuse.

Child protection – activities carried out to ensure that children are safe in cases where there is suspected abuse or neglect or the risk of abuse or neglect.

Designated person for child protection – the manager/supervisor or designated person responsible for providing advice and support to staff where they have a concern about an individual child or who want advice about the child protection policy.

Staff – includes employees, as well as volunteers and facilitators that may not identify themselves as employee

- The implementation of procedures should be regularly monitored and reviewed.
- Progress, challenges, difficulties, achievements, gaps and areas where changes are required should be regularly reported to the management committee.
- The policy should be reviewed every 2 years or whenever there is a major change in the organisation or in relevant legislation.

References:

Legislation - Vulnerable Children Act 2014

<http://www.legislation.govt.nz/act/public/2014/0040/latest/DLM5501618.html?src=qs>

Ministry of Health. (2016). Family Violence Assessment and Intervention Guideline

<https://www.health.govt.nz/publication/family-violence-assessment-and-intervention-guideline-child-abuse-and-intimate-partner-violence> retrieved on 26/10/18

Children’s Action Plan “Safer Organisations, Safer Children”, February 2015

<https://www.orangatamariki.govt.nz/assets/Uploads/Safer-Organisations-safer-children.pdf> retrieved on 26/10/18

Oranga Tamariki Act 1989

<https://www.legislation.govt.nz/act/public/1989/0024/latest/DLM147088.html?src=qs>

Working together to keep children and young people safe: an interagency guide Retrieved from

<https://www.education.govt.nz/assets/Documents/Early-Childhood/Licensing-criteria/Working-together-to-keep-CYP-safe.pdf> retrieved on 26/10/18

Code of Ethics for Youth Work in Aotearoa New Zealand (2011) <http://www.arataiohi.org.nz> retrieved on 26/10/18

Policy amendment:

Children’s (Requirements for Safety Checks of Children’s Workers) Regulations 2015

<https://www.legislation.govt.nz/regulation/public/2015/0106/latest/DLM6482209.html>

**Appendix 1**

<b>CHILD PROTECTION: RECORD OF DISCLOSURE, OBSERVATION, CONCERN OR OTHER</b>			
<b>Disclosure</b> (please circle)	<b>Observation</b>	<b>Concern</b>	<b>Other</b>
<b>Childs Name:</b>		<b>DOB:</b>	
<b>Location:</b>		<b>Date:</b>	<b>Time:</b>
<b>Notes:</b>			
<b>Action:</b>			
<b>Signed</b>		<b>Date</b>	

## Appendix 2

### INDICATORS OF ABUSE:

Even for those experienced in working with child abuse, it is not always easy to recognise a situation where abuse may occur or has already taken place. Most people are not experts in such recognition, but indications that a child is being abused may include one or more of the following:

- Unexplained or suspicious injuries such as bruising, cuts or burns, particularly if situated on a part of the body not normally prone to such injuries.
- An injury for which an explanation seems inconsistent.
- The young person describes what appears to be an abusive act involving them.
- Another young person or adult expresses concern about the welfare of a young person.
- Unexplained changes in a young person's behaviour e.g., becoming very upset, quiet, withdrawn or displaying sudden outbursts of temper.
- Inappropriate sexual awareness.
- Engaging in sexually explicit behaviour.
- Distrust of adults, particularly those with whom a close relationship would normally be expected.
- Difficulty in making friends.
- Being prevented from socialising with others.
- Displaying variations in eating patterns including over eating or loss of appetite.
- Losing weight for no apparent reason.
- Becoming increasingly dirty or unkempt.

### SIGNS OF BULLYING INCLUDE:

- Behavioural changes such as reduced concentration and/or becoming withdrawn, clingy, depressed, tearful, emotionally up and down.
- An unexplained drop off in performance.
- Physical signs such as stomach aches, headaches, difficulty in sleeping, bed wetting, scratching and bruising, damaged clothes, bingeing e.g., on food, alcohol or cigarettes.
- A shortage of money or frequent loss of possessions

## Appendix 3 - High Risk Indicators Associated with Child Abuse

Source: Ministry of Health. (2016). Family Violence Assessment and Intervention Guideline.

Child characteristics which may predispose them to be at risk:

- Child with a congenital abnormality, either mental or physical.
- Premature infant or ill newborn who is separated during the neo-natal period.
- Colicky or irritable child.
- Child who is rigid or non-cuddly.
- Child who is unwanted.
- Child who is not the gender expected/desired by the parents.
- Foster child, adopted child, or step-child.
- Child who is intellectually impaired, highly intelligent or hyperactive.
- Child is particularly difficult (or is seen as difficult).

Caregiver's perceptions of child that may predispose some children to be at risk:

- 'Bad', 'naughty', or 'manipulative'.
- 'Difficult' and unrewarding to care for.
- Unloving or rejecting of the parents.
- Resembling a disliked person in appearance, behaviour or temperament.

- A rival for attention or affection that parents themselves desire.

Family factors that may place children at higher risk of abuse:

- Partner abuse is present.
- Parent was abused or seriously neglected as a child.
- Parent has serious mental health problems.
- Parent has had frequent trouble with the law.
- Parent has an alcohol or drug problem.
- Parent has rigid or unrealistic expectations of child.
- Previous abuse towards this or another child.
- Parent has violent temper or outburst towards things or people.
- Family socially isolated.
- Parents with low self-esteem.
- Parent is a teenager.
- Family suffers from multiple crises.
- Parent administers harsh or unusual punishment.

#### Signs and Symptoms Associated with Child Abuse and Neglect

The signs, symptoms, and history described below are not diagnostic of abuse. However, in certain situations, contexts and combinations they will raise the practitioner's suspicion of abuse. It is better to refer on suspicion. If you wait for proof, serious harm can occur.

History:

- History inconsistent with the injury presented.
- Past abuse or family violence.
- Exposure to family violence, pornography, alcohol or drug abuse.
- Isolation and lack of support.
- Mental illness, including post-natal depression.
- Inappropriate or inconsistent discipline (especially thrashings or any physical punishment of babies).
- Neglecting the child.
- Delay in seeking help.
- Disclosure by the child.
- Severe social stress.
- Parent/s abused as child/children.
- Unrealistic expectations of child.
- Terrorising, humiliating, or oppressing.
- Promoting excessive dependency in the child.
- Actively avoiding seeking care or shopping around for care (frequent changes of address)

Physical Signs

- Multiple injuries, especially of different ages: bruises, welts, cuts, abrasions.
- Scalds and burns, especially in unusual distributions such as glove and sock patterns.
- Pregnancy.
- Genital injuries.
- Sexually transmitted diseases.
- Patterned bruising.
- Unexplained failure to thrive (FTT).
- Poor hygiene.
- Dehydration or malnutrition.
- Fractures, especially in infants or in specific patterns.

- Poisoning, especially if recurrent.
- Apneic spells, especially if recurrent

Behavioural and developmental signs

- Aggression.
- Anxiety and regression.
- Obsessions.
- Overly responsible behaviour. Frozen watchfulness.
- Sexualised behaviour.
- Fear.
- Sadness.
- Defiance.
- Self-mutilation.
- Suicidal thoughts/plans.
- Withdrawal from family.
- Substance abuse.
- Overall developmental delay, especially if also FTT.
- Patchy or specific delay: motor, emotional, speech and language, social, cognitive, vision and hearing



Ratified by Board: 5 March 2026 | Signed for B.O.T:

Responsibility: Board of Trustees

Reviewed: January 2026

Next review date: January 2028

# Client Rights to Advocacy and Support Persons

## Purpose:

The Community Builders NZ Trust is committed to upholding the rights of our clients. This policy ensures that clients are informed and supported in their right to have an advocate or support person of their choice present during interactions with our organization.

## Policy Statement:

**Client's Right to Advocacy and Support:** Every client of The Community Builders NZ Trust has the right to engage an advocate or support person of their choice during any interaction with our organization.

**Information Provision:** Information provided to clients will include clear and accessible details about their right to have an advocate or support person present during meetings, discussions, interviews, or any other interaction with our staff.

**Respect and Accommodation:** The Trust will respect and accommodate the presence of an advocate or support person chosen by the client, ensuring their active participation and support in the communication process.

**Confidentiality:** The confidentiality of clients and their chosen advocates or support persons will be strictly maintained in accordance with the organization's confidentiality policies and legal requirements.

## Procedure:

### Informing Clients:

- All informational materials provided to clients (e.g., brochures, handbooks, website content) will explicitly state their right to have an advocate or support person present during interactions with The Community Builders NZ Trust.
- Staff members will verbally inform clients of this right during initial consultations or engagements.

### Supporting Client Choices:

- Upon a client's request to have an advocate or support person present, staff will make reasonable accommodations to ensure their presence during meetings or discussions.
- Clients will be encouraged to identify their chosen advocate or support person, and efforts will be made to schedule meetings at mutually convenient times.

### Documentation and Record Keeping:

- Staff members will document in the client's file any discussions or arrangements made regarding the presence of an advocate or support person.
- Any confidentiality agreements or consent forms related to the involvement of advocates or support persons will be maintained securely.

### Training and Awareness:

- Staff will receive training on the rights of clients to have advocates or support persons present.
- Regular reminders and updates will be provided to staff to ensure ongoing awareness and compliance with this policy.

### Review and Feedback:

- This policy will be reviewed annually to ensure its effectiveness and relevance.
- Feedback from clients regarding their experiences with engaging advocates or support persons will be welcomed and used to improve the implementation of this policy.

## Compliance:

All staff members of The Community Builders NZ Trust are required to adhere to this policy and procedure. Failure to comply may result in disciplinary action in accordance with the organization's policies.



Ratified by Board: 5 March 2026 | Signed for B.O.T:  
Responsibility: Board of Trustees  
Reviewed: January 2026  
Next review date: January 2028

# Clients' Rights Document

## Introduction:

At The Community Builders NZ Trust, we are committed to upholding the rights of our clients. We believe in fostering an environment of respect, dignity, and support for every individual who engages with our services. This document outlines your fundamental rights as a client and what you can expect from our organization.

## Your Rights:

As a client of The Community Builders NZ Trust, you have the following rights:

### Respect and Dignity:

- You have the right to be treated with respect, fairness, and without discrimination regardless of your race, ethnicity, gender, religion, sexual orientation, or socioeconomic status.

### Quality Services:

- You have the right to receive high-quality services that meet your needs to the best of our abilities.

### Informed Decision-Making:

- You have the right to be informed about the services offered, their benefits, risks, and alternatives, enabling you to make informed decisions regarding your participation.

### Privacy and Confidentiality:

- You have the right to confidentiality and privacy concerning your personal information and interactions with our organization, in accordance with legal and ethical standards.

### Advocacy and Support:

- You have the right to engage an advocate or support person of your choice during any interaction with The Community Builders NZ Trust. We will accommodate their presence, respecting their role in supporting your communication and decision-making processes.

### Access to Information:

- You have the right to access information about our services, policies, procedures, and any relevant resources that may assist you in your engagement with us.

### Participation and Feedback:

- You have the right to participate in decisions that affect you and to provide feedback, suggestions, or complaints about our services without fear of reprisal.

## Responsibilities of The Community Builders NZ Trust:

In upholding your rights, we are committed to:

- Providing services that are respectful, responsive, and tailored to your needs.
- Ensuring clear communication and transparency about our services, policies, and procedures.
- Safeguarding your confidentiality and privacy in accordance with established standards.
- Respecting your choices in engaging advocates or support persons during interactions with our organization.
- Welcoming your feedback, addressing concerns promptly, and continuously striving to improve our services.

## How to Express Your Rights:

If you believe that your rights have not been respected or if you have any concerns or questions about your rights or our services, please don't hesitate to:

- Speak with a staff member or your assigned contact person.
- Request to speak with a supervisor or manager.

- Submit feedback or a formal complaint through our designated channels.

Conclusion:

At The Community Builders NZ Trust, we value and respect your rights as a client. We are dedicated to providing a supportive and inclusive environment where you feel empowered, heard, and valued.



Ratified by Board: 5 March 2026 | Signed for B.O.T:

Responsibility: Board of Trustees

Reviewed: January 2026

Next review date: January 2028

# Client Planning Policy

## Purpose:

To provide a clear and effective process for developing personalized support plans for clients, ensuring their needs are met in a timely and organized way.

## Scope:

This policy applies to all staff and volunteers involved in creating and managing client plans at Community Builders NZ Trust.

## ***Client Planning Process:***

### 1. Initial Client Assessment:

**Goal:** Understand the client's situation, needs, and goals.

**Action:** Gather information on the client's background, immediate needs (e.g., housing, health), and long-term aspirations (e.g., education, employment).

**Tools:** Intake forms, interviews, and feedback from the client and others as needed.

### 2. Risk Assessment:

**Goal:** Identify any risks to the client's safety or wellbeing.

**Action:** Evaluate risks like personal safety, health, or social isolation.

**Mitigation:** Develop a plan to address or reduce these risks, including referrals to other services if needed.

### 3. Goal Setting:

**Goal:** Set clear, achievable goals for the client.

**Action:** Establish short-term (e.g., attending a program) and long-term goals (e.g., finding stable work), ensuring the client is involved in the process.

**SMART Goals:** Ensure goals are Specific, Measurable, Achievable, Relevant, and Time-bound.

### 4. Plan Development:

**Goal:** Create a detailed action plan to help the client achieve their goals.

**Action:** Outline the steps, resources, and people involved in supporting the client, along with a timeline for achieving each goal.

### 5. Implementation:

**Goal:** Put the plan into action.

**Action:** Coordinate with the client and other service providers to carry out the plan. Hold regular check-ins to monitor progress and make adjustments if needed.

### 6. Regular Reviews:

**Goal:** Track progress and make necessary changes.

**Action:** Review the plan every 3-6 months, adjusting as needed based on the client's progress or changing circumstances.

### 7. Outcome Evaluation:

**Goal:** Assess whether the goals were achieved and the impact of the plan.

**Action:** Review the overall outcome with the client and evaluate their satisfaction and the results.

**Documentation & Confidentiality:**

- All client plans and assessments must be documented and stored confidentially.
- Clients are informed about how their information will be used and kept private.

**Client Rights & Responsibilities:**

- **Rights:** Clients have the right to be treated respectfully, involved in planning, and kept informed about their information.
- **Responsibilities:** Clients should participate actively, share accurate information, and follow through on their agreed actions.

**Conclusion:**

This policy ensures that clients receive a clear, effective, and personalized plan to meet their needs. Regular reviews and a focus on client involvement help create positive and sustainable outcomes.



Ratified by Board: 5 March 2026 | Signed for B.O.T:

Responsibility: Board of Trustees

Reviewed: January 2026

Next review date: January 2028

I. BUSINESS CONTINUITY

- CBNZ Sensitive Organisational Info
- CBNZ Business continuity plan
- Risk register & Management plan

## Sensitive Organisational Information

Key Instructions for opening and running the centre

What	Code / Location	Who has Access	Additional Information
Key Holders			
Lock Box Code			
Alarm Code			

Bank Accounts

Accounts	Account Numbers	Login Details * *not personal login details

Client Life Database

Access	Backup	Additional Information

Software

Access	Backup	Additional Information

Inland Revenue and Charities Services

Website	Login Details	Passwords	Access
www.ird.govt.nz			
www.charities.govt.nz			

**Please note:** Original document with relevant sensitive information is held in a secured on line cloud

## Business Continuity Plan

### Aim

To prepare The Community Builders NZ Trust to cope with the effects of disruption as a result of a natural or man-made disaster.

### Objectives

- To define and prioritise the critical functions and core services of the organisation
- To analyse risks to the organisation
- To determine the agreed response to the disruption
- To identify Key Contacts including team members, contractors, suppliers and customers during an incident or disruption.

### Communication

We will communicate our emergency plans with our staff, volunteers, contractors, Client and other agencies in the following way:

- Signs displayed in our Centre
- Printed versions of document available at our Centre
- Team Members Induction Packs
- Community newsletters

In the event of a disaster, we will communicate with our staff, volunteers, contractors in the following way:

- Phone
- E-mail

In the event of a disaster, we will communicate with our community in the following way:

- Social Media posts
- E-mail
- Mail box flyer drops

Our Calendar for booking all appointments is done by: Google Calendar

A backup copy of the Calendar is available by: Google

We will contact Client who have appointments booked in the following way:

- Each Navigator will make contact with their own Client.
- If a Navigator is unable to work, the Navigator Team Leader (Manager) will delegate responsibility to another Navigator.

### Essential Contact Details - Quick Reference

The following person is our primary crisis manager and will serve as the organisation’s spokesperson in an emergency:

Primary Contact	Terangi Parima		
Designation	CEO		
Phone Number	021 083 45257	Alternative Number	
Email	<a href="mailto:thecommunitybuilders@cbnz.org">thecommunitybuilders@cbnz.org</a> <a href="mailto:terangiparima@cbnz.org">terangiparima@cbnz.org</a>		

If the Primary Crisis Manager is not available, the person below will be the spokesperson:

Secondary Contact	Crystal Siva		
Designation	Chair person		
Phone Number	021 129 9920	Alternative Number	
Email	<a href="mailto:boardoftrustees@cbnz.org">boardoftrustees@cbnz.org</a>		

### Emergency Contact Information

Dial 1-1-1 in an EMERGENCY

### Non- Emergency Contact Information

Who	Phone	Additional Contact Details
Police	105	Not applicable
Ormiston Police Station	(09) 268 5800	
Papatoetoe Fire Station	(09) 269 5710	
Local Civil Defence – Auckland Emergency Management	0800 22 22 00	<a href="mailto:aeminfo@aucklandcouncil.govt.nz">aeminfo@aucklandcouncil.govt.nz</a> <b>Sopo Su’a Elia</b> <a href="mailto:Sopo.sua-elia@aucklandcouncil.govt.nz">Sopo.sua-elia@aucklandcouncil.govt.nz</a>

### Broadcasting – TV and Radio

In an emergency your local radio and TV stations are a good source of information:

Station Name	Frequency	Website
More FM	91.8 FM	<a href="http://www.morefm.co.nz/">www.morefm.co.nz/</a>
Newstalk ZB	89.4 FM	<a href="http://www.newstalkzb.co.nz/">www.newstalkzb.co.nz/</a>
Radio Live	702AM 100.6 FM	<a href="http://www.magic.co.nz">www.magic.co.nz</a>
Radio New Zealand National	756AM 101.4 FM	<a href="http://www.rnz.co.nz/">www.rnz.co.nz/</a>
The Hits	97.4 FM	<a href="http://www.thehits.co.nz/">www.thehits.co.nz/</a>
TVNZ	N/A	<a href="http://www.tvnz.co.nz/one-news">www.tvnz.co.nz/one-news</a>
+HR=E (TV3)	N/A	<a href="http://www.newshub.co.nz/">www.newshub.co.nz/</a>

# Staff & Volunteers	Vulnerability / Commitment	Action to Remedy
10 Staff 5 Vols	Small children or dependent family members at home	Set aside time for existing staff & volunteers to complete Individual 'Make A Plan' template  Include completion of 'Individual 'Make a Plan' template with induction for new staff, volunteers and contractors
10 staff 5 vols	Have health issues requiring regular medication	Encourage staff & volunteers to have a small supply of their medication with them when they are away from home
10 staff 5 vols	Do not have 'Grab n Go' bags with them or in their car	Set aside time for existing staff & volunteers to complete Individual 'Make A Plan' template  Include completion of Individual 'Make a Plan' template with induction for new staff, volunteers and contractors
10 staff 5 vols	Do not have 'Grab n Go' bags with them or in their car	Set aside time for existing staff & volunteers to complete Individual 'Make A Plan' template  Include completion of Individual 'Make a Plan' template with induction for new staff, volunteers and contractors
Minimum of 2 staff	Trained in first aid	Provide First Aid Training to staff & volunteers so that there is always someone trained in First Aid at the centre.

