**GOVERNANCE POLICY HANDBOOK**

**COOK ISLANDS VOYAGING SOCIETY INC**

**Adopted 22 March 2022**

**Current version V10 Mar22**

**TABLE OF CONTENTS**

**Index of Policies Page 1**

**Introduction, Overview and Context Page 2**

**Governance**

Board Code of Conduct **Page 3**

Role of Board Members **Page 5**

Appendix Board Member Competency Matrix **Page 8**

Board Induction **Page 12**

Board Training and Appraisal **Page 14**

Board Remuneration **Page 16**

Board Conflicts of Interest **Page 18**

Board Meeting Procedures **Page 21**

Board Committees **Page 23**

Committee Terms of Reference – Board Committee Policy **Page 25**

Finance, Audit and Risk **Page 25**

Policy and Strategic

Communications **Page 27**

Voyaging

Education & Environment

Director Performance Review **Page 29**

Board Members, Officers & Employees Liability and Indemnity **Page 30**

**Governance-Management Interface**

Director Recruitment and Selection **Page 31**

Delegated Authority **Page 35**

Reporting and Accountability **Page 38**

Director Performance Review **Page 40**

Employee Recruitment **Page 43**

Health and Safety **Page 47**

Privacy **Page 50**

Equal Employment Opportunities **Page 52**

Smoke Free Workplace **Page 53**

Media and External Communications **Page 54**

External Complaints **Page 57**

Internal Complaints **Page 59**

**Board Policy Financial**

Financial Management **Page 61**

Procurement and Tender **Page 64**

Risk Management **Page 70**

Investment **Page 72**

**APPENDICES**

Appendix 1 – Cook Islands Voyaging Society Constitution **Page 78**

Appendix 2 – General Guidelines for dealing with the Media **Page 92**

Appendix 3 – Members **Page 93**

# Introduction

This document states the policies of the Board of Cook Islands Voyaging Society for good governance of the organisation.

## Overview

The Board provides strategic leadership setting the direction and performance of Cook Islands Voyaging Society and ensuring transparency and accountability for all its activities to funders, members and CIVS sector stakeholders.

## Context

-The Cook Islands Voyaging Society is a network in the Cook Islands & Internationally:

* That is committed to a society based on Polynesian Heritage, Values & Traditions
* Actively promotes and supports lifelong learning
* Fosters collaboration and cooperation to the advantage of learners, educators and providers.

The Board is the governing board of Cook Island Voyaging Society, as established under its constitution. It is responsible for setting policy and monitoring to ensure that policy objectives are being met.

This manual sets out these policies, which are the responsibility of the Board for good governance of the organisation. They are implemented through operational processes and procedures which are the responsibility of management.

The governance processes and procedures that are relevant for the Board to carry out its monitoring function are included on the appendix to this manual.

|  |  |  |
| --- | --- | --- |
| ***Title: Board Code of Conduct Policy*** | | |
| *First produced:* | *March 2022* | *Authorisation: Board* |
| *Current Version:* | *March 2022* | *Queries: Board Chairperson* |
| *Past Reviews:* |  |  |
| *Review Cycle:* | *Jan 2023 and then Annually* |  |
|  |  |  |
| *Applies From:* | *1 Jan 2023* |  |

**Section 1: Policy Overview**

**1.1 Purpose / Scope**

Cook Islands Voyaging Society’s reputation for integrity and excellence requires the careful observance of all applicable laws and regulations, as well as a scrupulous regard for the highest standards of conduct and personal integrity.

**1.2 Application**

This policy applies to all Board Members and contracted advisers to provide moral leadership in setting the ethical and legal framework for Cook Island Voyaging Society, recognising that sound governance systems provide protection for the organisation, its stakeholders, the Board and its members against fraud, illegal practices and poor performance.

**1.3 Policy Statement / Guiding Principles**

Cook Island Voyaging Society shall comply with all applicable laws and regulations and expects its Board Members and contracted advisors to conduct business in accordance with the letter and spirit of all relevant laws; to refrain from any illegal, dishonest or unethical conduct; to act in a professional, business-like manner and to treat others with respect. Board Members should treat the Director with respect and refrain from making unreasonable demands on his/her services. Under normal circumstances Board Members will engage with the Director with the knowledge of and preferably through the Chairperson.