All staff members and volunteers have been provided with a copy of The Community Builders NZ Trust's Health & Safety Plan and Business Continuation Plan. We have had a discussion about personal preparedness and have provided an Individual 'Make a Plan' template / Personal Workplace Emergency Plan through in-house training for existing staff/volunteers and through induction for any new staff / volunteers.

Our organisation has emergency supplies and we have set a calendar reminder to restock them once a year. Our organisation has next of kin contacts for each volunteer located in their personnel file. Next of kin contacts for each volunteer are located in their volunteer file. To continue to provide Navigators to work alongside existing and new vulnerable individuals and families.

### Essential Roles and Tasks

Tasks	Skill set / qualification	Staff / volunteers able to perform task	Alternative options
Navigators to touch base with all existing Clients for welfare and assistance checks.	Trained Navigator	Navigators	As delegate by Manager
Navigators to identify needs of new Client	Trained Navigator	Navigators	As delegate by Manager

### Essential Supplies

What	Details	Alternative options
Ability to make / receive calls	Navigators must have credit available for phones (Vodafone) to access Google Calendar, and stored Client contact details and to make calls and hear messages.	Navigators to use own phones and be reimbursed by The CBNZ Trust.
Client files	Navigators would need to have access to Client Folders stored in the office.	Access basic information stored via Lifedata.
Client packs	Each Navigator will have access to Lifedata with forms and templates to assist with Client Management if they are unable to access their work spaces.	Use note paper or online storage to record notes that can be added to Tangata Whaiora file.

### Essential Equipment

Details	Equipment	Alternative options
Navigator mobile phones	Each Navigators phone has Client contact details stored securely with PIN access to protect personal details	If mobile phones not available Navigators will be able to log into any computer to access required information.

### Essential Contacts

Organisation	Main Contact	Contact	Email
Otara-Pap Local Board	Reece Autagavaia - Chair		
Policing Team	TBC - Area Commander		
Otara Business Assoc	Rana Judge - Town Centre Manager		
Cloverpark Community House	Antoinette Tiatia – House Manager		

*Core Service 2*

To continue to provide distribution of items through existing programmes e.g. Winter Wellness Packs, Kai parcels and any other programmes underway at the time of the event.

Essential Roles and Tasks

<b>Tasks</b>	<b>Skill set / qualification</b>	<b>Staff / volunteers able to perform task</b>	<b>Alternative options</b>
Design flyer with details of how the community can access support and what is available.	Graphic design skills and knowledge of what support can be provided.	Administrator in conjunction with Manager	Also use Social Media, radio and newspaper networks to get word out to households in the community.
Mail drops to local households letting them know what support is available and how to access it.	Physical fitness	Any staff member / volunteer	Distribution through NZ Post, Civil Defence and other organisations who are mobilised in the community.
Sourcing items	Community Networks	Staff member delegated by Manager	
Packing for distribution		Staff member delegated by Manager	Client collects from the Community House
Identifying Recipients via		Navigators	
Delivery		Staff member / organisation delegated by Manager	
Acknowledgements		Staff member delegated by Manager	

Essential Supplies

<b>What</b>	<b>Details</b>	<b>Alternative options</b>
Fuel	Fuel vouchers or reimbursement of fuel required for Staff / Volunteers to use their own vehicles	Alternative organisation delivers on behalf of or Tangata Whaiora collect

Essential Equipment

<b>Details</b>	<b>Equipment</b>	<b>Alternative options</b>
Vehicles		Alternative organisation delivers on behalf of or Client collect

Essential Contacts

<b>Organisation</b>	<b>Main Contact</b>	<b>Contact</b>	<b>Email</b>
Manurewa Marae <i>Kai Parcels</i>	Natasha Kemp - CEO	021 283 8370	natashak@manurewa.co.nz
Kiwi Harvest <i>Donations for Kai Boxes</i>	Marti Tarrant - Manager	021 373 926	Marti.tarrant@kiwiharvest.org.nz
Corrections <i>Delivery</i>	Gregory Wipani		Gregory.WIPANI@corrections.govt.nz
Habitat for Humanity <i>Winter Wellness Packs</i>	8 Ormiston Road, Otara	0800 HABITAT (0800 422 4828)	infoauckland@habitat.org.nz

Core Service 3

To continue to operate **The Cloverpark Community house services** for our community.

Essential Roles and Tasks

Task	Skill set / qualification	Staff / Volunteers able to perform task	Alternative options
Distribution of clothing and household items		Existing staff / volunteers to assess need versus risk	Distribution through Civil Defence or similar organisation
Distribution of kai		Existing staff / volunteers to assess need versus risk	Distribution through Civil Defence or similar organisation

Essential Equipment

Details	Equipment	Alternative options
Transportation	Vehicles required to deliver items to local households. Fuel vouchers or mileage reimbursement to be made if staff / volunteers use their own vehicles.	Delivery / distribution through other agencies or organisations.

Essential Contacts

Organisation	Main Contact	Contact Numbers	Email

*Relocation Options*

<b>Options</b>	<b>Alternative Location</b>	<b>Advantages</b>	<b>Disadvantages</b>
All operations to operate via a mobile service	Assess need and drop off items through coordinated delivery approach.	Service could continue	Wouldn't work if access was impaired through roading network
Navigators could visit Client in their homes	Client homes, various locations	Work could continue relatively uninterrupted	Potential for higher personal risk to Navigators
Complete Centre Operations	Otara Library Otara Rec Local Schools	Easily accessible by the community In touch with other organisations	Lack of space

Insurance Cover

<b>Provider</b>	<b>Contact Name</b>	<b>Phone</b>	<b>Email</b>

<b>Insurance Type</b>	<b>Insurer</b>	<b>Policy Number</b>	<b>Limits</b>

Suppliers

<b>Provider</b>	<b>Service</b>	<b>Account Number</b>	<b>Contact</b>

*Authority Charts*

Delegation/ Who	Finance Limit	Order Supplies	Approve Payments	Open/Close Centres	Speak to Media	Online Banking	Hire Staff / Approve Contracts	Procurement Approval of contractors
CEO	\$5,000	YES	YES	YES	YES	YES	YES	YES
Manager	\$500	YES	NO	YES	NO	NO	NO	YES
House Manager	\$500	YES	NO	YES	NO	NO	NO	YES
Accounts/ Treasurer	\$10,000	YES	YES	YES	NO	YES	YES	YES
Chairperson	\$10,000	YES	YES	YES	YES	YES	YES	YES
Secretary	\$200	YES	NO	YES	NO	NO	NO	NO
Community Empowerment Worker	\$100	YES	NO	NO	NO	NO	NO	NO
Youth Worker	\$100	YES	NO	YES	NO	NO	NO	NO
Volunteer	0.00	NO	NO	NO	NO	NO	NO	NO

Delegation/ Who	CBNZ Email Access							
CEO	YES							
Manager	NO							
House Manager	NO							
Accounts/ Treasurer	YES							
Chairperson	YES							
Secretary	NO							
Community Empowerment Worker	NO							
Youth Worker	NO							
Volunteer	NO							

Records Back Up

Information Type	Method	Location	Access
Policies & Manuals including: <ul style="list-style-type: none"> <li>● Operations Manual</li> <li>● Health &amp; Safety Manual</li> <li>● Governance Manual</li> </ul>	Employsure	Cloud access from remote locations	CEO controls over all management and assigning General access to all staff and Volunteers
General Documents including: <ul style="list-style-type: none"> <li>● Supply Agreements</li> <li>● Government Contracts</li> <li>● Funding</li> <li>● Invoices</li> <li>● Accounts</li> <li>● Insurance</li> </ul>	Monday.com	Cloud access from remote locations	CEO controls over all management and assigning access to Treasurer and Chairperson only.
Staff & Volunteer Documents including: <ul style="list-style-type: none"> <li>● Employment Agreements</li> <li>● Payroll records</li> <li>● Volunteer records</li> <li>● Invoices</li> <li>● Accounts</li> </ul>	Employsure   Smartly   Xero	Cloud access from remote locations  Payroll is processed through Xero Accounting cloud-based system	CEO controls over all management and assigning access to Treasurer and Chairperson only.
Access Codes including: <ul style="list-style-type: none"> <li>● Alarm codes</li> <li>● Bank Account access</li> <li>● IRD online access</li> <li>● Payroll</li> <li>● Online funder access</li> </ul>	Monday.com, CEO or Chairperson	Cloud access from remote locations  Payroll is processed through Smartly Accounting cloud-based system	CEO controls overall management and assigning access  Access to CEO, Treasurer and Chairperson only

Format	Location	Access
Hardcopies	Filing cabinet at Centre.	All staff & Volunteers
Electronic Copies	Cloud access from remote locations.	CEO controls overall management and assigning general access to all staff and volunteers

## *Emergency Plan*

- Scenarios to think about and plan for include:
- Buildings are damaged
- You may need dust masks, work gloves, hard hats or tools such as wrecking bars and sledge hammers.
- Staff are unable to leave the building
- You'll need food and water (at least three litres per person) for three days or more, sanitary items,
- etc.
- Staff are unable to use their usual transport to get home
- Encourage staff to have supplies in their work grab bags in case they need to walk home or to their meeting place. Make sure they have household plans with their families that include how they will get home, who they will travel with, where they will meet if they can't get home, etc.
- People are seriously injured
- You may have to provide for people with serious injuries until help arrives. Make sure you have blankets, stretchers, a complete first aid kit, etc.

*We have the following equipment onsite at the Centre with an annual check completed in December each year:*

### Emergency Food Requirements

Food requirements based on 25 people for 3 days. Food items will be checked in December each year and replaced as required.

Note: Quantities are quite small and may not be adequate for people doing physical labour.

#### DAY 1

QTY	DESCRIPTION
10	Baked Beans, 820gms cans
10	Creamed Corn, 440gm cans
4	Raisins, 12 mini box packets
3	Muesli bars, 8 bar boxes

#### DAY 2

QTY	DESCRIPTION
10	Tuna in Water, 425gms cans
10	Potato Salad, 310gm cans
4	Raisins, 12 mini box packets
3	Muesli bars, 8 bar boxes

#### DAY 3

QTY	DESCRIPTION
10	Spaghetti, 820gms cans
10	Green Beans, 425gm cans
4	Raisins, 12 mini box packets
3	Muesli bars, 8 bar boxes

#### Additional Supplies

QTY	DESCRIPTION
9	Barley Sugars, packets
9	Chocolate, King size blocks
125	Paper plates, 25cm
100	Plastic forks
1	Methylated spirits, 1 litre
4	Can opener
25	Large garbage bags (for sanitation)

### Hazard Analysis

Below is a list of hazards and their potential impact detailing any mitigation measures already in place or those to be added.

Risks	Likelihood	Impact	Mitigation
Flooding	Low	Low	Yes
IT Failure	Low	Medium	Yes
Loss of electricity	Low	Low	Yes
Fire	Medium	Low - High	Yes
Earthquake	Low	Medium	Yes
Tsunami	Low	Medium	Yes
Pandemic	Medium	Low - High	Yes

#### Risk Matrix Score

**A** = HIGH Likelihood and HIGH Impact

**B** = LOW Likelihood and HIGH Impact

**C** = HIGH Likelihood and LOW Impact

**D** = LOW Likelihood and LOW Impact

*Risk Analysis and Management*

<b>Risk</b>	<b>Preventative measures</b>	<b>Additional Action after event</b>
There is a fire / flood at the centre with limited damage	<ol style="list-style-type: none"> <li>1)Contents insurance for replacement of physical items</li> <li>2)Cloud access to documents</li> </ol>	
The centre is burgled and some damage to property has taken place	<ol style="list-style-type: none"> <li>1)Contents insurance for replacement of physical items</li> <li>2&gt;Password protect access to all devices, including filing cabinets and storage areas</li> <li>3)Cloud backup of all documents</li> </ol>	
The Centre is burgled and some items with Client information is stolen	<ol style="list-style-type: none"> <li>1)Contents insurance for replacement of physical items</li> <li>2&gt;Password protect access to all devices, including filing cabinets and storage areas</li> <li>3)Cloud backup of all documents</li> </ol>	Notify any Client whose personal information may have been accessed.
There is a power failure that lasts for multiple days	<ol style="list-style-type: none"> <li>1)Access to landline phone that does not require power</li> <li>2)Solar power charging ability for mobile phones</li> <li>3)Use of generator, if required</li> <li>4)Relocate to local library or alternative location where access to power is available</li> </ol>	
IT failure	<ol style="list-style-type: none"> <li>1)Contents insurance for replacement of physical items</li> <li>2)Cloud back up of all files and documents, including emails</li> </ol>	
Telephones stop working	<ol style="list-style-type: none"> <li>1)Divert phone number to a mobile number</li> <li>2&gt;Email contact details to Client to let them know</li> <li>3)Social media updates</li> </ol>	
Complete loss of business records	<ol style="list-style-type: none"> <li>1)Contents insurance for replacement of physical items</li> <li>2)Electronic copy retained of all hard copy documents</li> <li>3)Cloud storage of all files for access if required</li> <li>4)Up to date contact list for staff, volunteers, contractors, suppliers, Client, funders</li> </ol>	
Pandemic	<ol style="list-style-type: none"> <li>1)Cloud access to all documents to enable working from home</li> <li>2)PPE provided to all staff and volunteers</li> <li>3)High risk staff and volunteers should remain at home</li> </ol>	

Plan, Prepare, Practise

- Our staff/volunteers know where to evacuate to during a fire
- Our staff/volunteers know to Drop, Cover and Hold during an earthquake
- Our staff/volunteers have been advised to have Grab'n'Go bags to assist them in evacuating or walking home after a natural disaster
- Our organisation has stored water and emergency supplies and has scheduled an annual stock-take.
- Our staff/volunteers have been provided copies of the Personal Workplace Emergency Plan / Individual Make a Plan to assist them being personally prepared at home

Annual Checklist

In December of each year, the following areas are checked and any additions and replacements made:

- Civil Defence Equipment: Check that quantities recorded are present, water should be replaced with fresh water.
- Emergency Food: Check used by or best before dates and replace any items with expired dates up to recorded quantities, check quantities of non-food items to ensure items have not been removed without being replaced.

Business Continuation Plan

Check that all details including, contact name, phone numbers, email addresses, insurance cover etc is current and update as required.

Complete the table below, recording your name and initials in the space provided to confirm that you have checked the area listed.

Date Checked	Civil Defence Equipment	Emergency Food	Business Continuation Plan	First Aid Kits	Checked by

*Disaster recovery Templates*

For use during the emergency the below tables will provide templates for key functions.

**EMERGENCY RESPONSE CHECKLIST**

For use during the emergency this will provide a checklist of key functions.

<b>Emergency Response Checklist</b>	<b>YES√</b>
Start a log of actions taken:	
Identify any damage:	
Convene your Response / Recovery Team:	
Contact independent therapists and contractors:	
Liaise with Emergency Services:	
Identify Functions disrupted:	
Provide information to independent therapists and contractors:	
Decide on course of action:	
Communicate decisions to independent therapists, contractors and Business partners:	
Provide public information to maintain reputation of the Business:	
Arrange a Debrief:	
Review Business Continuity Plan:	



Risk Register and Management Plan

Category	Identified risk	Potential Consequences	Probability H/M/L	Impact H/M/L	Risk Level H/M/L	How will we manage this risk?	Who is Responsible?	Timeline
Financial	Financial sustainability	<ul style="list-style-type: none"> <li>● Lack of certainty in funding</li> <li>● Reduced funding</li> </ul>	Med	High	Med	<ul style="list-style-type: none"> <li>● Relationships with funders</li> <li>● Submit funding applications</li> <li>● Continue to engage Councils and other funders regarding funding</li> </ul>	Board of Trustees  CEO  Financial Lead	Ongoing
	Financial management	<ul style="list-style-type: none"> <li>● Unable to monitor the financial status or 'health' of the organisation</li> <li>● Potential to over spend</li> </ul>	Low	High	Med	<ul style="list-style-type: none"> <li>● Robust financial policies in place</li> <li>● Annual review/audit of accounts</li> <li>● Board of Trustee oversight of budgets</li> </ul>	Board of Trustees  CEO  Financial Lead	Financial Policy drafted  Annual review of accounts and oversight of budgets ongoing

	Dishonesty/ fraud	<ul style="list-style-type: none"> <li>● Loss of money to CBNZ</li> <li>● Loss of confidence in CBNZ</li> </ul>	Low	High	Low	<ul style="list-style-type: none"> <li>● Robust financial policies and procedures in place</li> <li>● Annual review/audit of accounts</li> <li>● Board of Trustee oversight of budgets</li> </ul>	Board of Trustees  CEO  Financial Lead	Financial Policy drafted Annual review of accounts and oversight of budgets ongoing
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Category	Identified risk	Potential Consequences	Probability H/M/L	Impact H/M/L	Risk Level H/M/L	How will we manage this risk?	Who is Responsible?	Timeline
Workforce	Staff & Volunteer wellbeing	<ul style="list-style-type: none"> <li>● Stress or illness as a result of high workloads resulting in unwellness/ dissatisfaction/ burn out.</li> <li>● Safety of workforce whilst carrying out duties both onsite and out in the community</li> </ul>	Low	Med	Med	<ul style="list-style-type: none"> <li>● Health and Safety and HR General policies in place and followed</li> <li>● Health &amp; Safety Rep in place and has a robust reporting line</li> <li>● Monitoring of workload and prioritising or finding alternative ways of achieving outcomes.</li> <li>● Regular communication between Board, contractors &amp; Volunteers</li> <li>● Robust Hauora plan in place for staff</li> </ul>	Board of Trustees, CEO, Manager contractors & volunteers	Policies drafted
			Med	High	Med			

	Workforce retention	<ul style="list-style-type: none"> <li>● Loss of good staff due to remuneration, workload, dissatisfaction with working environment.</li> </ul>	Low /Med	Med	Med	<ul style="list-style-type: none"> <li>● Regular communication between Board of Trustees &amp; Manager</li> <li>● Manager and staff to have regular check ins weekly.</li> <li>● Annual review of performance and progress</li> </ul>	Board of Trustees CEO Manager	Ongoing
	Lack of cultural awareness	<ul style="list-style-type: none"> <li>● Lack of ability to effectively engage and support Maori interests.</li> <li>● Lack of priority/resources allocated to issues of concern to Maori.</li> </ul>	Low /Med	Med	Med	<ul style="list-style-type: none"> <li>● Introduction of Treaty of Waitangi policy</li> <li>● Ongoing education of Board</li> <li>● Training provided to staff</li> <li>● Daily Karakia upheld and Tikanga practices woven through our workplace systems and processes.</li> </ul>	Board of Trustees CEO Manager Cultural Advisor Staff	Ongoing

Category	Identified risk	Potential Consequences	Probability H/M/L	Impact H/M/L	Risk Level H/M/L	How will we manage this risk?	Who is Responsible?	Timeline
Governance	<ul style="list-style-type: none"> <li>● Lack of certain skills/ experience required by governance</li> <li>● Lack of diversity of board members</li> <li>● Lack of leadership</li> <li>● Succession</li> <li>● Conflicts of Interest</li> </ul>	<ul style="list-style-type: none"> <li>● Lack of comprehensive governance in certain areas</li> <li>● Lack of consideration of some issues</li> <li>● Decision making compromised</li> <li>● Lack of suitable Board members.</li> </ul>	Med	Med	Med	<ul style="list-style-type: none"> <li>● Regular review of skill set on the Board</li> <li>● Training for Board members</li> <li>● Induction of new Trustees</li> <li>● Actively seeking Trustees with appropriate skills/ experience</li> </ul>	Board of Trustees	Ongoing  Governance & Trustee Induction Policies drafted
Operations	Natural disaster	<ul style="list-style-type: none"> <li>● Inability to operate at all or to a reduced extent.</li> </ul>	Low	High	Low	<ul style="list-style-type: none"> <li>● Health and safety policy in place and followed</li> <li>● Business continuity planning</li> </ul>	CEO  Board of Trustees	Policies drafted

						<ul style="list-style-type: none"> <li>● Insurance cover</li> </ul>		
Technology failure	<ul style="list-style-type: none"> <li>● Staff unable or significantly hindered</li> <li>● from being able to undertake their work.</li> </ul>	Med	Med	Med	<ul style="list-style-type: none"> <li>● Access to IT support.</li> <li>● Business continuity planning</li> </ul>	CEO Board of Trustees	Ongoing	
Breach of confidential information	<p>Client information is used for purposes other than Navigator support.</p> <p>Distrust is formed in the community and a loss of trust of our services and staff.</p>	Med	High	Med	<ul style="list-style-type: none"> <li>● Confidentiality agreement in place and signed by all staff and governance</li> <li>● Confidentiality policy in place and mandated with all staff and governance</li> <li>● Code of conduct signed and implemented</li> <li>● Documentation is stored securely and always locked</li> </ul>	Board of Trustees CEO Management Staff Volunteers	Ongoing	

Category	Identified risk	Potential Consequences	Probability H/M/L	Impact H/M/L	Risk Level H/M/L	How will we manage this risk?	Who is Responsible?	Timeline
Operations	Sharing of Intellectual Property outside of the organisation	Inappropriate use of intellectual property. Branding is affected. Models of practice are implemented in another setting unsafely	Low	High	Med	<ul style="list-style-type: none"> <li>● Confidentiality agreement in place</li> <li>● Code of conduct signed and implemented</li> <li>● Disciplinary process and policy well implemented within the organisation</li> </ul>	Board of Trustees  CEO  Management  Staff  Volunteers	Ongoing

#### J. VOLUNTEERS

- Volunteer policy
- Volunteer position description
- Volunteer application form
- Volunteer agreement form
- Volunteer reference check form
- Volunteer Induction agreement
- Volunteer Code of practice
- Volunteer exit interview

# Volunteers Policy

## Scope

The Community Builders NZ Trust recognises the valuable contribution to the service made by volunteers and actively encourages their participation, which:

- enables volunteers to contribute and participate in the service of their community
- provides volunteers an opportunity for work experience and the development of new skills
- enhances the range of services available through The Community Builders NZ Trust
- Volunteers will not be used to replace paid workers in the service.

## Purpose

This policy aims to ensure that volunteers working at The Community Builders NZ Trust have work that is safe, significant and satisfying, and that their contribution is appreciated.

## Procedures

- all volunteers will be provided with a job description
- all volunteers must sign a Volunteer Agreement before starting work.
- volunteers are expected to conform to The Community Builders NZ Trust's Code of conduct.

## Volunteer Recruitment Process:

Requests for volunteers will be advertised in the community as required.

Interested volunteers should complete an Application for a Volunteer Position. (One copy should be given to the applicant and one copy kept for the records).

The Community Builders NZ Trust will arrange an interview with the volunteer which will cover the following areas:

- name, address, telephone number area(s) of interest
- experience
- current driver's licence, insurance and vehicle registration if volunteer driver
- health record (in case of emergency) times available
- commitment
- policy for reimbursement for expenses
- names and contact details of two referees
- police clearance
- children's mandatory clearance
- The Community Builders NZ Trust will inform the volunteer as soon as possible of the decision.

If the application is accepted, the volunteer should be given a copy of the Volunteer Worker's Agreement, the relevant job description and an induction package.

If the volunteer's application is rejected, they will be given the reasons why.

Sufficient time should be allowed for the volunteer to read the information and ask questions before signing the Agreement.

Where possible, the Manager will match the volunteer with appropriate Client, taking into account the consumer's wishes, their language spoken, their cultural needs and their interests.

## Volunteer Position Description

<b>Position Title</b>	<b>Volunteer</b>
<b>Volunteer Name</b>	
<b>Primary Work Area</b>	Location Site
<b>Reports to</b>	Manager and Volunteer lead
<b>Time Commitment</b>	# of hours per week approximately Monday, Tuesday, Wednesday, Thursday, Friday
<b>Term</b>	For a period of            months <i>OR</i>  Through until completion of project <i>OR</i>  Until cancelled by either party
<b>Expenses</b>	A discussion around transport needs and any other expenses must be had before a volunteer application is confirmed. Expense claims needs to be pre-approved by the CEO or Manager before an expense is made and applied for. If the expense is approved, then a reimbursement can be made up to the value of \$50.00 providing that proof of the expense is produced first.
<b>Our Vision</b>	Thriving Connected Communities where rangatahi and whanau are supported to lead, belong and realise their dreams and aspirations
<b>Our mission</b>	To create a connected and thriving community that is excited by possibilities and opportunities.
<b>Our Values</b>	<ul style="list-style-type: none"> <li>● Respect with compassion</li> <li>● Thriving not just surviving</li> <li>● Lead with Aroha</li> <li>● Empowerment -helping the community to lead their own change</li> <li>● Community Led</li> <li>● Focus &amp; Impact</li> <li>● Partnership Driven</li> <li>● Manaakitanga &amp; Whanaugatanga</li> <li>● Kaitiakitaga (sustainability)</li> </ul>
<b>Position purpose</b> To support the staff and other volunteers to ensure our spaces are upheld with mana, that spaces/programmes/events are running effectively, and front facing our community to support Manaakitanga and Whanaugatanga.	

<b>Key Result Areas -</b>	
Assisting to deliver	
Outcomes	To help the organisation meet its purpose and mission while upholding the key values.
Key Responsibilities	<ul style="list-style-type: none"> <li>• Carry out reasonable duties that match the role and Volunteer Policy, and that the volunteer is appropriately trained or qualified to do</li> <li>• Maintain the Community Mana by helping to keep the Community Builders NZ Trust's facilities and spaces tidy and well maintained, including Clover Park Community House, through cleaning, weeding, mowing as needed, and in the attitude you display to the public</li> <li>• Carry out any tasks as requested that support the successful running of The Community Builders NZ Trust Charitable Trust operations as requested by the Chief Executive Officer, Manager, or Volunteer Lead.</li> </ul>
Health, Safety and Environment	
Outcomes	A safe and healthy environment is maintained at all times.
Key Responsibilities	<ul style="list-style-type: none"> <li>• Take individual responsibility for Healthy and Safety practices</li> <li>• Comply with occupational health and safety legislation and regulations.</li> <li>• Be familiar with and observe all safe work policies, procedures and instructions.</li> <li>• Promote and participate in health and safety, maintain a safe workplace, and ensure that all equipment is used correctly at all times.</li> <li>• Take responsibility for own health and safety and ensure no action or inaction on your part harms others in the workplace.</li> </ul>

Key Internal relationships
<ul style="list-style-type: none"> <li>• The Community Builders NZ Trust Board of Trustees</li> <li>• Chief Executive Officer</li> <li>• Manager – (Operations, Otara Youth Hub, House)</li> <li>• Staff</li> <li>• Volunteers</li> </ul>
Key External relationships
<ul style="list-style-type: none"> <li>• Local Community</li> <li>• Local Government</li> <li>• Organisational stakeholders &amp; Funders</li> </ul>

Competencies	
Self-management	Punctual and effectively plans and organises work to achieve desired outcomes; proactive, remains focused, takes action to overcome obstacles and follows through to completion (reliable). Asks for help.
Integrity	Is fair, open, honest and consistent in behaviour and can be relied upon; is receptive to multicultural issues; generates confidence in others through professional and ethical behaviour
Innovation	Questions the way things are done; encourages discussion; learns from past mistakes; generates new and creative ideas and solutions to improve the status quo
Teamwork	Works co-operatively with respect and is open with others, being able to work collaboratively in a team-setting in order to achieve results and team goals. Receives feedback positively.
Relationship building	Builds and maintains positive and productive working relationships and networks; consults widely; is sensitive towards different peoples and cultures, inclusive.

<b>Personal Specifications</b>	
Qualifications (or equivalent level of learning)	
Essential	Desirable
	<ul style="list-style-type: none"> <li>• Clean current NZ Drivers licence and access to reliable vehicle</li> <li>• First Aid Certificate</li> <li>• Mental Health First Aid Certificate</li> </ul>
Experience	
Essential	Desirable
	<ul style="list-style-type: none"> <li>• Volunteer work in other organisations</li> <li>• Customer service skills</li> </ul>
Knowledge	
Essential	Desirable
<ul style="list-style-type: none"> <li>• How to communicate with others</li> <li>• Organisational skills</li> </ul>	<ul style="list-style-type: none"> <li>• Basic money management</li> <li>• Use of lawn mower and weed eater</li> <li>• Communication and de-escalation skills</li> </ul>
Skills	
Essential	Desirable
<ul style="list-style-type: none"> <li>• Ability to work independently and within set policies and procedures</li> </ul>	
<ul style="list-style-type: none"> <li>• Good oral communication skills</li> </ul>	
<ul style="list-style-type: none"> <li>• Ability to communicate clearly and politely with the community and external visitors to site.</li> <li>• Willingness to learn</li> <li>• Ability to co-operate with others</li> <li>• Enjoy supporting in the community</li> <li>• Good oral communication skills</li> <li>• Flexible</li> </ul>	
Other	
Essential	Desirable
Good organisational skills	Ability to problem solve

Delegations
This volunteer position has no delegated levels of authority to act on behalf of this organisation or any branches or spaces of CBNZ.
Signed:
Volunteer Name:
Date:

# Volunteer Application Form

Thank you for completing this Volunteer Application form and for your interest in volunteering with us at The Community Builders NZ Trust (CBNZ).

Completion of this application does not guarantee a suitable Volunteer position is available or will be approved.

Once we have assessed your application and completed referee checks, we will be in touch.

It is the policy of The Community Builders NZ Trust to provide equal opportunities without regard to race, religion, national origin, gender, sexual preference, age or disability.

What position are you applying for?	
Areas of Interest?	
Languages spoken / written?	

Personal Information			
First Name			
Surname			
Address			
Phone	Home:		Mobile:
Email			
Note: Two forms of ID (one photo) and proof of address will be required if employment is offered to you			

Emergency Contact / Next of Kin			
First Name			
Surname:			
Address			
Phone	Home:		Mobile:
Email			
Relationship to volunteer applicant?			

Skills, Experience and Qualification
--------------------------------------

Do you have any qualifications relevant to the position you are applying for?		YES		NO	
If YES please give details					
Please describe any knowledge/skills and experience you possess which may be relevant to the position you are applying for:					

Health Issues					
Do you have any known health conditions, injuries or illnesses of any kind, which may affect your ability to effectively carry out the functions and responsibilities of the position you applied for?		YES		NO	
If YES please give details					
Are you on any medication which may affect your performance in the position you have applied for		YES		NO	
If YES please give details					

Referees		
Name of person	Relationship to you Employer / Colleague / Friend	Phone Number

Drivers Licence			
Do you hold a current full New Zealand Drivers Licence?			<input type="checkbox"/> Yes <input type="checkbox"/> No
<input type="checkbox"/> Full <input type="checkbox"/> Restricted <input type="checkbox"/> Learners			
If Yes, number		Class	
Expiry Date		No. of Demerit Points	
Has your Drivers Licence been cancelled in the last five years?			<input type="checkbox"/> Yes <input type="checkbox"/> No
Is there any matter pending which could affect the status of your Drivers Licence?			<input type="checkbox"/> Yes <input type="checkbox"/> No
Vehicle Registration:		<input type="checkbox"/> Yes <input type="checkbox"/> No	
Current WOF		<input type="checkbox"/> Yes <input type="checkbox"/> No	
Current Vehicle Insurance?		<input type="checkbox"/> Yes <input type="checkbox"/> No	

General	
Have you had any criminal convictions in the last 5 years? <input type="checkbox"/> Yes <input type="checkbox"/> No	
If YES – please give details:	
Are you currently awaiting the hearing of any criminal charges? <input type="checkbox"/> Yes <input type="checkbox"/> No	
If YES – please give details:	

Availability	
If your application is successful, when are you able to start volunteering?	

What days of the week are you available?	
<input type="checkbox"/>	Monday
<input type="checkbox"/>	Tuesday
<input type="checkbox"/>	Wednesday
<input type="checkbox"/>	Thursday
<input type="checkbox"/>	Friday
<input type="checkbox"/>	Saturday
<input type="checkbox"/>	Sunday
Available Full day?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Available Half Day?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Communication – how would you like us to contact you				
Shift Details (please circle)	Email	Messenger	Phone	Text
Events & Happenings (please circle)	Email	Messenger	Phone	Text

Transport (please select)

<input type="checkbox"/>	I have my own transport
<input type="checkbox"/>	I would be able to offer volunteers without transport a ride
<input type="checkbox"/>	I would need a contribution towards petrol costs to volunteer regularly
<input type="checkbox"/>	I do not have transport
<input type="checkbox"/>	I would need assistance with transport to be able to volunteer regularly
Comments	

Volunteers Positions – Tell us what areas you are interested in volunteering?		
Tick	Position	Do you have any experience or anything you would like to add?
<b>Rangatahi Development (Youth Pillar)</b>		
<input type="checkbox"/>	Youth Collective	
<input type="checkbox"/>	ETL Travel	
<input type="checkbox"/>	Ahi Ka Kapa Haka	
<b>Connected Communities</b>		
<input type="checkbox"/>	My Street	

	Ōtara Kai Village (OKV)	
	Clover Park Community House	
	Events & Placemaking	
<b>Sustainability</b>		
	Fundraising	
	<b>No Preference</b>	

Declaration	
I,	(Full Name)
<p>By submitting this application, confirm that the information provided is true and complete. I understand that if I am accepted as a volunteer, any false statements, omissions, or other misrepresentations made by me on this application may result in my immediate dismissal. I give permission for you to contact the referees listed above in order to determine my suitability for a Volunteer position with The Community Builders NZ Trust. I give permission for a representative of The Community Builders NZ Trust to contact the referees named in the application for the purpose of determining my suitability for the position. I give permission for a criminal police vetting to take place. I understand that any positions that work directly with children or young people may require Policy Vetting.</p>	
Signed	
Date	

# Volunteer Agreement

This Agreement is between: \_\_\_\_\_

Volunteer

And

The Community Builders NZ Trust

Charitable Trust

The days and time you agree to volunteer are:		
<input type="checkbox"/> Monday	Hours	
<input type="checkbox"/> Tuesday	Hours	
<input type="checkbox"/> Wednesday	Hours	
<input type="checkbox"/> Thursday	Hours	
<input type="checkbox"/> Friday	Hours	
<input type="checkbox"/> Saturday	Hours	
<input type="checkbox"/> Sunday	Hours	

Volunteer role – the purpose of this role is:
To support the staff and volunteers to ensure The Community Builders NZ Trust is running effectively and front facing our community offering Manaakitanga and Whanaungatanga. To create a connected and thriving community that is excited by possibilities and opportunities.

Main Tasks
You will work on the tasks as described in the Volunteers Role Description as agreed with you

Your Commitment
<ul style="list-style-type: none"> <li>You agree you will work as a volunteer and will not be paid for your work.</li> </ul>

- You will tell us (your leader or manager) if you are unable to work on the agreed day and time. You will give us as much notice as you can.
- You will resolve problems by raising concerns with your leader or manager. If the matter is not resolved to your satisfaction, you can contact the Chief Executive Officer (CEO).
- You will not tell any other person about information you find out through your work with us. This includes information about people and the organisation.
- You will follow our policies, procedures, rules and Code of Conduct.
- You will keep yourself and others safe and will follow our health and safety information and directions.

Our Commitments	
<ul style="list-style-type: none"> <li>• We will provide you with induction, training, support and feedback.</li> <li>• You may ask CBNZ to reimburse reasonable volunteer expenses, with prior approval. Once approved, submit receipts with an Expense Reimbursement Claim form</li> <li>• A feedback session will take place at least once every year and/or after a project or event is completed. You may also ask for feedback at any time.</li> </ul>	

Either party can end this agreement at any time by giving 14 days’ notice to the other party that the agreement will not continue.

Declaration	
I,	(Full Name)
Have read and understood the commitments and requirements in this agreement, and accept them fully.	
Signed (volunteer)	
Date	

Signed (Manager/Chairperson)	
Date	

## Volunteer Reference Check

Prospective Volunteer Name	
Referee's Name:	
Position:	
Company:	
Phone:	
E-mail:	
Relationship to Referee:	

DO NOT contact a referee until you have permission from the Applicant (Volunteer Application form).

How do you know the volunteer applicant?
How long have you known the volunteer applicant?
What job did the volunteer applicant do for you and what were their main responsibilities?
Was the applicant successful in fulfilling their duties?