**Board Members shall:**

* Act honestly and in good faith at all times.
* Avoid knowingly entering into any arrangement that may create a conflict of interest.
* Declare all interest that could result in a conflict of interest which could bring the organisation into disrepute (refer Conflict of Interest policy).
* Attend Board meetings having given sufficient time to preparation to allow for full participation in decision making.
* Complete inter-meeting Board business
* Avoid deception, unethical practice or any other behaviour that is or may be construed as less than professional with regard to Cook Island Voyaging Society business.
* Keep confidential all information other than as agreed by the Board or as required under law.
* Abide by Board decisions except when invoking a Board Members right to pursue review or reversal.
* Promote and participate in a climate of mutual trust, respect and teamwork.
* Only at the direction or approval of the Chairperson, interact with the public and press regarding Cook Islands Voyaging Society executive business.
* Take no action that harms the organisation’s public image.

**The Board shall:**

* Ensure appropriate definition and separation of duties and responsibilities between itself and the Director.
* Ensure where possible the organisation does not raise stakeholder or community expectations that cannot be fulfilled.
* Ensure all staff employed, including volunteers, are provided with a working environment and working conditions that meet all standards of employment defined by workplace legislation.
* Regularly review its own performance to promote development and quality assurance.
* Conduct its meetings to ensure full and fair participation of all Board Members.
* Ensure that Cook Islands Voyaging Society assets are protected via a suitable risk management strategy.

Failure to comply with the Board’s Code of Ethical Conduct policy may result in a request, from the Chairperson or the Board, for the resignation of a Board Member.

**1.4 Formal Delegations and Variation to Policy**

Board Members and the Director are responsible for ensuring the application of this policy.

Any variation to this policy must be made / agreed by the Cook Islands Voyaging Society Board.

**1.5 Definitions**

There are no specific definitions.

**1.6 Effective Date / Review**

This policy is effective from 22 March 2022.

Policy review is due 1 January 2023.

**Section 2: Associated Procedures**

In general, the use of good judgment based on high ethical principles shall guide Board Members with respect to lines of acceptable conduct. However, if a situation arises where it is difficult to determine the proper course of conduct, or where questions arise concerning the propriety of certain conduct by an individual or others, the matter should be brought to the attention of Cook Islands Voyaging Society Board. Board Members should raise any such concerns with the Chairperson. In all questions involving ethics and conduct, the Board shall make relevant determinations; except that any individual whose conduct is at issue shall not participate in such decisions.

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| --- | --- | --- |
| ***Title: Role of Board Members Policy*** | | |
| *First produced:* | *March 2022* | *Authorisation: Board* |
| *Current Version:* | *March 2022* | *Queries: Board Chairperson* |
| *Past Reviews:* |  |  |
| *Review Cycle:* | *Two Yearly* |  |
|  |  |  |
| *Applies From:* | *1 Jan 2023* |  |

**Section 1: Policy Overview**

**1.1 Purpose / Scope**

The Board of Board Members provide the governance and strategic direction for Cook Islands Voyaging Society and to best achieve this the Board need to be clear of their role and the competencies for Board members to assist in achieving this.

Board decision making is collective and Board members will not act independently of those decisions.

The Board will represent Cook Islands Voyaging Society in a positive, appropriate manner to its funders, members and stakeholders, and to those outside the Cook Islands Voyaging Society.

Board members wanting to raise issues with management or staff of Cook Islands Voyaging Society are to raise these with the Chairperson and the Chairperson can then raise these with the Director.

**1.2 Application**

This policy applies to the Board of Cook Islands Voyaging Society.

**1.3 Policy Statement / Guiding Principles**

**Core roles**

The core roles of the Cook Islands Voyaging Society Board include:

* **guardian of organisational values** - making sure the organisation's members are aware of the values, mission and priorities, and that these are not undermined
* **facilitator** - fostering relationships with key stakeholders
* **buffer -** monitoring and responding to any potential differences of opinion or causes of conflict e.g. between Government and organisational interests.