What unique skills does the volunteer applicant have?
What were their strengths?
What were their weaknesses or areas that needed improvement?
Is the volunteer applicant reliable, honest and trustworthy? Have you ever had reason to question this?
Would you recommend the volunteer applicant?

Is there anything else you would like me to know about this person or anything you would like to add?

OFFICE USE ONLY – to be completed by the person completing the reference check	
Referee contacted by	
Date	
Choose one option	<input type="checkbox"/> Great reference <input type="checkbox"/> Good Reference <input type="checkbox"/> Acceptable Reference <input type="checkbox"/> Have concerns
Recommendation	<input type="checkbox"/> Would be good fit <input type="checkbox"/> Not suitable <input type="checkbox"/> No positions available
Additional thoughts or comments	

Volunteer Induction Ageement

Organisation			
Individual Name			
Date of induction			
Contact Phone			
<p>I hereby acknowledge that I have been inducted into The Community Builders NZ Trust Operations Manual and am aware of Safety, Evacuation and Lockdown procedures</p>			
Signed (Volunteer)		Signed Manager	
Date		Date	
<p>I hereby acknowledge that I have read and understand the relevant policies implemented by The Community Builders NZ Trust (please initial next to each policy once read &amp; understood). This is not a complete list of policies. The complete list of policies is in the CBNZ Trust Policies and Procedure Manual.</p>			
Code of Conduct		Home Visit Policy	
Phone, Internet & Computer Policy		Client Transportation Policy	
Use of space at the community house		Disciplinary Policy	
Reimbursement Policy		Drug a& Alcohol Policy	
Equipment Use Policy		Privacy Policy & Statement	
Health & General Safety Policy		Volunteers Policy	
Incident & Accident Report procedure		Privacy and Confidentiality Waiver	
Harassment Policy		Volunteers Paperwork	

Complaints Procedure		Risk Register and Management Plan	
Child Protection Policy		Gifts Policy	
Fraud Policy			
Signed (Volunteer)		Signed Manager	
Date		Date	

## Volunteer Code of Practise Responsibilities of Volunteers

As a volunteer I agree:

- To respect the confidentiality of The Community Builders NZ Trust and its Client
- To make a serious commitment to carry out the tasks agreed to in the role description
- To read and become familiar with the contents of The Community Builders NZ Trust Policies and Procedures Manual
- To undertake training as required
- To accept evaluation and supervision to enhance my performance
- To work according to the policies and philosophy of The Community Builders NZ Trust
- To cooperate with staff and volunteers in a spirit of partnership
- To give as much notice as possible of absence and resignation
- To take all reasonable steps to ensure my own safety
- To ensure no harm is caused to others during the course of my work
- Abide by the Health and Safety policies of The Community Builders NZ Trust

## Rights of a volunteer

As a volunteer I expect:

- To be treated as a co-worker with staff and other volunteers
- To be assigned work that is worthwhile and challenging
- To receive appropriate orientation, training and supervision
- To be kept informed of The Community Builders NZ Trust's policies and services
- To be reimbursed for approved work-related expenses
- To have a clear role description
- To have the right to withdraw my services or say "no" without feeling guilty
- To have the right to make suggestions and to be listened to with respect

## Rights of The Community Builders NZ Trust

- The right to withdraw a volunteer who does not operate within the policies and philosophy of The Community Builders NZ Trust, or whose skills do not enable these requirements to be met
- The right to withdraw the services of a volunteer who breaches The Community Builders NZ Trust or Client confidentiality
- The right to expect the role description will be adhered to

## Responsibilities of The Community Builders NZ Trust

- To recognise and value the volunteer as a person who makes a unique contribution to the community
- To provide appropriate orientation, training, support and supervision
- To keep volunteers informed of The Community Builders NZ Trust's policies and programmes
- To provide a clear role description
- To reimburse volunteers for approved work-related expenses
- To take all reasonable steps to provide a healthy and safe work environment

Volunteer Exit Interview

Name	
Today's date	
Date volunteer started	

1. What benefits did you obtain through your volunteering with The Community Builders NZ Trust?
2. How well were your expectations met?
3. Did the induction and training you received meet your needs?
4. What was your original motivation for volunteering with The Community Builders NZ Trust?
5. What was the most interesting or rewarding experience you had while volunteering here?

6. What suggestions, changes or recommendations would you make to improve our volunteer programme?

7. Please choose an applicable reason(s) for your decision to leave this volunteers position:

- I had successful experience, but am ready for something else
- I completed required service for my school
- I completed mandated Community Service requirement
- I want to experience a different kind of volunteer work or in a different organisation
- I don't have enough time anymore to continue volunteering
- My involvement didn't meet my expectations
- The tasks were too routine and repetitive
- I didn't feel supported or appreciated by the organisation
- I didn't receive adequate training to feel competent
- Other changes in my family, work, health or other personal situation
- Problems with transportation, work schedule
- Safety/security of work and/or location
- Other (please specify)

If you would like a letter confirming your volunteer service with The Community Builders NZ Trust, please tick here

Thank you for taking the time to complete this Exit Interview, your feedback will help us to ensure our Volunteer Programme is meeting the needs of our volunteers whom we rely on to deliver this service.

Your contribution to The Community Builders NZ Trust during your time with us has been truly appreciated. THANK YOU.

The Community Builders NZ Trust property or material returned:

--

Exit interview completed by:

Name:	
Date:	



Ratified by Board: 5 March 2026 | Signed for B.O.T:  
Responsibility: Board of Trustees  
Reviewed: January 2026  
Next review date: January 2028

- K. GENERAL
  - Phone, Internet & Computer Use
  - Equipment use, Keys & Entry Codes
  - Media & Communications
  - Social Media & IT
  - Company Motor Vehicle

# Phone, Internet & Computer Use Policy

## **Purpose**

To provide clear guidelines for the appropriate use of phones, internet, and computers at The Community Builders NZ Trust, and to ensure these resources are used effectively and for organisational purposes only.

## **Scope**

This policy applies to all staff, volunteers, and visitors who access phones, internet, or computers at The Community Builders NZ Trust.

## **General Use**

- Phones, internet, and computers must only be used to carry out official duties and support the goals of the organisation.
- Users are personally responsible for using these resources appropriately and for organisational purposes only.
- Managers are responsible for overseeing and ensuring appropriate use of these resources.

## **Computer Use**

- Computers must only be used by the owner or by individuals who have received permission to do so.
- If you are unsure how to operate a computer, do not use it without the owner's consent.
- Food and beverages must not be placed near computer stations



Ratified by Board: 5 March 2026 | Signed for B.O.T:

Responsibility: Board of Trustees

Reviewed: January 2026

Next review date: January 2028

## Equipment Use

Equipment is available for official work purposes. Funding conditions do not allow private use.

### Equipment

- All equipment should be operated in a safe manner according to operating directions and the principles of Health & Safety
- All equipment should be maintained in a timely and appropriate manner
- Equipment should only be removed from the premises once the Register is signed and all requirements are completed
- At the end of the day all equipment should be returned and signed back in
- Taking away or personal use of equipment without approval from the Manager will be considered theft and may lead to police action



Ratified by Board: 5 March 2026 | Signed for B.O.T:

Responsibility: Board of Trustees

Reviewed: January 2026

Next review date: January 2028

# Keys, Entry & Alarm Code Management Policy

## Purpose

To ensure the secure and responsible management of keys, entry codes, and alarm codes for all Community Builders NZ Trust sites.

## Scope

This policy applies to all staff, volunteers, and authorised users who are issued keys, entry codes, or alarm codes for any Community Builders NZ Trust site.

## Policy Statement

- All keys, entry codes, and alarm codes remain the property of The Community Builders NZ Trust while it holds the tenancy lease.
- Keys and codes are monitored and administered by The Community Builders NZ Trust and are issued only by the CEO or Manager.

## Responsibilities of Key and Code Holders

- Holders are responsible for opening and closing premises and ensuring all doors are locked and alarms are correctly set or disarmed after use.
- Keys, entry codes, and alarm codes must be kept secure at all times and any loss, disclosure, or security issue must be reported immediately.
- Keys, entry codes, and alarm codes must not be shared with any other person unless directed by the CEO or Manager.
- Keys and codes must be returned, changed, or deactivated immediately upon request by management.
- All holders must read and sign the Key and Code Register before access is granted.
- If keys are not returned or codes are misused, the holder may be held responsible for the cost of replacing locks, changing codes, or resetting alarm systems



Ratified by Board: 5 March 2026 | Signed for B.O.T:

Responsibility: Board of Trustees

Reviewed: January 2026

Next review date: January 2028

# Media and Communications Policy

## Purpose:

- To support public understanding of The Community Builders NZ Trust's work, decisions, and initiatives.
- To guide Governance, management, and staff on how to make public statements and respond to media enquiries.
- To ensure all media communication is consistent, professional, and protects the reputation of The Community Builders NZ Trust.

## General Information

As an open, accountable and transparent organisation, The Community Builders NZ Trust values the role that media plays in communicating news and information to the public, to help inform the public on issues, and to report on the public's views and opinions about The Community Builders NZ Trust.

The Community Builders NZ Trust is committed to developing and maintaining professional working relationships with the media.

## Guiding Principles

- The Community Builders NZ Trust recognises the media plays a vital role in communication activities and encourages accurate media coverage of programmes, services and events.
- The Community Builders NZ Trust maintains an open, transparent communications process that enables journalists to have access to the Chief Executive Officer and/or Manager at the approval of the Board of Trustees Chairperson
- The Community Builders NZ Trust fosters positive working relationships with all media, including local, regional and national, in print, broadcast and electronic formats.
- The Community Builders NZ Trust has a responsibility to provide accurate information and respond to media requests with promptness, courtesy, honesty, clarity and respect and welcomes the opportunity to communicate information about the project.
- Championing The Community Builders NZ Trust and what it stands for;
- Contributing to increased project visibility;
- Maintaining consistency with The Community Builders NZ Trust's Constitution, Mission, Values, Strategic Plan and Branding;
- Crafting fit-for-purpose content – relevant and well communicated; coordinated, joined up, inclusive, accurate, succinct and timely;
- Remaining customer service/client focused, establishing relationships across a wide range of audiences;
- Perpetuating best practice within existing IT infrastructure and budget;
- Continually improving – where necessary challenging the status quo;
- Cost-effective efficient use of resources;
- Focusing effort to maximise impact across multiple channels;
- Providing measureable results;
- Where possible, using the expertise available at The Community Builders NZ Trust in communications activities.

## Official Spokesperson

The principal spokesperson for The Community Builders NZ Trust is the Board of Trustees Chairperson.

When appropriate, the Chairperson may designate a media spokesperson to respond to a media inquiry to ensure that information is disseminated quickly and accurately to all interested media.

#### Media Enquiries

When media request information from The Community Builders NZ Trust, the Chief Executive Officer or Manager will seek approval from the Chair of the Board of Trustees before responding.

Any staff member who is contacted directly by the media must immediately notify the Manager or CEO and should not provide comment.

The Chair may authorise the CEO or Manager to speak to the media on behalf of the Trust.

#### Stakeholder Communications

The Community Builders NZ Trust's approach is to work with communication stakeholders as often as possible for mutual benefit. This includes regular meetings with key partners, and communications to a broad range of communication stakeholders. The Community Builders NZ Trust regularly updates its stakeholders with information around current issues.

#### Employees

Individual employees may speak to the media as a private citizen; however, they are not authorised to speak on behalf of The Community Builders NZ Trust unless explicitly designated by The Manager. For employees who choose to contact, initiate or respond to news stories as private citizens with respect to any issue that relates to The Community Builders NZ Trust, the following applies:

- Letters may not be prepared on The Community Builders NZ Trust time, be distributed on The Community Builders NZ Trust stationery or mailed at The Community Builders NZ Trust expense;
- Telephone or email contact may not be made using The Community Builders NZ Trust equipment or on The Community Builders NZ Trust's time;
- Responses or letters shall not include the employee's official title/position
- that the response is not made on behalf of The Community Builders NZ Trust
- Employees must first notify the Manager of their intention to contact the media prior to doing so. The Manager will arrange to meet with the employee prior to the contact with the media. The purpose of the meeting is to review the issues which the employee intends to discuss with the media and to provide an opportunity to discuss the approach to be used in the contact with the media;
- During the meeting, it will also be stressed that employees are personally accountable for any comments made to the media. The employee will be reminded that, should he or she proceed to contact the media, he or she will make it clear that comments are being made as a private citizen and not on behalf of The Community Builders NZ Trust
- or in the employee's capacity at The Community Builders NZ Trust community house

#### Branding Consistency

Where possible, **The Community Builders NZ Trust** templates should be used in order to ensure consistency across all media. These can be found by contacting The Community Builders NZ Trust CEO or Chairperson of the Board of Trustees.

All staff must display appropriate email etiquette and best practice when writing emails. This is important to prevent privacy breaches or reputational issues for The Community Builders NZ Trust.

## Social Media

Staff should exercise caution when using social media. When acting in his or her individual capacity rather than on behalf of The Community Builders NZ Trust, a member of staff must state that his or her 'opinions are my own' in content introductions or online profiles.

Staff wanting to set up online profiles on behalf of The Community Builders NZ Trust must first contact The Community Builders NZ Trust Manager for advice and permission.

For more information, refer to The Community Builders NZ Trust's ***Social Media Policy***.

## Media Releases

All media releases must be signed-off by the Chairperson of the Board of Trustees or the Chief Executive Officer (CEO) as the official spokesperson for The Community Builders NZ Trust. The CEO must consult with the chairperson of the board of trustees before giving or delegating a response.. The Manager will coordinate with the CEO to ensure that the information presented is timely, interesting to the public, accurate, fair, balanced and to the benefit of The Community Builders NZ Trust.

## Media Inaccuracies

The Community Builders NZ Trust has the obligation to ensure media releases regarding The Community Builders NZ Trust matters are reported factually and accurately, and to correct or clarify the public record when significant inaccuracies occur. The obligation includes ensuring media reports are fair, objective, balanced and contextual; and those direct quotes are accurate and attributable. The Community Builders NZ Trust CEO and Manager will review media reports and will work with the media outlet in an effort to correct or clarify inaccuracies. If Staff see or hear inaccurate information, they are to advise the Manager immediately.

## Media Access at Annual General Meeting

Since the AGM is a public meeting, the media are welcome to attend and report on proceedings. The Community Builders NZ Trust will make every effort to accommodate media representatives unless the space is needed for staff or delegations. In such cases, alternate seating arrangements will be made. During meetings, all media representatives are expected to conduct themselves in accordance with the following guidelines:

- Media may conduct interviews prior to, during breaks or at the end of meetings in an appropriate location. In any event, the conducting of interviews is not to disrupt the meeting.
- Media will otherwise take a passive role, are not entitled to participate to any degree greater than any member of the public in attendance and must conduct themselves in a way that is not intrusive or disruptive of the meeting.
- Audio and video recordings of public meetings are allowed using any device provided they are muted and do not disrupt the proceedings in progress.

Recordings shall take place only from an area that does not unduly obstruct the audience's or participants' view.

- If The Community Builders NZ Trust determines that an individual is not conducting themselves as described above, permission to record meetings may be discontinued on either a temporary or ongoing basis by The Community Builders NZ Trust.
- Laptop computers and handheld devices, are permitted in the meeting rooms provided that the equipment:
  - is completely muted and operated in a manner which does not interfere with the audience's or participants' ability to hear or view the meeting proceedings;

- does not compromise confidential materials or discussions; and
- does not occupy space otherwise required for a meeting participant or audience member.

#### Meetings

Media are not permitted to attend “In Camera” sessions or Governance group meetings due to the confidential nature of the sessions. Media must remove themselves and all media equipment and personal effects from the meeting room.

#### Media Visits

Media visits to The Community Builders NZ Trust facilities are to be pre-arranged with the CEO and/or Manager in advance of any photo or film shoot.

Connection by the media of their computer equipment and that of any other privately owned computer to The Community Builders NZ Trust information services or network infrastructure is prohibited, with the only exception being to access The Community Builders NZ Trusts public web pages via the Internet

#### Legal compliance:

Official Information Act Privacy Act 2020  
Public Records Act 2005

#### Related procedures / documents:

Phone, Internet and Computer use Policy, Social Media and IT Policy

#### Definitions:

Centre Social Media Accounts – officially sanctioned accounts include (but are not limited to) Facebook, Instagram, YouTube, Twitter, Flickr, Vine, blogs, LinkedIn, wikis, and Google+. Includes social media accounts that represent The Community Builders NZ Trust or it’s service area.

Channel/s – the method by which a CBNZ Project statement or message is provided to a particular audience.

Communications – any officially released CBNZ Project news item, statement, publication or internal messaging for stakeholders interested in the activities of the project.

Communication Stakeholders - individuals and organisations considered to have a genuine interest in The Community Builders NZ Trust activities and progress. They may include Governance, Executive and Staff, former staff, suppliers, contractors, the community, the media, elected officials, local and central government agencies, and business interests.

Internal Communications – any communication, in any form, primarily intended for Governance, Executive and Staff. The messages are usually communicated via The Community Builders NZ Trusts email, website, IT system, social media, approved online channels or posted physically at locations locally.

Media – those organisations that most people turn to for news – the mainstream television, radio and print media with regular bulletins or publication cycles, and established networks, websites and business premises.

Social Media – a website or application that enables users to create and share content or to participate in social networking.

Stakeholder Communications – any communication, in any form, intended for audiences that have a

genuine interest in The Community Builders NZ Trust. This may be because they are staff or Client, or are elected officials or agencies that have a particular reason to be interested in The Community Builders NZ Trust and its activities.



Ratified by Board: 5 March 2026 | Signed for B.O.T:  
Responsibility: Board of Trustees  
Reviewed: January 2026  
Next review date: January 2028

# Social Media and IT Policy

## Purpose

We understand that using information technology (IT) at work can help to do your job and balance your work and life. But it should not interfere with your work duties or harm the business.

## Acceptable IT Use

This policy defines acceptable use of IT and applies to:

- All employees, contractors, subcontractors, and volunteers who use the Trust's technology and systems.
- Use of IT and systems at any location, whether on-site or off-site.
- Use during work hours and outside of work hours when accessing Trust resources.
- All IT used for work purposes, including work-provided devices, personal devices used for work, or any other technology used to conduct Trust business.

## General Rules

- Use IT and devices responsibly and for work only (unless personal use is approved).
- Do **not**:
  - Harm the Trust's reputation or operations
  - Break the law or infringe rights
  - Harass, bully, or offend anyone
  - Share confidential information
  - Risk system security

## Your Responsibilities

- Keep all work information secure (emails, files, contacts).
- Keep devices safe, especially outside work.
- Report any loss, damage, or security issues immediately.

## Computers, Software & Internet

- Use only approved hardware, software, and Wi-Fi.
- Keep passwords and access codes secret.
- Don't access offensive, inappropriate, or illegal content.

## Email

- Use work emails only for work purposes.
- Follow anti-spam laws when sending messages.
- Get permission before sending promotional emails.

## Phones (Landline, VOIP, Mobile)

- Limited personal use allowed if approved.
- Do not use premium numbers (e.g., 0900), make excessive calls, or incur extra costs.
- You may pay for personal calls that breach this policy.
- Keep devices secure and return them when asked.

## Social Media

- Use work social media accounts only for authorised work purposes.
- Any use of Trust IT to access social media must follow general rules.

## Photos & Videos

- Only take photos or videos for lawful, work-related purposes after gaining permission of the participants



Ratified by Board: 5 March 2026 | Signed for B.O.T:

Responsibility: Board of Trustees

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# Company Motor Vehicle Policy

This Policy sets out the requirements for the use of company motor vehicles for business use. Company vehicles are provided to enable employees to carry out their duties.

This policy applies to all employees with access to, or responsibility for, a vehicle used for company business. The focus of this policy is for staff, volunteer, or contractor use of CBNZ vehicles, to ensure staff and community safety and wellbeing. Therefore, any deliberate breach of this policy may be considered as misconduct or serious misconduct and may result in disciplinary action up to and including termination of employment.

The Employee may be required or permitted to drive a Company Vehicle and shall do so in accordance with New Zealand legislation and the following conditions –

- a) The Employee must hold a current unrestricted<sup>1</sup> driver's licence of the appropriate class for the vehicle. Overseas licences will be accepted only in accordance with NZTA guidelines. The Employee shall advise the Employer as soon as they become aware of any change to the status or the currency of the Employee's driver's licence. Employees who knowingly drive without a current valid driver licence will be at risk of disciplinary action up to and including dismissal.
- b) The Employee shall not drive any vehicle while under the influence of alcohol or drugs, or medication that could impair their ability to drive safely. Any such conduct shall be regarded as serious misconduct and may result in the Employee being dismissed.
- c) The Employee shall always drive the vehicle safely and responsibly. This includes not taking or making phone calls whilst driving unless a hands-free device is used.
- d) The Employee must immediately advise the Employer of any accident in which the vehicle is involved whether resulting in injury or damage. The Employee must not enter any discussions of liability for an accident. When damage or injury occurs, details of the following should be obtained:
  - the name and address of the other driver, person involved or property owner
  - the other vehicle or property
  - the other party's insurance company.

Repairs must not be undertaken without first obtaining authorisation from the Employer.

- e) If any accident or injury occurs due to negligence on the part of the Employee, or if the Employee is responsible for causing damage to the vehicle or any other person or property, the Employee may be required to reimburse the Company for any loss the Employer suffers as a result – whether by way of insurance excess, loss of no claims bonus or otherwise.
- f) If an accident or injury occurs when the Employee driving is:
  - under the influence of alcohol, drugs, or medication that may impair the ability to drive safely, and/or
  - not holding a valid driver's license, and/or

- carrying unapproved or dangerous goods inappropriately, and this was the sole or a material contributing cause of the accident or injury, the driver will be held personally liable.
- g) If the vehicle is stolen, the Employee must notify the Employer and the Police immediately.
- h) The Employee shall be responsible for the payment of any fine or charges resulting from infringements or offences against any traffic laws or regulations, including any costs arising from, or associated with, parking infringements and speeding fines incurred by the Employee while using a Company Vehicle. Any further charges incurred by the company due to the non-payment of fines are also the responsibility of the Employee.
- i) The vehicle must only be driven on public roads or work sites at all times.
- j) The vehicle must be securely locked when not in use at all times. Keys must not be left in an unattended vehicle at any time. Valuables must be removed from the vehicle whilst the vehicle is parked or placed in a secure compartment out of sight.
- k) When the vehicle is not parked overnight on company premises, it must be parked in a secure garage, secure accommodation or office car park, or other appropriate secure location.
- l) Smoking or vaping is not permitted in any Company Vehicle.
- m) The Employee is expected to treat the vehicle with care and respect, and while wear and tear relative to the degree of usage the vehicle receives is expected, abnormal wear and tear or damage will be treated seriously.
- n) The Employee is responsible for keeping the vehicle clean and tidy, including regular washing and vacuuming
- o) The Employee shall alert the Employer without delay to any vehicle maintenance, faults, or damage that the Employee has observed needs to be attended to, including any Warrant of Fitness requirements.
- p) The Employee is responsible for checking that the vehicle is in good and safe working condition for driving, and for the safety of any passengers they may transport. For example, this means that the Employee must satisfy themselves that standard safety features such as seatbelts and headlights are in working order prior to commencing a journey.
- q) It is the Company's responsibility to ensure the vehicle is serviced and has a current Warrant of Fitness and is always up to current Warrant of Fitness standard.
- r) The CEO is responsible for authorising the use of any Company fuel card for purchasing fuel and oil for the vehicle for Company business. Unless the CEO has given explicit consent, any company fuel card must only be used for the purchase of fuel or oil for the company vehicle; it may not be used for any other vehicle belonging to an Employee or other person. The mileage of the vehicle must be recorded, and the oil and water in the vehicle checked, with each fuel purchase.
- s) If any petrol or oil is purchased not using the fuel card, then the Employer shall not be obliged to reimburse the Employee unless prior approval was given by the Manager to purchase fuel or oil using a different method.

Limitations of Use

- a) Except for travel directly from the Employee’s residence to the workplace, and directly from the workplace to the Employee’s residence, and travel in the course of and as a condition of the employee’s duties, the Company Vehicle shall not be used for private use or for any work that is not related to the Employer’s business, without prior consent from the Manager.
- b) The Employee shall be responsible to pay for fuel for any private travel outside of the course of the employee’s duties.
- c) Any vehicle taken home and not required by the Employee the following day is to be returned to the office and available for use by 9am.
- d) No other person (unless otherwise employed or authorised by The Community Builders NZ Trust) is to drive a Company Vehicle without the Employer’s prior written consent.
- e) The Employer reserves the right to allocate Company Vehicles as the Employer sees fit and may change an employee’s vehicle at any time.
- f) Animals are not permitted to be carried in the Company Vehicle (unless prior approval is given by the employer).

Employee Declaration	
Name	
Signature	
Date	

As agreed by CBNZ Management	
Name	
Signature	
Date	



Ratified by Board: 5 March 2026 | Signed for B.O.T:  
 Responsibility: Board of Trustees  
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K. FINANCIAL

- Financial Reporting Policies & Procedures
- Budgeting Policies & Procedures
- Cash Management Policies & Procedures
- Internal controls Policies & Procedures
  - Financial Controls & Delegations
  - Reimbursement Policy
- Donation Handling Policies & Procedures
- Payroll Policy & Procedure

# Financial Reporting Policies & Procedures

Objective: The Financial Reporting Policy ensures timely, accurate, and transparent reporting of the The Community Builders NZ Trust financial performance to stakeholders, in compliance with New Zealand's regulatory requirements.

## Frequency and Format of Financial Reports:

- Frequency: The trust will generate financial reports on a quarterly basis, with an annual comprehensive report at the fiscal year-end.
- Format: Reports will include standardized formats for the income statement, balance sheet, and cash flow statement, adhering to Generally Accepted Accounting Principles (GAAP) in New Zealand.

## Information Included in Reports:

- Income Statement: Details of revenue, expenses, gains, and losses incurred during the reporting period, providing a snapshot of financial performance.
- Balance Sheet: Assets, liabilities, and equity of the organization as of the reporting date, offering insights into the financial position.
- Cash Flow Statement: Record of cash inflows and outflows, illustrating the organization's liquidity and cash management.

## Recipient and Distribution of Reports:

- Board Members: Quarterly and annual financial reports will be distributed to the Board of Trustees for review and oversight.
- Stakeholders: Annual reports will be made available to stakeholders, including donors, government agencies, and interested parties, either through digital platforms or physical copies upon request.
- Donors: Donors contributing significantly to the charity's funds may receive tailored summaries or excerpts from the annual report, showcasing the impact of their contributions.

## Financial Reporting Procedure for Tier 3 Charity in New Zealand:

### 1. Generating Financial Reports:

#### a. Data Compilation:

- Finance department collects financial data and statements from accounting records for the respective reporting periods.

#### b. Financial Analysis:

- Prepare the income statement, balance sheet, and cash flow statement using the collected data, ensuring accuracy and compliance with GAAP.

### 2. Quarterly Reporting Process:

#### a. Report Compilation:

- Generate quarterly financial reports comprising the income statement, balance sheet, and cash flow statement.

#### b. Board Distribution:

- Distribute quarterly reports to the Board of Trustees within [specific timeline] after the end of each quarter for review and oversight.

### 3. Annual Reporting Process:

#### a. Annual Report Preparation:

- Compile a comprehensive annual financial report including detailed narratives, financial statements, and impact assessments.

#### b. Stakeholder Distribution:

- Publish the annual report on the charity's website and make it available to stakeholders upon request.

### 4. Donor Engagement:

#### a. Tailored Communication:

- For significant donors, create personalized summaries or excerpts from the annual report highlighting the impact of their contributions.

### 5. Compliance and Record-Keeping:

#### a. Regulatory Compliance:

- Ensure all financial reports comply with New Zealand's legal and accounting standards.

#### b. Record Retention:

- Maintain records of all financial reports and communications for the required statutory period.

This Financial Reporting Policy and Procedure framework aims to deliver comprehensive and transparent financial information to key stakeholders, ensuring accountability, compliance, and effective communication of the charity's financial performance and impact.



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# Budgeting Policies & Procedures

Objective: The budgeting policy aims to ensure prudent financial planning, effective resource allocation, and transparency in managing funds for the Community Builders NZ Trust.

## Annual Budget Creation:

- Responsibility: The CEO, in collaboration with the Board of Trustees, will lead the annual budget creation process.
- Timeline: Budget creation will commence January prior to the start of the fiscal year.
- Involvement: Department heads and program managers will provide input on their respective budgetary needs and projections.
- Guidelines: Budgets will be developed based on historical data, program objectives, and anticipated revenue streams.

## Budget Review and Approval:

- Process: The Board of Trustees will review the proposed budget, ensuring alignment with the organization's strategic goals and financial sustainability and alignment with the trusts mission and prudent use of resources.
- Documentation: Approved budgets will be documented and distributed to relevant stakeholders.

## Allocation of Funds:

- Programs: Funds will be allocated to programs based on their projected needs, impact assessment, and alignment with the trusts mission.
- Administrative Expenses: A portion of the budget will be allocated for essential administrative costs, ensuring efficient operations.
- Fundraising and Development: Allocate resources for fundraising activities, considering potential revenue generation and donor engagement strategies.

## Budgeting Procedure for The Community Builders NZ Trust (Tier 3):

### 1. Annual Budget Creation:

#### a. Data Collection:

- Gather financial data from the previous fiscal year, program proposals, and input from department heads.

#### b. Projection and Analysis:

- Project income streams (donations, grants, etc.) and assess expected expenses for programs, operations, and fundraising.

#### c. Departmental Input:

- Solicit input from department heads and program managers to identify their budgetary needs and anticipated expenses for the upcoming year.

#### d. Drafting the Budget:

- Consolidate data and draft the preliminary budget, ensuring alignment with the organization's goals and financial sustainability.

## 2. Budget Review and Approval:

### a. Board of Trustees Review:

- The Finance Committee / Board of Trustees reviews the proposed budget for accuracy, feasibility, and alignment with trusts goals.

### b. Board Approval:

- The finalized budget is presented to the Board of Trustees for approval.

## 3. Allocation of Funds:

### a. Program Allocation:

- Allocate funds to programs based on their proposed budgets and expected impact.

### b. Administrative Expense Allocation:

- Allocate necessary funds for administrative expenses, ensuring efficient operations without excessive overhead.

### c. Fundraising Allocation:

- Allocate resources for fundraising activities, considering potential revenue generation and donor engagement strategies.

## 4. Monitoring and Adjusting Budgets:

### a. Regular Monitoring:

- Regularly monitor budget performance against actual expenses and revenue streams.

### b. Adjustment Procedures:

- If significant variations occur, department heads and finance personnel collaborate to adjust budgets as needed.

This Budgeting Policy and Procedure framework ensures a systematic approach to creating, reviewing, and allocating funds in alignment with the trusts objectives while allowing flexibility to adapt to changing circumstances. Regular monitoring and periodic reviews enable the trust to make informed adjustments when necessary for optimal financial management.



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Responsibility: Board of Trustees

Reviewed: January 2026

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# Cash Management Policies & Procedures

Objective: The Cash Management Policy aims to ensure efficient, secure, and transparent management of cash flow for The Community Builders NZ Trust, safeguarding financial assets and supporting the organization's mission.

## Managing Cash Flow:

- Receipts Handling: All cash and electronic receipts shall be promptly recorded and deposited into the designated bank account.
- Disbursements: Payments will be made by check, electronic transfer, or other secure means, with proper documentation for each transaction.

## Authorization of Expenditures:

- Authorization Levels:
  - Expenditures up to \$15,000: Approval by the CEO.
  - Expenditures over \$15,000: Require approval from the Finance Committee / Board of Trustees.
- Approval Process:
  - All expenditures must be accompanied by appropriate documentation, such as invoices or receipts.
  - The Finance Committee / Board of Trustees reviews and approves expenditure requests based on budgetary allocations and organizational priorities.
- Emergency Expenditures:
  - In case of urgent or unforeseen circumstances, the CEO may authorize emergency expenditures up to a predetermined limit. Such transactions will be reported to the Finance Committee / Board of Trustees at the earliest opportunity.

## Payment Procedures:

- Invoice Verification: Prior to payment, invoices and supporting documents will be verified for accuracy and legitimacy.
- Payment Timelines: Payments will be processed within [specific timeframe] to ensure timely settlements without incurring unnecessary fees or penalties.
- Payment Methods: Electronic funds transfer or checks will be the primary methods for making payments.

## Maintaining Liquidity:

- Cash Reserves: Maintain an adequate level of cash reserves to cover operational expenses and unforeseen circumstances.
- Monitoring Liquidity: Regularly assess cash flow projections to ensure sufficient liquidity to meet upcoming obligations.
- Investment Considerations: Explore low-risk investment options to optimize returns on idle funds while ensuring liquidity when needed.

## Security Measures:

- Bank Account Access: Limit access to the organization's bank accounts to authorized personnel only.
- Dual Authorization: Require dual authorization for significant transactions or transfers to enhance security and prevent unauthorized access.

## Cash Management Procedure for The Community Builders NZ Trust (Tier 3 Charity):

### 1. Managing Cash Flow:

#### a. Receipts Handling:

- Designate a responsible individual to collect, record, and deposit all cash and electronic receipts promptly.

b. Disbursements:

- Maintain a documented disbursement process, including proper approvals and documentation for each payment.

2. Authorization of Expenditures:

a. Approval Levels:

- Clearly define approval levels for different expenditure amounts and document the criteria for emergency authorizations.

b. Documentation:

- Establish a standardized process for documenting and submitting expenditure requests, ensuring completeness and accuracy.

3. Payment Procedures:

a. Invoice Verification:

- Implement a thorough verification process for invoices, ensuring they align with budgetary allocations and organizational priorities.

b. Timely Payments:

- Adhere to predefined timelines for processing payments to avoid late fees and maintain positive vendor relationships.

c. Payment Methods:

- Clearly communicate the acceptable payment methods, emphasizing electronic transfers and checks.

4. Maintaining Liquidity:

a. Cash Reserves:

- Determine and regularly review the appropriate level of cash reserves, considering operational needs and potential contingencies.

b. Monitoring:

- Conduct regular cash flow projections and monitor liquidity levels to make informed decisions on fund utilization and investment.

c. Investment Guidelines:

- Establish guidelines for low-risk investments, ensuring alignment with the organization's risk tolerance and liquidity requirements.

5. Security Measures:

a. Access Control:

- Limit access to the organization's bank accounts, providing access only to authorized personnel.

b. Dual Authorization:

- Implement dual authorization for significant transactions or fund transfers to enhance security and prevent unauthorized access.

This Cash Management Policy and Procedure framework will guide The Community Builders NZ Trust in maintaining effective control over its cash flow, ensuring financial security, and promoting transparency in financial operations. Regular reviews and updates should be conducted to adapt to changing circumstances and ensure ongoing compliance with relevant regulations.



Ratified by Board: 5 March 2026 | Signed for B.O.T:

Responsibility: Board of Trustees

Reviewed: January 2026

Next review date: January 2028

# Internal Controls Policies & Procedures

Objective: The Internal Controls Policy aims to establish a framework of checks and balances, ensuring the integrity of financial operations, and minimizing the risk of fraud, errors, and misappropriation of funds.

## Prevention of Fraud and Errors:

- Segregation of Duties: Define and enforce clear segregation of duties to prevent individuals from having sole control over critical financial functions.
- Approval Processes: Implement robust approval processes for financial transactions, ensuring multiple levels of authorization for significant expenditures.

## Segregation of Duties and Authorization:

- Financial Transactions:
  - Initiation: Differentiate roles responsible for initiating transactions, authorizing them, and recording them in the accounting system.
  - Authorization: Transactions must be authorized by relevant personnel, adhering to predetermined authorization levels.

## Internal Audit Procedures:

- Regular Audits: Conduct periodic internal audits to assess compliance with policies, review financial records, and identify potential irregularities.
- Audit Trails: Maintain thorough documentation and audit trails for all financial transactions, facilitating audits and investigations when necessary.

## Conflict of Interest Policies:

- Disclosure: Require staff and board members to disclose any potential conflicts of interest regarding financial matters and take necessary steps to mitigate these conflicts.

## Internal Controls Procedure for The Community Builders NZ Trust (Tier 3 Charity):

### 1. Prevention of Fraud and Errors:

#### a. Segregation of Duties:

- Define roles and responsibilities, ensuring different individuals handle the initiation, approval, and recording of financial transactions.

#### b. Approval Processes:

- Establish clear guidelines for the authorization of financial transactions, specifying approval thresholds and documentation requirements.

### 2. Segregation of Duties and Authorization:

#### a. Financial Transaction Process:

- Implement a structured process where one individual initiates the transaction, another authorizes it, and a separate party records it.

#### b. Authorization Levels:

- Clearly define and communicate authorization levels based on transaction amounts or nature to ensure proper oversight.

### 3. Internal Audit Procedures:

#### a. Audit Scheduling:

- Plan and schedule periodic internal audits, ensuring they cover all relevant financial areas and compliance with policies.

#### b. Audit Execution:

- Conduct audits according to the established schedule, reviewing financial records, transaction logs, and compliance with policies.

#### c. Report and Action:

- Generate comprehensive audit reports highlighting findings, discrepancies, and recommendations for corrective actions if needed.

### 4. Conflict of Interest Policies:

#### a. Disclosure Requirements:

- Communicate and enforce policies requiring staff and board members to disclose any potential conflicts of interest regarding financial matters.