**Core functions**

The core functions of the Cook Islands Voyaging Society Board include:

* setting and monitoring the organisation's mission, purpose, direction, priorities and strategies within the boundaries of its constitution and legal obligations
* regularly scanning the environment in which the Board operates to ensure that what the Board is attempting to achieve remains relevant and achievable
* specifying key outcomes and ensuring there are adequate resources, people and finances to achieve these
* monitoring and receiving reports on the programmes and services
* appointing and supporting the Director, evaluating his/her performance and rewarding or replacing him/her as necessary
* being accountable to the funders.
* risk management
* ensuring that Cook Islands Voyaging Society complies with all legal requirements and with the governing body's own policies
* influencing decisions and finances
* reporting, at least annually, to members and stakeholders
* setting standards for and evaluating its own governance performance
* maintaining a governing body succession plan.

To successfully achieve these roles and functions, specific skills and expertise is required within the Cook Islands Voyaging Society Board. A list of board member competencies is documented as an appendix to this policy.

### Roles and responsibilities

|  |  |  |
| --- | --- | --- |
| ***Role*** |  | ***Responsibilities*** |
| Chairperson |  | Publicly represent collective Board decisions  Organise and chair effective meetings  Provide leadership to, and ensure the Board works as a team, and that its work is completed |
| Treasurer | The financial officer of the Board | In conjunction with the Director provide financial transparency and accountability to the Board |
| Secretary | Undertaken by Management | Carry out secretariat duties – convening meetings, booking rooms, distributing the agenda, taking meeting minutes, dealing with correspondence |
| All Board members |  | Make informed, carefully thought decisions  Be informed of trends that may affect the Cook Islands Voyaging Society  Work collegially, supporting thoughtful deliberation of a diversity of viewpoints |

The Board will ensure that Cook Islands Voyaging Society achieves its organisational objectives, through effective monitoring and review of performance.

The Board will set and regularly review policies.

**1.4 Formal Delegations and Variation to Policy**

The Board Chairperson is responsible for ensuring the application of this policy.

Any variation to this policy must be agreed by the Cook Islands Voyaging Society Board.

**1.5 Definitions**

**Board**: Refers to the elected Board Members for Cook Islands Voyaging Society

**Governance**: Governance is the role of leading the organisation (management is its day-to-day running or operating). Governance is the job of the governing body, to provide direction, leadership and control. Management is the job of a management or executive team, led by the Director and his/her staff and volunteers. The governing body's role is to oversee management, not to manage. It must be satisfied that the management team is doing its job in accordance with policy and resources.

**1.6 Effective Date / Review**

This policy is effective from 22 March 2022.

Policy review is due 1 Jan 2023.

**Section 2: Associated Procedures**

The application of this policy will require Cook Islands Voyaging Society Board members to understand their role as governors, be clear on the vision and mission of Cook Islands Voyaging Society and have the skills and abilities to achieve the mission and vision. These Procedures should be followed in association with those included in the Management Policy and Procedures manual.

To assist with this, the Board will:

* Run an induction process for all new Board members.
* Set the strategic direction and strategies of Cook Islands Voyaging Society
* Appoint the Director and monitor his/her performance against agreed indicators. The key elements to getting and retaining the right person as Director include:
* Defining the attributes, we want for the position.
* Considering a range of people.
* Carefully reference checking the preferred candidates.
* Getting a sub group of the Board to meet the leading candidates and make the final decision.
* Providing the successful person with a clear job description and proper formal induction process.
* Adopt a process whereby all Board Members can contribute to the Director’s evaluation as set out in the “Director Performance Review Policy”. Good performance evaluation should:
* Involve evaluation only against previously-agreed performance criteria and only covering matters the Director has been given full operational authority over
* Be continuous - regular, informal feedback is most effective and should be positive as well as identifying concerns. Regular reports to the board also provide an opportunity for performance evaluation.
* Include feedback from staff.  
  Be accountable to stakeholders through mechanisms such as:
* the annual general meeting (AGM)
* the annual report
* reports to funders
* other open meetings or consultations.
* Manage risks (workplace, financial, legal, assets etc.) by identifying any obstacles, events or changes that might prevent the organisation from reaching its goals and making sure strategies are in place that will minimise or eliminate any negative impacts.
* Develop governance policies, ensure they are being carried out, and review them regularly so that they remain appropriate for the organisation.