#### b. Mitigation Steps:

- Take appropriate measures to address disclosed conflicts, such as recusal from decision-making processes or seeking approval from independent bodies.

Regular review and refinement of these Internal Controls Policy and Procedures are crucial to adapt to evolving risks and ensure ongoing effectiveness in safeguarding the charity's financial integrity. Compliance should be routinely monitored, and any identified issues should be promptly addressed.



Ratified by Board: 5 March 2026 | Signed for B.O.T:

Responsibility: Board of Trustees

Reviewed: January 2026

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# Financial Controls/Delegations Procedures

This policy sets out the circumstances under which the Board may delegate its responsibilities.

Delegations of authority are the mechanisms by which the Community Builders NZ Trust enables officers of the Community Builders NZ Trust to act on behalf of the Community Builders NZ Trust.

## PURPOSE

The purpose of the Delegations Policy is to establish a framework for delegating authority within the Community Builders NZ Trust in a manner that facilitates efficiency and effectiveness and increases the accountability of staff and volunteers for their performance.

The policy applies to all members of the Board and the staff and volunteers of the Community Builders NZ Trust who have delegated authority to act and sign documents on behalf of the Community Builders NZ Trust.

Delegations of authority within the Community Builders NZ Trust are intended to achieve four objectives:

- to ensure the efficiency and effectiveness of the Community Builders NZ Trust administrative processes;
- to ensure that the appropriate officers have been provided with the level of authority necessary to discharge their responsibilities; and
- to ensure that delegated authority is exercised by the most appropriate and best-informed individuals within the Community Builders NZ Trust; and
- to ensure internal controls are effective.
- To protect The Community Builders NZ against financial misconduct it is necessary that all forms of financial transfers be secured through closely regulated approval processes.
- Ensure that all expenditures made in the name of the Community Builders NZ are authorised and independently reviewed.
- Guard against any potential abuse of payment procedures, while maintaining flexibility and avoiding unnecessary formality.

Delegations are a key element in effective governance and management of the Community Builders NZ Trust and provide formal authority to particular staff and volunteers to commit the Community Builders NZ Trust and/or incur liabilities for the Community Builders NZ Trust.

## POLICY

The Board of the Community Builders NZ Trust is responsible for the management of the organisation.

Under the The Otara Kai Village, The Otara Bike Burb, The Otara Mara Kai, The Otara Youth Hub, Pataka Kai, MY Street NZ, The Cloverpark Community house and the Community Builders NZ Trust, the Board can delegate any of its functions except:

- (a) the power of delegation and
- (b) any functions reserved to the Board under [the Act].

The Board may delegate its functions to:

- A member or members of the Board; and
- The Chief Executive Officer ('the CEO') and through the CEO to members of the staff of the organisation.

However, the Board may not delegate its power:

- to adopt the organisation's strategic plan; or
- to adopt the organisation's business plan; or
- to adopt the organisation's annual budget.

The CEO:

(a) is charged with the duty of promoting the interests and furthering the development of the Community Builders NZ Trust; and

(b) is responsible for the administrative, financial, and other business of the Community Builders NZ Trust; and

(c) exercises a general supervision over the staff and volunteers of the Community Builders NZ Trust.

The CEO may seek the approval of the Board to delegate any function or any power or duty conferred or imposed upon them, subject to this delegation's policy, to any member of the staff of the organisation, or any person or persons, or any committee of persons.

The Community Builders NZ Trust is committed to the highest standards of integrity, fairness and ethical conduct, including full compliance with all relevant legal requirements, and in turn requires that all its Board members, officers (including its Chief Executive Officer), managers, employees, volunteers and contractors acting on its behalf meet those same standards of integrity, fairness and ethical behaviour, including compliance with all legal requirements.

There is no circumstance under which it is acceptable for the Community Builders NZ Trust or any of its employees or contractors to knowingly and deliberately not comply with the law or to act unethically in the course of performing or advancing the Community Builders NZ Trust's business.

Delegation/ Who	Finance Limit	Order Suppl ies	Approve Payments	Open/Cl ose Centres	Online Bankin g	Approve Contracts	Procurement/ Approval of Contracts
CEO	\$5,000	YES	YES	YES	YES	YES	YES
Manager	\$500	YES	NO	YES	NO	NO	YES
House Manager	\$500	YES	NO	YES	NO	NO	YES
Accounts/Tr easurer	\$5,000	YES	YES	YES	YES	YES	YES
Chairperson	\$5,000	YES	YES	YES	YES	YES	YES
Secretary	\$200	YES	NO	YES	NO	NO	NO
Community Empowerm ent Worker	\$200	YES	NO	NO	NO	NO	NO
Youth Worker	\$200	YES	NO	YES	NO	NO	NO
Volunteer	0.00	NO	NO	NO	NO	NO	NO

# Policy

- Financial transactions carried out in the name of The Community Builders NZ shall, as far as possible, be governed by the following principles.
- No payments shall be made in the name of The Community Builders NZ unless such payment has been authorised by the Board or CEO.
- Payment authorisation can be made either through board approval in the annual budget or by other avenues approved by the board (such as through a written delegation of the board).
- Complete records of payment authorisation should be kept on file.
- The Board, through the Treasurer, shall have continuous access to The Community Builders NZ's bank statements and The Community Builders NZ's accounts, books and records.
- No single person shall have the authority to carry through all processes (budgeting, authorisation, payment, approval) to do with any:
  - payment
  - approval of a supplier
  - approval of an agreement or contract with an external party
  - loan from The Community Builders NZ's funds
  - contract of employment.
- Any person who has an actual or potential conflict of interest in respect of any:
  - payment
  - approval of a supplier
  - approval of an agreement or contract with an external party
  - loan from The Community Builders NZ's funds
  - contract of employment,

must declare that conflict of interest to the board and either comply with any board direction or withdraw from involvement in the transaction.

- All payments (except credit card and petty cash payments) shall require signatures (or equivalent validations) from two persons with properly delegated authority, as recorded in the Financial Delegations Register.
- Financial transaction cards may only be issued to a person approved by the board.
- Cardholders and persons making a payment out of petty cash (Payor) must obtain a tax invoice or receipt for each transaction. If a tax receipt is lost or misplaced, the Payor must provide a written statement setting out the details of the transaction. Tax invoices or receipts and statements must be provided to the CEO with each monthly account statement.

## Financial Controls Procedures

### ***Responsibilities***

It is the responsibility of the board to:

- Approve a budget for The Community Builders NZ and authorize any departures from that budget.
- Maintain supervision of the financial progress of the organisation.

It is the responsibility of the CEO to ensure that:

- Procedures consistent with this policy are implemented.
- Reports on the implementation of these procedures are regularly submitted to the board.
- Staff and volunteers are aware of this policy and these procedures.
- The Financial Delegations Register is maintained.
- Any breaches of this policy or procedures are dealt with appropriately.

It is the responsibility of all employees and volunteers to ensure that any payment made on behalf of the organisation conforms to this policy and those procedures.

### **Processes: Payments**

#### *Financial transaction card use*

- The Community Builders NZ Trust financial transaction cards (credit or pre-paid debt cards) may only be issued to a board member, staff member, or volunteer where their functions and duties would be enhanced by their use. Cards will thus be issued only to people on the Community Builders NZ Trust Financial Transaction Card List. The list shall be held by the CEO and be made available to the Treasurer on request.
- Other persons may be added to the list by the Board or the CEO. The Board may delegate the power to add persons to the list to any or all of:
  - The Chairperson
  - The Treasurer
  - The CEO
  - The auditor.
- Financial transaction cards may be issued on a temporary basis and recovered afterwards.
- Each financial transaction card will be issued to a specific person, who will remain personally accountable for the use of the card. Cardholders will sign a declaration to this effect.
- No more than one card shall be issued per cardholder. Credit limits as appropriate shall be set for each card by the issuing authority.

#### ***Cardholder's Responsibilities***

The Cardholder shall:

- In all cases obtain and retain sufficient supporting documentation to validate the expense (e.g. tax invoice or receipt) or provide a written statement in lieu (the CEO may require a statutory declaration).
- Verify that that goods and services listed were received.
- Forward the papers to the authorised signatory for approval (the Board Chair shall authorise payments to the CEO; the CEO shall authorise the expenditure of all other cardholders).
- Notify the bank and the CEO (or in the case of the CEO, the Board Chair) immediately if:
  - The card is lost or stolen
  - Any unauthorised transaction is detected or suspected
  - A personal expense has inadvertently been charged to the card.
- Notify the CEO and the bank of any change in name or contact details.
- Take adequate measures to ensure the security of the card.
- Cease using the card and promptly return the card to the CEO if:
  - The cardholder resigns
  - The CEO determines that there is no longer a need for the cardholder to retain their card

- The card has been cancelled by the bank.
- Be personally liable for any unauthorised transaction unless the card is lost, stolen or subject to fraud on some part of a third party.

The Cardholder shall not:

- Exceed any maximum limits set for the card.
- Obtain cash advances through the card.
- Use the card for any illegal purchases.
- Authorise their own expenditure.
- Claim double allowances (i.e. request reimbursement for an expense already paid by the card).

#### Card Expenditure

- The card will only be used for purchases that are directly associated with the cardholders' function within the Community Builders NZ Trust.
- Where doubt exists as to whether an item is function-related, prior authorisation should be obtained from the CEO (or, in the case of the CEO's own card, the Chair of the Board or the treasurer of the Board).
- Where private expenditure occurs on the same transaction as a corporate expenditure (e.g. a person incurs a debt for personal telephone calls during a hotel stay) the cardholder must settle the private expense prior to charging the balance on the organisational card.
- The use of the corporate card for "services of a dubious nature" is expressly prohibited. "Services of a dubious nature" are defined as any goods or services that could bring the name of the organisation into disrepute.

#### Card Expenditure Review

Records of all expenditures made on the card must be reviewed by the Cardholder's supervisor, with a view to establishing both the need for the expenditure and the authorisation of the expenditure.

#### Card Misconduct

Wherever a breach in this policy occurs, the CEO will assess the nature of the breach and may institute an appropriate disciplinary process, including:

- counselling and/or verbal warning
  - a diary or file note created and retained on employee's personnel file
  - a written warning.
  - instant dismissal
- Where the CEO considers that the breach is such that serious sanction is appropriate, The Community Builders NZ's right to summarily dismiss an employee for serious misconduct may be exercised.
  - The CEO may determine whether to report a breach of the policy to the police for criminal investigation.
  - Following report of a breach, at the next Finance Committee / Board of Trustees meeting, the CEO shall report:
    - the investigation of the circumstances of the breach
    - any police reports and action
    - any disciplinary action taken.

#### Bank accounts

- Bank accounts may only be opened in The Community Builders NZ Trust's name, or to hold The Community Builders NZ's funds, when authorised by a person with the appropriate authority as recorded in the Financial Delegations Register.
- Any variations to banking arrangements can only be made by a person with the appropriate authority as recorded in the Financial Delegations Register.

#### Bank transfers

- Any bank transfer above the level approved for the person in the Financial Delegations Register (or any series of payments within the period of fourteen days amounting to 150% of the level approved for the person in the Financial Delegations Register) must be approved prior to the payment by two persons authorised to make such approvals by the Delegations Register.
- Each payment must be supported by an invoice, receipt, or other appropriate documentation. Authorisations must be attached to this documentation prior to payment.
- Where it appears necessary to make transfers to persons or bodies not on the Approved Supplier Register, prior approval must be sought from the CEO.

#### Cheque use

- All cheques must contain two eligible signatures. Eligible signatories are persons approved by the board and recorded in The Community Builders NZ's Financial Delegations Register.
- Signatories cannot sign a cheque made payable to themselves, or a blank cheque. All details on the cheque form must be filled in before signature.
- A list of all cheques issued each month, featuring amount, recipient, signatories, and explanation, will be provided to the Treasurer.
- All cheques received will be deposited in The Community Builders NZ's bank accounts within three days.

#### **Petty Cash**

##### *Petty Cash Limit*

The amount of the petty cash float shall be as determined by the CEO from time to time, but in general should not exceed \$250. Any amount in the petty cash float over \$250 shall be returned to general funds.

##### *Petty Cash Use*

- Each Petty Cash Officer shall ensure that petty cash is used only to cover expenses for which it is not feasible or is unreasonably inconvenient to use normal purchasing methods. Any expense that is predictable, regular, and significant should be dealt with through normal accounting procedures.
- The limit of \$250 shall not be evaded through splitting of items into smaller amounts.
- Each Petty Cash Officer shall require all petty cash expenses incurred are supported by acceptable documentation (receipts, tax invoices, copies of staff travel diaries, etc.) and that the documentation relating to each payment shall be sufficient to establish the nature of the expenditure.

- Each Petty Cash Officer shall retain acceptable supporting documentation of payments from the Petty Cash float and shall submit these with their accounts to the Finance Officer each month.
- Each Petty Cash Officer shall report the loss of any Petty Cash funds to their supervisor as soon as the loss is discovered.
- A tax invoice must be obtained for all petty cash purchases exceeding \$55 (GST inclusive).
- Petty cash should be kept in a secure (locked) location and the key held securely.
- The Petty Cash Officer cannot delegate control of the float to other employees. If the Petty Cash Officer is unavailable, payment cannot be made by that means.

#### Petty Cash Replenishment

- Total yearly petty cash requirements shall be estimated by the Petty Cash Officer and submitted to the budget process. The Petty Cash Officer can draw on replenishments during the year up to this amount.
- If there is a need for additional finance, or if it is desired to increase the amount of the float, a special request must be made to the CEO.
- Replenishments should be sought when insufficient funds remain for five business days of expected use.
- The petty cash float is to be reconciled monthly. This is the responsibility of the relevant Petty Cash Officer. All petty cash expenditure must be entered into the financial system once the petty cash has been reconciled. The balance of monies and vouchers must equal the petty cash float amount before reimbursement can be made.

#### Cash

Except when classified as Petty Cash, all cash receipts shall be:

- Kept in a supervised or secure (locked) environment, and
- Deposited in the organisation's bank accounts within three working days.

#### ***Processes: Operations***

#### Payments to Suppliers

#### New suppliers

- Any new supplier must be approved by an authorised person on the Delegations Register.
- Any such approval must be made based on objective criteria and must be recorded in a standard format.

#### Purchases

- All purchases must be requested through a purchase order on the appropriate form, which must specify the authorising officer for the transaction.
- For items over the value of \$1,000 three quotes must be provided.
- All items received are:
  - to be checked against purchase order and recorded as supplied to specification
  - to be checked against the original supplier authorisation.

Once the receipt of the item has been recorded and the supplier authorisation confirmed, this detail must be recorded on the purchase order. The purchase order is then to be forwarded to the appropriate persons for payment.

#### Asset Management

- All purchases of equipment above the value of \$100 must be entered in the organisation's Asset Register in a standard format.
- The Asset Register shall be reviewed at least yearly.



Ratified by Board: 5 March 2026 | Signed for B.O.T:  
Responsibility: Board of Trustees  
Reviewed: January 2026  
Next review date: January 2028

# Reimbursement Policy

Staff or volunteers may on occasion be required to pay expenses consequent on their employment out of their own pockets. Under certain circumstances, as outlined in this policy, these expenses may be reimbursed by the organisation.

## PURPOSE

The purpose of this policy is to spell out under what circumstances reimbursement of expenses may occur on behalf of The Community Builders NZ Trust, and the process for doing so. This policy relates to the governance board, staff and volunteers, acting on authorized The Community Builders NZ Trust business.

## POLICY

The Community Builders NZ will reimburse its staff (including volunteers) expenses incurred by them on behalf of The Community Builders NZ Trust or in the course of The Community Builders NZ business so long as such expenses are:

- (1) Reasonable and
- (2) Authorised and
- (3) A receipt is recieved

Reimbursement of reasonable but unauthorised expenses may be made on an ex gratia basis at the discretion of the CEO in exceptional circumstances only.

Staff and volunteers incurring authorised expenditure must, wherever possible, receive, retain and produce receipts, invoices, vouchers, tickets, or other evidence of such expenditure.



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# Donation Handling Policies & Procedures

**Objective:** The Donation Handling Policy aims to establish transparent and accountable procedures for recording, acknowledging, and managing donations while ensuring compliance with tax regulations and proper utilization of funds.

## Recording and Acknowledgment of Donations:

- **Documentation:** All donations, whether monetary or in-kind, must be accurately recorded in the donation log or CRM system.
- **Acknowledgment:** Send timely and personalized acknowledgment letters or emails to donors, expressing gratitude for their contributions.

## Tax Compliance and Receipt Issuance:

- **Eligible Donations:** Ensure compliance with New Zealand's tax regulations for eligible donations, providing receipts for tax-deductible contributions as per legal requirements.
- **Receipt Issuance:** Issue donation receipts promptly, clearly stating the charity's details, donation amount, and tax-exempt status.

## Management of Restricted and Unrestricted Funds:

- **Restricted Funds:** Clearly document and honor donor restrictions on funds, ensuring they are utilized according to the specified purposes.
- **Unrestricted Funds:** Utilize unrestricted funds for the charity's general operational and programmatic needs in alignment with its mission.

Donation Handling Procedure for The Community Builders NZ Trust (Tier 3 Charity):

### 1. Recording and Acknowledgment of Donations:

#### a. Documentation:

- Designate responsible personnel to record all incoming donations promptly in the donation log or CRM system, including donor details, amount, and type of donation.

#### b. Acknowledgment:

- Develop a standard acknowledgment process to promptly thank donors, whether through letters, emails, or personalized messages, reflecting the organization's gratitude.

### 2. Tax Compliance and Receipt Issuance:

#### a. Eligibility Verification:

- Ensure donated amounts and sources meet eligibility criteria for tax-deductible status as per New Zealand's tax regulations.

#### b. Receipt Generation:

- Issue donation receipts promptly after each donation, containing all required information for tax purposes and in compliance with legal standards.

### 3. Management of Restricted and Unrestricted Funds:

#### a. Restricted Funds:

- Document and maintain clear records of donor restrictions on funds, ensuring they are utilized strictly for the specified purposes and programs.

b. Unrestricted Funds:

- Utilize unrestricted funds for general operational expenses and programmatic needs in alignment with the charity's mission and strategic objectives.

4. Compliance Monitoring and Reporting:

a. Regular Review:

- Periodically review donation records and processes to ensure compliance with donation handling policies and legal requirements.

b. Reporting:

- Generate reports detailing donation inflows, restrictions, and utilization of funds for transparency and accountability purposes.

5. Donor Communication and Stewardship:

a. Ongoing Engagement:

- Foster ongoing communication with donors, updating them on the impact of their contributions and the charity's progress toward its mission.

b. Stewardship:

- Cultivate a culture of donor stewardship by expressing appreciation, recognizing their support, and ensuring transparency in fund utilization.

This Donation Handling Policy and Procedure framework will guide The Community Builders NZ Trust in effectively managing, acknowledging, and utilizing donations while maintaining compliance with tax regulations and honoring donor intentions. Regular review and adherence to these procedures will bolster donor trust and contribute to the charity's sustained impact.



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Responsibility: Board of Trustees

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Next review date: January 2028

# Payroll Policies & Procedures

## Policy Rationale:

In being a responsible employer, the Community Builders NZ Trust will pay all employees and contractors accurately and on time.

The Community Builders NZ Trust will also comply with all legislative requirements, employer responsibilities, and relevant tax and financial obligations in being an employer.

It should be noted that this payroll policy only covers aspects of paying employees and contractors. The Community Builders NZ Trust's employment policies, processes and procedures are covered under separate Human Resources policies and manuals.

## Policy Statement:

All of the Community Builders NZ Trust's payroll obligations will be met in accordance with the following:

1. The Community Builders NZ Trust will pay its employees accurately and on a timely basis, in accordance with the terms and conditions of employment agreements
2. The Community Builders NZ Trust will maintain a separate wage and salary record for all staff, including holidays entitled to / taken, and sick days entitled to / taken
3. All non-electronic employee payroll information will be kept in a locked facility to ensure the security of that information
4. Upon receipt of appropriately authorised information, the Community Builders NZ Trust will endeavour to update employee payroll information in an accurate and timely manner
5. All payroll related payments will be made by direct debit. Manual payments can be made in very special circumstances within the Community Builders NZ Trust's Delegated Authorities
6. All staff will be provided with payslips when there are changes to normal pay.
7. Any payment to an employee in excess of their Employment Agreement entitlements are required be authorised by the Community Builders NZ Trust's Board
8. Advances on wages, salaries and independent contracts to staff will not be paid. If a request is made for advance payment it must be approved by the board. Decisions will be made at the discretion of the board depending on the circumstance at hand.
9. All deductions from Gross Pay are to be made and forwarded to Inland Revenue on time. This includes Withholding Tax on certain contractors as specified in the Income Tax Act 2007
10. All Inland Revenue and ACC returns (if any) are to be completed and paid in accordance with the organisation's Tax Policies
11. The KiwiSaver Act 2006 will be fully complied with. All requests from staff are to be promptly processed
12. All independent contractors must present proof of account bank ownership upon sending through their first invoice.

The Community Builders NZ Trust's CEO / Accountant is responsible for ensuring:

1. The Community Builders NZ Trust's Payroll software and systems are fit-for-purpose, current and secure

2. All changes in remuneration (including bonuses) are appropriately reviewed and authorised, in accordance with the Community Builders NZ Trust's Delegated Authorities, before processing of payroll system transactions and payments
3. All payroll liabilities are fairly reflected in the Financial Statements and Management Reports of the organisation

Segregation of duties, whereby no employee is responsible for both processing payroll transactions and processing payroll payments.

#### Policy Implementation:

The implementation and review of these Receivables policies are the responsibility of the Community Builders NZ Trust's Audit, Finance & Risk Committee.

The Community Builders NZ Trust's Audit, Finance & Risk Committee may request that the External Auditors review payroll functions as part of the annual audit.

The Community Builders NZ Trust's CEO / Accountant is responsible for:

- Implementing and updating Payroll systems and procedures in accordance with best practice principles.
- The performance of the payroll function in accordance with the Community Builders NZ Trust's Delegated Authorities.
- Ensuring all payroll tax returns are completed accurately, filed and taxes are paid on time
- Providing [quarterly] reports to the Audit, Finance & Risk Committee on the status of the Community Builders NZ Trust's employee leave balances.

The following Community Builders NZ Trust policies and frameworks should be referred to in this regard:

- Finance Manual
- Department of Labour website ( [www.dol.govt.nz](http://www.dol.govt.nz) )
- Employment Contracts
- Delegated Authorities Policy
- Financial Reporting & Monitoring Policy
- Accountability, Internal Controls & Audit Policy
- Financial Systems & Procedures Policy
- Tax Returns & Record Management Policy
- Tax & Charitable Status Policy

#### Legislative Compliance Considerations:

- Employment Relations Act 2000
- Minimum Wage Act 1983
- Holidays Act 2003
- Holidays Act 2003 Assurance Framework from MBIE
- Income Tax Act 2007
- Accident Compensation Act 2001

- KiwiSaver Act 2006
- Tax Administration Act 1994



Ratified by Board: 5 March 2026 | Signed for B.O.T:  
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L. NEW POLICIES

- Environmental Sustainability
- Quality Improvement (Regular review of policies & procedures)
- Review & Update of Policies & Procedures Manual
- Monitoring systems, performance & client outcomes
- Transparency Policy

# Environmental Sustainability Policies & Procedures

The Community Builders NZ recognises that climate change is real and is affecting many weather and climate extremes across the globe.

According to the Intergovernmental Panel on Climate Change (IPCC) and other leading organisations, it is unequivocal that human influence has warmed the atmosphere, ocean and land. Strong, rapid and sustained changes in human decisions, actions and behaviours are required to limit human induced climate change.

The Community Builders NZ is committed to giving further consideration to its individual, collective and systemic practices in order to respond to the challenges posed by climate change to the environment.

The Community Builders NZ is also committed to effectively listening to, and in partnership, learning from Mana Whenua and looking through a Te Ao Maori lens, for matauranga on ways of knowing, being and doing.

The Community Builders NZ acknowledges and celebrates Te Ao Maori and Tangata Whenua connection to our whenua and the ongoing protection and custodianship of the lands and waters of Aotearoa.

## PURPOSE

The purpose of this policy and its procedures is to guide The Community Builders NZ in:

- responding to the challenges of climate change;
- integrating a philosophy of sustainability in its activities and standards;
- embedding and promoting sound environmental practices in all operations, services and products; and
- fostering responsible, sustainable and climate-conscious decisions and behaviours at an organisational level, including among management, staff, volunteers, [our members / the clients we serve / the people we work with], stakeholders and suppliers.

This policy will better enable The Community Builders NZ to apply a sustainability lens to its activities and operations. As the causes of climate change and its impacts on the environment are widely understood, it is the aim of The Community Builders NZ to consider, find and implement meaningful ways to minimise its impact on the environment and contribute to solutions that seek to limit climate change.

## DEFINITIONS

For the purpose of this policy, the definition of:

- sustainability encompasses sustainability of the environment, ecology, people and economy; and
- social justice lens encompasses considering the impacts of climate change on different or vulnerable sectors of the community, as contemplated at paragraph 4.1.4 of this policy.

## POLICY

The Community Builders NZ is committed to minimising its impact on the environment, fostering sustainability, repairing past harms and seeking improved future outcomes by:

- acknowledging and learning from Maori ways of knowing, being and doing in caring for country;
- fostering an organisational culture of sustainability, where responsibility to the environment, climate, climate system and ecosystems is understood and put into practice;
- supporting and allowing management, staff, volunteers, [our members / the clients we serve / the people we work with] to:
- better understand the inter-relationship between their roles or activities and climate change impacts; and
- engage meaningfully with their emotional responses to climate change and its impacts;

- applying a social justice lens when considering the impacts of climate change on different or vulnerable sectors of the community [and our members / the clients we serve / the people we work with];
- identifying, analysing, evaluating, prioritising and addressing the physical, transitional, adaptation and liability risks associated with climate change;
- where possible, avoiding the use of products and practices that contribute to climate change, while promoting and favouring the use of products and practices that are at a minimum climate-neutral or, as a preference, have positive impacts on the environment;
- enhancing awareness within The Community Builders NZ and among [our members / the clients we serve / the people we work with], stakeholders, suppliers and the wider community about our actions in seeking to operate in an environmentally responsible manner;
- using reasonable endeavours to conduct audits and self-assessments of The Community Builders NZ's compliance with this policy, in order to continually improve our environmental management systems and responses to climate change; and
- maintaining an open and honest dialogue with the people we work with, suppliers and the wider community about The Community Builders NZ's performance against this policy.



Ratified by Board: 5 March 2026 | Signed for B.O.T:  
Responsibility: Board of Trustees  
Reviewed: January 2026  
Next review date: January 2028

# Regular Review of Organisational Policies and Procedures

## PURPOSE

The Community Builders NZ Trust is committed to maintaining relevant, effective, and compliant policies and procedures. This policy aims to ensure that all organisational policies and procedures are regularly reviewed, updated, and improved as necessary to align with best practices and legal requirements.

## POLICY STATEMENT:

**Regular Review Cycle:** The Community Builders NZ Trust will establish a systematic and periodic review cycle for all organisational policies and procedures by assigning policies to the board members and CEO to review.

**Responsibility and Accountability:** The responsibility for policy and procedure review lies with the Board of Trustees, the CEO and any designated manager, or a dedicated committee appointed by the organisation's leadership. It is the responsibility of the CEO and Management to implement the policies written in this operations manual and any policies that the Board of Trustees or CEO have approved and initiated.

**Compliance and Best Practices:** Policies and procedures will be reviewed to ensure compliance with relevant laws, regulations, industry standards, and to incorporate best practices in the respective fields.

**Transparency and Documentation:** The review process, including findings, recommendations, and updates, will be documented and maintained for reference and compliance purposes.

Procedure:

Identification of Policies and Procedures:

- Compile a comprehensive list of all organisational policies and procedures, categorising them based on departments or functional areas.

Establish Review Schedule:

- Develop a review schedule indicating the frequency of review for each policy and procedure. This schedule may vary based on the nature of the policy and regulatory changes.

Assignment of Review Responsibilities:

- Designate responsible individuals or teams for reviewing specific policies and procedures. Assign clear roles and deadlines for completion.

Review Process:

- Conduct a thorough review of each policy and procedure according to the established schedule.
- Evaluate the effectiveness, relevance, and compliance of each policy with current laws, regulations, and industry standards.
- Gather input from relevant stakeholders, departments, or subject matter experts during the review process.

Documentation and Reporting:

- Document the review process, including any proposed changes, reasons for updates, and any recommendations.
- Compile a report summarising the review findings, proposed revisions, and any actions to be taken.

Approval and Implementation:

- Submit the reviewed policies and procedures, along with recommended changes, to the appropriate

management or leadership for approval.

- Upon approval, update the policies and procedures with the necessary revisions and communicate these changes to all relevant stakeholders.

Training and Awareness:

- Conduct training sessions or communications to ensure all staff members are aware of the updated policies and procedures.

Monitoring and Follow-Up:

- Periodically monitor the implementation of updated policies and procedures, and gather feedback to assess their effectiveness.
- Maintain a record of the date of the last review and schedule the next review accordingly.

COMPLIANCE

All staff members are required to adhere to this policy and procedure. The CEO and/or designated management team is responsible for ensuring compliance and effective implementation of the policies and the review process.



Ratified by Board: 5 March 2026 | Signed for B.O.T:

Responsibility: Board of Trustees

Reviewed: January 2026

Next review date: January 2028

# Review and Update of Policies and Procedures Manual

## PURPOSE

The Community Builders NZ Trust is committed to maintaining an updated Policies and Procedures Manual that reflects current practices, legal requirements, and industry standards. This policy establishes guidelines for the systematic review, documentation, and tracking of revisions made to the organisation's Policies and Procedures Manual.

## POLICY STATEMENT

**Regular Review:** The Policies and Procedures Manual will undergo regular reviews to ensure accuracy, relevance, and compliance with legal and regulatory changes.

**Documentation of Updates:** All updates, revisions, and amendments to the Policies and Procedures Manual will be consistently recorded and tracked for transparency and accountability.

**Responsibility and Accountability:** Designated personnel are responsible for overseeing the review process, ensuring timely updates, and maintaining accurate records of changes. This will be the board of Trustees and the CEO and they may designate to appropriate personnel.

## Procedure:

### Establishment of Review Schedule:

- Develop a review schedule indicating the frequency of review for each policy and procedure within the manual. Consider industry standards and regulatory requirements.

### Identification of Responsible Parties:

- Designate individuals or a review committee responsible for conducting policy and procedure reviews. Specify roles and responsibilities for initiating, conducting, and documenting reviews. This will be the Board of Trustees and the CEO. Depending on the policy, they will be reviewed every three to four years unless an incident requires a review, or if legislation changes requiring a review.

### Review Process:

- Initiate the review process according to the established schedule, systematically evaluating each policy and procedure for accuracy, relevance, and compliance.
- Use a standardised checklist or template to document the review process, including findings, recommended changes, and justifications for updates.

### Documentation and Tracking:

- Maintain a centralised repository or database to record all revisions made to the Policies and Procedures Manual.
- Create a log that includes details such as the policy/procedure name, date of last review, reviewer's name, summary of changes, and approval status.

### Revision Approval and Implementation:

- Submit reviewed policies/procedures and proposed changes to the appropriate authority for approval.
- Upon approval, implement the revised policies/procedures and update the Manual accordingly.

### Communication and Training:

- Communicate updates to relevant stakeholders, ensuring they are aware of the changes. Provide necessary training or guidance on new or revised policies and procedures.

### Monitoring and Compliance:

- Regularly monitor compliance with the updated policies and procedures and address any non-compliance issues promptly.

### Regular Reporting:

- Generate periodic reports summarising the review process, changes implemented, and compliance status for management review and transparency.

COMPLIANCE

All staff members are expected to adhere to this policy and comply with the procedures outlined for the review and update of the Policies and Procedures Manual.



Ratified by Board: 5 March 2026 | Signed for B.O.T:

Responsibility: Board of Trustees

Reviewed: January 2026

Next review date: January 2028

# Monitoring Systems, Performance, and Client Outcomes

## PURPOSE

The Community Builders NZ Trust is committed to ensuring effective monitoring of systems, performance metrics, and client outcomes to enhance service delivery, improve efficiency, and achieve positive results for our clients. This policy aims to establish guidelines for monitoring and evaluating the organisation's systems, performance, and client outcomes.

## POLICY STATEMENT

**Continuous Monitoring Culture:** The Trust will foster a culture of continuous monitoring and evaluation across all programs and services to assess performance and client outcomes.

**Data Collection and Analysis:** Policies and procedures will be in place to systematically collect relevant data, analyze performance metrics, and measure client outcomes using reliable and validated methods.

**Quality Improvement:** Monitoring systems will be utilised to identify areas for improvement, implement necessary changes, and enhance the quality of services provided to clients.

**Transparency and Accountability:** The organisation is committed to transparency in reporting findings, sharing outcomes, and being accountable for the results achieved.

## Procedure:

### Establishment of Monitoring Framework:

- Develop a comprehensive framework outlining the key performance indicators (KPIs) and outcomes to be monitored for each program or service offered.

### Data Collection and Analysis:

- Implement procedures to collect relevant data on a regular basis, utilising both quantitative and qualitative methods.
- Designate responsible individuals or teams to analyse collected data using appropriate tools and methodologies.

### Performance Measurement:

- Set benchmarks and performance targets aligned with the organisation's goals and objectives.
- Regularly measure and track performance against established KPIs and outcomes to assess progress and identify areas needing improvement.

### Client Outcome Evaluation:

- Develop assessment tools and surveys to gather feedback from clients regarding their experiences and outcomes achieved through the Trust's programs and services.
- Analyse client feedback to understand satisfaction levels, identify successes, and address areas requiring attention.

### Reporting and Review:

- Compile comprehensive reports summarising the findings from monitoring systems, performance evaluations, and client outcomes.
- Conduct regular reviews with relevant stakeholders to discuss findings, identify trends, share best practices, and make informed decisions for improvement, as per stakeholder request.

### Action Planning and Implementation:

- Based on the review outcomes, develop action plans to address identified deficiencies, enhance strengths, and implement necessary changes or improvements.

### Training and Capacity Building:

- Provide training and resources to staff members involved in data collection, analysis, and performance monitoring to ensure consistency and accuracy in processes.

### Documentation and Compliance:

- Maintain thorough documentation of monitoring activities, outcomes, and actions taken for compliance, reference, and future evaluations.

Continuous Improvement:

- Regularly revisit the monitoring framework and procedures to adapt to changing needs, technological advancements, and emerging best practices.

#### COMPLIANCE

All staff members are expected to comply with this policy and adhere to the established procedures for monitoring systems, performance, and client outcomes.



Ratified by Board: 5 March 2026 | Signed for B.O.T:

Responsibility: Board of Trustees

Reviewed: January 2026

Next review date: January 2028

# Transparency Policy

The Community Builders NZ values its relationship with its clients, its members, its donors, its volunteers and other stakeholders who partner with it to enable it to achieve its purpose.

It recognises that transparency and accountability builds trust and helps those relationships to flourish.

## PURPOSE

The purpose of this document is to recognise the importance of transparency and accountability and facilitate the development and implementation of measures by The Community Builders NZ's Board and Staff to provide appropriate transparency and accountability.

## POLICY STATEMENT

### **Board Reporting**

The Board must ensure that it complies with its legal and contractual reporting obligations. They include:

- Reporting to the Members, in accordance with the requirements of the constitution, on the organisation's activities, and providing an opportunity for questions;
- Preparing financial reports as required by law;
- Preparing a report in accordance with the requirements of the fundraising licence;
- Reporting to government agencies in accordance with the terms of grants and funding contracts;
- of its deductible gift recipient status [e.g. health promotion charities must provide an annual statistical return report to the Department of Social Services];
- Reporting to donors in accordance with the terms of any grants issued;
- In addition to its specific legal and contractual obligations, the Board will consider each year whether there are any other stakeholder relationships which could benefit from receiving a report from the Board on the organisation's activities and performance.
- In preparing its reports, the Board will consider the extent to which it can report on each of the following matters
- The board may delegate the CEO to write the reports

### **The purpose of The Community Builders NZ.**

- A report on the purpose of The Community Builders NZ involves explaining the environment in which the organisation operates. It includes reporting on CBNZT's mission, vision and values, and explaining each project's relevance in the current environment.

### **The Community Builders NZ stakeholder reporting and engagement**

- This includes reporting on how stakeholder relationships are managed, how employees and volunteers are recruited, trained, rewarded, retained and recognised, and how the organisation is funded.

### **Fundraising and investments**

- This includes reporting on the source of funds, fundraising and funding targets.
- It includes reporting on accountability mechanisms governing the use of the funds.
- It includes an assessment of The Community Builders NZ's ability to maintain the current levels of funding in the future, and how its fundraising approach is being evolved or adapted to changes in circumstances.

- It includes reporting on investments, and the management oversight and skills in The Community Builders NZ to manage investment risks and performance.
- It includes reporting on movements in the level of funding, particularly where it has fallen in any year.

#### **Business strategy and mission**

- This includes explaining the strategy and structures that enable The Community Builders NZ to operate and to grow.
- It includes identifying the priorities and associated budgets and allocation of resources.
- It also includes honest self-assessment and disclosure of performance and plans to address underperformance and/or ongoing challenges, recognising that this helps to build trust.