**Appendix to Role of Board Members Policy**

**BOARD COMPETENCIES**

Competencies in the “Some” column denote competencies required by one or more Board members.

|  |  |  |
| --- | --- | --- |
|  | **Standard expected of Board Members** | |
| **Competency** | Some | All |
| ***Professional Competencies*** |  |  |
| ***Sector Knowledge*** |  |  |
| Commitment to the value of Cook Islands Voyaging Society in the community | Have demonstrated commitment to the sector through professional involvement | Have an appreciation of the role and contribution Cook Islands Voyaging Society makes to our communities and be passionate about fostering that contribution |
| Understanding of Government’s Cook Islands Voyaging Society policy | 1. Have had experience of the Education, Disability or community sectors at a senior management or governance level for 5 or more years | Have a broad understanding of the Education and community sectors, the key policy documents and funder expectations -  *provided through the induction process* |
| Understanding of the Cook Islands Voyaging Society sector in general | Have had involvement with an adult and community education institution either through study, employment or governance | Have an understanding of the sector through the Board - *provided through the induction process* |
| ***Commercial*** |  |  |
| Understanding of financial management practices | Have at least 5 years post graduate management or financial management experience in public or private sector (Finance and Audit Committee) | Be able to understand and interpret a set of financial accounts |
| Understanding of NGO Entities structuring and taxation issues | Have an understanding of current financial provisions surrounding operation of NGO entities and their subsidiaries (Finance and Audit Committee) |  |
| Commercial experience | Have experience in a senior role in a commercial entity (Finance and Audit Committee) | Have worked or otherwise been exposed to operation of a commercial entity |
| Ability to provide strategic direction to the organisation | Have led strategic planning processes in other organisation and be able to contribute to the development of an organisation-wide strategic direction | Be able to contribute to the development of an organisation-wide strategic direction |
| Ability to provide senior management with direction on opportunity development | Have had experience of business development and start-up operations either at a management or governance level and be able to assess opportunities on a case-by-case basis against the organisation’s strategic imperatives | Be able to assess opportunities on a case-by-case basis against the organisation’s strategic imperatives |
| Understanding of compliance regime and requirements | Have had experience at a senior management or governance level of managing risk and adhering to regulatory requirements, preferably including participation on Audit & Risk Committees in other organisations | Have a broad understanding of the compliance regime applicable to Cook Islands Voyaging Society - *provided through the induction process* |
| Understanding of risk management | Have had experience of reviewing and assessment risk management frameworks either in a senior management or governance capacity | Have a broad understanding of the principles of risk management |
| ***Community*** |  |  |
| Networks in the wider community | Be well connected to our key strategic stakeholders & specific communities bodies of expertise relevant to Cook Islands Voyaging Society | Participate in and be connected to one or more communities relevant to Cook Islands Voyaging Society |
| Authority to represent and be accountable to a defined element of the community |  | Have an understanding of the role of being a member on the Board and operate within the parameters of that role both in terms of duties to the Board and to the community. |
| Ability to bring influence to bear and represent the best interest of Cook Islands Voyaging Society in the wider community | Be able to influence key leaders in a range of stakeholder groups on behalf of Cook Islands Voyaging Society as required | Be able to represent the Cook Islands Voyaging Society perspective to wider community groups if required |
| ***Marketing/Promotion*** |  |  |
| Knowledge of marketing principles and practice | Have had experience working in the area of marketing, communications and promotion in either a senior management or governance capacity | Have a broad understanding of the principles of market, communications and promotion and an understanding of the current Cook Islands Voyaging Society practices – *provided through the induction process* |
| ***Governance*** |  |  |
| Experience of governance in the public and private sectors | Have had experience of governance either as a Board member (or equivalent) or as a senior Director in a large organisation interfacing regularly with the Board (or equivalent) and have attended relevant governance training. | Have either attended recognised governance training within 12 months of appointment or have other relevant governance experience |
| ***Personal Competencies*** |  |  |
| Integrity |  | Operate ethically and with a high level of personal & professional integrity |
| Professionalism |  | Understand and operate within standard professional practices |
| Understanding of the role of a Board member |  | Have a high level of understanding of the role and responsibilities of a Board member – *provided through the induction process* |
| Critical thinking ability |  | Have the ability to constructively analyse and consider information |
| Ability to contribute to consensus decision making |  | Be able to work co-operatively with colleagues to achieve the best outcome for the organisation |
| Sound professional judgement |  | Demonstrate sound professional judgement in day-to-day professional activities |

|  |  |  |
| --- | --- | --- |
| ***Title: Board Induction Policy*** | | |
| *First produced:* | *22 March 2022* | *Authorisation: Board* |
| *Current Version:* | *March 2022* | *Queries: Chairperson* |
| *Past Reviews:* |  |  |
| *Review Cycle:* | *Two Yearly* |  |
|  |  |  |
| *Applies From:* | *1 Jan 2023* |  |

**Section 1: Policy Overview**

* 1. **Purpose / Scope**

The Board is responsible for the governance of Cook Islands Voyaging Society and to successfully achieve this each Board Member needs to clearly understand:

* the vision, focus and the strategic direction of Cook Islands Voyaging Society
* their role and responsibilities as a Board Member
* the organisational expectations and legal responsibilities in relation to governing.