#### **Governance structure and processes**

- This includes reporting on governance structures, systems, processes and how risk management frameworks are aligned with those structures, systems and processes.
- It includes providing clear diagrams of the organisational structure with reporting lines and key roles identified.
- It includes disclosure of qualifications, experience and length of service of the members of the Board, CEO and senior management.
- It includes reporting on how The Community Builders NZ identifies and manages risks, and what risks are specific to The Community Builders NZ in addition to general risks.

#### **Activity and performance**

- This includes reporting on outputs, outcomes and impacts.
- It also includes reporting on KPIs.

#### **Financial performance and position**

- This includes reporting on sources of revenue, revenue recognition policies and a discussion and analysis of the factors affecting the organisation's financial performance.
- In undertaking its function of reporting to stakeholders, the Board must be mindful of the organisation's privacy policy, underpinned by its privacy law obligations, and it must take care to act in the interests of The Community Builders NZ.
- Deliberations of the Board and its sub-committees shall be dealt with in accordance with the Board confidentiality policy/procedure.

#### **Client Records**

- The Community Builders NZ will deal with client records in accordance with its privacy law obligations.

#### **Staff Records**

- The Community Builders NZ will deal with staff records in accordance with the Fair Work Act 2009 (Cth), and its privacy policy and privacy law obligations.

#### **Member and Donor records**

- The Community Builders NZ will deal with client records in accordance with its privacy policy and privacy law obligations.

### **Access to Minutes of General Meetings and the Members Register**

- Access to minutes of general meetings and the Members Register will be provided in accordance with the terms of the constitution.



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Responsibility: Board of Trustees

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Next review date: January 2028

# Cultural Policy

## 1. Vision Statement

To create thriving, inclusive communities, where cultural diversity is celebrated, and everyone feels connected, respected, and empowered to share their cultural heritage.

## 2. Mission Statement

The Community Builders NZ (CBNZ) Trust supports local cultural initiatives that promote understanding, preserve traditions, and bring communities together. We aim to create spaces where cultural practices are valued, shared, and protected for future generations.

## 3. Core Values

- **Whanaungatanga:** Building strong relationships and fostering a sense of belonging.
- **Manaakitanga:** Caring for and supporting our people and communities.
- **Kaitiakitanga:** Protecting and preserving our cultural heritage.
- **Aroha:** Approaching all work with respect, love, and compassion.
- **Inclusivity:** Embracing diversity and ensuring everyone has a voice.

## 4. Objectives

- **Celebrate and Promote Culture:** Raise awareness and appreciation for the rich cultural diversity of Aotearoa (New Zealand).
- **Support Māori and Indigenous Cultures:** Honor and protect Māori language, customs, and traditions as the foundation of Aotearoa's cultural identity.
- **Foster Community-Led Initiatives:** Empower local communities to take the lead in cultural events, projects, and celebrations.
- **Encourage Cross-Cultural Collaboration:** Create opportunities for different cultural groups to learn from and collaborate with one another.
- **Ensure Accessibility for All:** Make cultural activities accessible to everyone, regardless of background or circumstance.

## 5. Key Areas of Action

### 5.1 Cultural Engagement & Events

- **Local Festivals:** Where possible, hold community festivals, art exhibitions, performances, and engage in language weeks, that showcase local cultures.
- **Celebrate Māori Traditions:** Offer programs and events that highlight Māori language, art, and customs, such as kapa haka performances.
- **Promote Diversity in the Arts:** Support creative initiatives from diverse cultural groups, including visual arts, music, and dance.

### 5.2 Inclusivity & Access

- **Ensure Equal Opportunities:** Make sure cultural events and programs are open to all, especially people from low-income or rural areas, and those with disabilities.
- **Create Safe, Welcoming Spaces:** Foster environments where everyone, especially marginalized groups,

can participate and feel valued.

### 5.3 Community Empowerment

- **Strengthen Cultural Networks:** Build connections between community groups, local councils, and cultural institutions to collaborate on projects and share resources.

### 6. Funding & Resources

- **Partner for Sustainability:** Work with local businesses, government agencies, and other organizations to secure funding and resources for cultural work.

### 7. Monitoring and Feedback

- **Community Feedback:** Ask for input from community members to ensure programs meet their needs and reflect local cultures.
- **Measure Impact:** Track the success of cultural programs through surveys, attendance, and other feedback to make sure we're achieving our goals.

### 8. Ethical Guidelines

- **Respect for All Cultures:** Ensure that all cultural practices are treated with respect and care, avoiding cultural appropriation.
- **Transparency and Fairness:** Make sure that all decisions about cultural projects are made openly and with the community's best interests in mind.

### 9. Conclusion

This policy guides CBNZ Trust's commitment to celebrating cultural diversity, supporting our local community, and ensuring that cultural practices are valued, preserved, and shared. Our work is about empowering communities to lead, collaborate, and grow, making Aotearoa a more inclusive and vibrant place for everyone.



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# CEO Absence & Delegation Policy

## PURPOSE

The purpose of this document is to ensure the continuity, accountability, and effective operation of The Community Builders NZ Trust (CBNZT) during periods when the Chief Executive Officer (CEO) is absent. It provides clear guidance on the delegation of authority, responsibilities, and decision-making to ensure that the organisation continues to operate effectively in the CEO's absence.

## POLICY STATEMENT

The Board recognises that the CEO plays a critical role in the leadership, management, and operational delivery of CBNZT's purpose. To safeguard organisational continuity, the Board requires that appropriate delegation arrangements are in place for all scenarios where the CEO is temporarily or unexpectedly unavailable.

## Scope of Delegation

### 1. Planned Absences

- For planned absences (e.g., annual leave, professional development, conferences), the CEO will notify the Board in advance and document the delegation of responsibilities.
- The CEO will appoint an Acting CEO or delegate authority to a senior staff member.
- If no senior staff member is available, the Board will appoint a Board member to act in the CEO's place.
- The delegation must specify:
  - Decision-making authority limits
  - Financial signing authority (if any)
  - Operational responsibilities
  - Reporting obligations to the Board during the absence

### 2. Unplanned Absences

- In the event of sudden illness, emergency, or unexpected unavailability, the Board will identify a senior staff member to act as CEO.
- If no senior staff member is available, a Board member will be appointed as Acting CEO until the CEO can resume duties or a temporary appointment is made.
- The delegated Acting CEO shall act in accordance with previously established delegation guidelines and in the best interests of CBNZT.

## Delegation Principles

- Delegation does not remove the CEO's accountability for actions undertaken on their behalf.
- Delegated authority must be exercised in alignment with CBNZT's vision, mission, values, and strategic priorities.

- Delegated authority should be communicated clearly to staff, stakeholders, and partners, where relevant.
- The Acting CEO or delegated officer must consult the Board for decisions outside of pre-approved limits, including significant financial, legal, or reputational matters. Refer to L-FINANCIAL Policies (*Financial Controls & Delegations*)

### **Reporting and Accountability**

- The Acting CEO must provide regular updates to the Board on key organisational activities, operational decisions, and risks during the CEO's absence.
- All decisions and actions taken during the CEO's absence must be documented and shared with the CEO upon their return.
- The Board will review the effectiveness of delegation arrangements annually to ensure they remain fit for purpose.

### **Governance and Oversight**

- Delegation arrangements must be formally documented and approved by the Board.
- The Board retains ultimate responsibility for the governance, compliance, and strategic direction of CBNZT at all times.
- Risk management and operational compliance frameworks must continue to be upheld during any CEO absence.

### **Corresponding form to be completed upon CEO arrival back by covering Staff/BOT -**

[https://docs.google.com/document/d/11N9WNUr36-qGs5tEj8WdMmw-n-urBld6lr6Usd1vFno/edit?usp=drive\\_link](https://docs.google.com/document/d/11N9WNUr36-qGs5tEj8WdMmw-n-urBld6lr6Usd1vFno/edit?usp=drive_link)

### **Review**

This policy will be reviewed every two years or as required to ensure it remains relevant and effective in supporting organisational continuity and leadership succession.



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# Reputation Risk Policy

## 1. Vision Statement

To uphold the integrity, credibility, and trustworthiness of The Community Builders NZ Trust so that communities, partners, funders, and stakeholders have confidence in our leadership, values, and work.

## 2. Mission Statement

The Community Builders NZ Trust is committed to protecting and strengthening our reputation by acting with transparency, accountability, and integrity in all our activities. We aim to build trust through ethical behaviour, responsible decision-making, and positive engagement with our communities and partners.

## 3. Core Values

**Integrity:** Acting honestly, ethically, and responsibly in all situations.

**Transparency:** Communicating openly and clearly about our activities and decisions.

**Accountability:** Taking responsibility for our actions and the impact they have on communities and stakeholders.

**Respect:** Treating all people, organisations, and cultures with dignity.

**Trust:** Maintaining the confidence of our communities, partners, funders, and supporters.

## 4. Objectives

### **Protect the Trust's Reputation:**

Ensure the organisation's activities, partnerships, and communications reflect our values and purpose.

### **Promote Ethical Behaviour:**

Encourage responsible conduct from trustees, staff, volunteers, contractors, and partners.

### **Manage Risks Proactively:**

Identify and address potential reputational risks before they negatively impact the organisation.

### **Ensure Responsible Partnerships:**

Work with organisations and individuals who align with our mission, values, and community expectations.

### **Maintain Public Confidence:**

Demonstrate professionalism, fairness, and integrity in all communications and public activities.

## 5. Key Areas of Action

### 5.1 Responsible Representation

#### **Public Communications:**

Ensure that all public communications, including social media, press statements, and public speaking engagements, reflect the values and mission of the Trust.

**Brand Protection:**

Safeguard the Trust's name, logo, and reputation by ensuring they are used appropriately and with authorisation.

**Media Engagement:**

Where appropriate, designate authorised spokespersons to represent the Trust in media or public discussions.

## 5.2 Ethical Partnerships

**Due Diligence:**

Where appropriate, assess potential partners, sponsors, and collaborators to ensure alignment with the Trust's values and community expectations.

**Conflict of Interest:**

Trustees and staff must declare any personal or financial interests that could influence decision-making.

**Responsible Funding:**

Where possible, ensure funding sources and sponsorships align with the Trust's mission and do not compromise its independence or reputation.

## 5.3 Risk Management

**Identify Reputation Risks:**

Regularly assess activities, events, communications, and partnerships for potential risks.

**Respond to Issues Promptly:**

Address concerns or complaints quickly, respectfully, and transparently.

**Learn from Incidents:**

Review any reputational challenges and implement improvements to reduce future risk.

## 6. Governance and Responsibility

The Board of Trustees holds overall responsibility for protecting the reputation of the Trust.

Trustees, staff, volunteers, and representatives of the organisation are expected to:

- Act in a way that reflects positively on the Trust.
- Avoid actions that could damage public trust.
- Follow ethical and professional standards.

## 7. Monitoring and Feedback

**Stakeholder Feedback:**

Encourage community members, partners, and stakeholders to provide feedback about the Trust's work.

**Reputation Monitoring:**

Regularly review public perception through community engagement, feedback, and communications monitoring.

**Continuous Improvement:**

Use feedback to strengthen practices and protect the Trust's reputation.

**8. Ethical Guidelines****Responsible Conduct:**

All representatives of the Trust must act in ways that uphold the organisation's values.

**Respectful Engagement:**

Communications should be respectful, inclusive, and culturally appropriate.

**Transparency:**

Where issues arise, the Trust will address them openly and responsibly.

**9. Conclusion**

The reputation of The Community Builders NZ Trust is one of its most valuable assets. By acting with integrity, transparency, and respect, we ensure the trust and confidence of the communities we serve and the partners who support our work.



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# Artificial Intelligence Policy

## 1. Vision Statement

To use Artificial Intelligence (AI) responsibly and ethically to enhance the work of The Community Builders NZ Trust while protecting privacy, transparency, and human decision-making.

## 2. Mission Statement

The Community Builders NZ Trust aims to responsibly use AI tools to improve efficiency, creativity, and communication while ensuring that human oversight, community values, and ethical considerations remain central to our work.

## 3. Core Values

**Ethical Use:** Ensuring AI is used responsibly and fairly.

**Transparency:** Being open about when and how AI tools are used.

**Human Oversight:** Maintaining human responsibility for decisions and outputs.

**Privacy Protection:** Safeguarding personal and community information.

**Community Benefit:** Using AI to enhance outcomes for communities, not replace human relationships.

## 4. Objectives

### Support Organisational Efficiency:

Use AI tools to assist with administrative tasks, communications, research, and planning.

### Maintain Human Accountability:

Ensure that final decisions and approvals remain with trustees, staff, or authorised leaders.

### Protect Privacy and Data:

Prevent sensitive or confidential information from being entered into AI systems without proper safeguards.

### Promote Responsible Innovation:

Encourage thoughtful use of emerging technology to improve community outcomes.

## 5. Key Areas of Action

### 5.1 Appropriate Use of AI

AI tools may be used to assist with:

- Drafting communications and documents
- Research and information gathering

- Brainstorming ideas and planning projects
- Administrative efficiency and organisation

AI should not be relied upon for final decisions or sensitive judgements without human review.

## 5.2 Data Protection and Privacy

### **Confidential Information:**

Sensitive information about individuals, communities, finances, or partners must not be shared with AI tools unless appropriate safeguards are in place.

### **Privacy Compliance:**

AI use must align with privacy expectations and relevant New Zealand legislation, including the **Privacy Act 2020**.

## 5.3 Human Oversight

All AI-generated content should be reviewed by a human before being:

- Published publicly
- Sent to stakeholders
- Used in funding applications or official documents

Human judgement must always guide the final outcome.

## 5.4 Ethical Considerations

### **Avoid Bias:**

Be aware that AI systems may contain biases and ensure outputs are reviewed for fairness and cultural appropriateness.

### **Cultural Respect:**

AI should never be used in ways that disrespect Māori tikanga, cultural knowledge, or community values.

### **Responsible Representation:**

AI-generated content should not misrepresent the Trust, its partners, or communities.

## 6. Governance and Responsibility

The Board of Trustees oversees the responsible use of AI within the organisation.

Staff, volunteers, and contractors who use AI tools must:

- Follow this policy
- Maintain confidentiality
- Ensure human oversight of all outputs

## 7. Monitoring and Review

### **Policy Review:**

AI technologies change rapidly, so this policy will be reviewed regularly.

### **Training and Awareness:**

Where appropriate, the Trust will support learning around responsible AI use.

### **Continuous Improvement:**

The Trust will adapt its practices as technology evolves.

## 8. Ethical Guidelines

### **Transparency:**

Be open about when AI tools have assisted in creating content.

### **Human Responsibility:**

AI supports decision-making but does not replace human judgement.

### **Community First:**

AI must always be used in ways that benefit communities and uphold the Trust's values.

## 9. Conclusion

Artificial Intelligence offers opportunities to support the work of The Community Builders NZ Trust, but it must be used responsibly. By maintaining strong ethical standards, protecting privacy, and ensuring human oversight, we can harness technology while remaining grounded in our community values.



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# Te Tiriti o Waitangi Policy

## 1. Vision Statement

To honour and uphold the principles of Te Tiriti o Waitangi by working in partnership with Māori, supporting Māori aspirations, and ensuring our work contributes to equitable outcomes for Māori communities.

## 2. Mission Statement

The Community Builders NZ Trust recognises the importance of Te Tiriti o Waitangi as a founding document of Aotearoa New Zealand. We are committed to respecting Māori culture, language, and identity, and ensuring that Māori voices, perspectives, and leadership are valued and included in our work and decision-making.

## 3. Core Values

**Rangatiratanga:** Supporting Māori self-determination and leadership.

**Whanaungatanga:** Building meaningful relationships with Māori communities and organisations.

**Manaakitanga:** Showing respect, care, and hospitality in all interactions.

**Kaitiakitanga:** Protecting and nurturing the wellbeing of people, culture, and the environment.

**Equity:** Working to reduce inequities and support fair outcomes for Māori.

## 4. Objectives

### Honor Te Tiriti o Waitangi:

Ensure the work of the Trust reflects the intent and principles of Te Tiriti.

### Strengthen Partnerships with Māori:

Build authentic relationships with Māori communities, whānau, hapū, and iwi.

### Support Māori Leadership and Participation:

Encourage Māori involvement in governance, leadership, and community initiatives.

### Promote Te Ao Māori:

Recognise and incorporate Māori knowledge, values, and practices where appropriate.

### Improve Outcomes for Māori:

Support initiatives that uplift Māori communities and contribute to equitable opportunities.

## 5. Key Areas of Action

### 5.1 Partnership

The Trust commits to building respectful and meaningful relationships with Māori communities and organisations.

**Engagement with Māori Communities:**

Consult with Māori stakeholders where initiatives impact Māori communities.

**Collaborative Decision-Making:**

Where appropriate, include Māori voices in planning, governance, and decision-making processes.

## 5.2 Participation

The Trust encourages Māori participation in its activities and leadership.

**Inclusive Governance:**

Where possible, encourage Māori representation within the governance and leadership structures of the Trust.

**Community Participation:**

Support Māori involvement in programmes, events, and initiatives delivered by the Trust.

## 5.3 Protection

The Trust recognises the responsibility to protect Māori language, culture, and identity.

**Te Reo Māori:**

Encourage the use and visibility of te reo Māori within organisational communications and activities.

**Tikanga Māori:**

Respect tikanga Māori in meetings, events, and partnerships where appropriate.

**Cultural Safety:**

Ensure the organisation's work respects Māori values and avoids cultural harm or appropriation.

## 6. Governance and Responsibility

The Board of Trustees is responsible for ensuring that the Trust's work reflects the principles of **Te Tiriti o Waitangi**.

Trustees, staff, volunteers, and partners are encouraged to:

- Respect Māori culture and values
- Support Māori participation and leadership
- Build genuine relationships with Māori communities
- Promote culturally respectful practices in their work

## 7. Monitoring and Feedback

### **Community Engagement:**

Seek feedback from Māori communities and partners on the Trust's initiatives and approach.

### **Ongoing Learning:**

Encourage trustees and team members to increase their understanding of Te Tiriti o Waitangi and te ao Māori.

### **Continuous Improvement:**

Review practices regularly to ensure alignment with the principles of Te Tiriti.

## 8. Ethical Guidelines

### **Respect and Integrity:**

Ensure Māori knowledge, culture, and practices are respected and not misused.

### **Authentic Engagement:**

Engage with Māori communities in ways that are meaningful, respectful, and culturally appropriate.

### **Equitable Opportunities:**

Support initiatives that address inequities experienced by Māori.

## 9. Conclusion

The Community Builders NZ Trust recognises that honouring Te Tiriti o Waitangi is an ongoing journey. By building respectful relationships, supporting Māori leadership, and valuing te ao Māori, we aim to contribute to stronger, more inclusive communities across Aotearoa.



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