To assist with developing understanding each Board Member will participate in an induction process to Cook Islands Voyaging Society with the key requirements outlined in 1.3 below.

**1.2 Application**

The Chairperson is responsible for the application of this policy and managing the effective induction of all new Board Members to the Board!

**1.3 Policy Statement / Guiding Principles**

The Board is committed to ensuring continuity of business and a smooth transition when board personnel change. Therefore:

* New Board Members will be issued with a governance manual containing copies of: The Constitution of Cook Islands Voyaging Society, including current Strategic and Financial Plans, the organisational structure, any relevant procedures, Strategic and Annual/Operational Plans
* Policies
* any other relevant material

1. The Chairperson will meet with new Board Members to explain Board policy and procedures.
2. The Chairperson, after consultation with Board Members, will recommend to the Board changes to any committees.
3. The Director and Chairperson or delegate, will brief all new Board Members on the organisational structure of Cook Islands Voyaging Society, including roles and responsibilities of the Board Members and the management structure of the Cook Islands Voyaging Society.
4. The new Board Member will conduct a site visit (hosted by the Director of Cook Islands Voyaging Society as an introduction to the staff and programmes.
5. After three months on the Board, the effectiveness of the induction process is to be reviewed by the Chairperson, with each new Board Member.

**1.4 Formal Delegations and Variation to Policy**

The Chairperson is responsible for ensuring the application of this policy.

The new Board Member(s) also has responsibility to engage and provide feedback to enhance the induction process for themselves and other new Board Members.

Any variation to this policy must be made / agreed by the Board.

**1.5 Definitions**

There are no specific definitions.

**1.6 Effective Date / Review**

This policy is effective from 22 March 2022.

Policy review to be completed by 1 Jan 2023.

**Section 2: Associated Procedures**

There are no associated procedures.

|  |  |  |
| --- | --- | --- |
| ***Title: Board Training and Appraisal Policy*** | | |
| *First produced:* | *March 2022* | *Authorisation: Board* |
| *Current Version:* | *March 2022* | *Queries: Board Chairperson* |
| *Past Reviews:* |  |  |
| *Review Cycle:* | *Two Yearly* |  |
|  |  |  |
| *Applies From:* | *1 Jan 2023* |  |

**Section 1: Policy Overview**

**1.1 Purpose / Scope**

It is critical to the governance of Cook Islands Voyaging Society that the Board Members have the skills and expertise to effectively govern. It is also important that they keep abreast of new legislation and developments and processes that may enhance their role as Board Members.

**1.2 Application**

When reviewing board performance, the governance policies and procedures set the basis for sound governance practice. This policy is supported by all the governance policies of Cook Islands Voyaging Society.

**1.3 Policy Statement / Guiding Principles**

Reviewing Board performance and identifying training requirements is a powerful tool to translate the business plans into actions and to develop the organisation culture necessary for the realisation of the strategy and objectives.

The focus of Board training and appraisal will be to enable the Board to successfully govern. This will include ensuring there are the:

* appropriate skills and experience within the Board Members to
  + deliver on the strategic plan
  + achieve the financial, human resource management and health and safety responsibilities;
* knowledge and understanding of relevant legislation (current and new), developments and processes;
* expertise to actively reflect on performance, identify and implement any changes required and be forward thinking to support the growth and development of the organisation;
* an understanding of the competencies (skills and expertise) needed for specific aspects of Board work and/or project development;
* opportunity, budget and support for Board training and development.

**1.4 Formal Delegations and Variation to Policy**

The Chairperson, supported by the Board Members, is responsible for the application of this policy.

Any variation to this policy must be agreed by the Board.

**1.5 Definitions**

There are no specific definitions.

**1.6 Effective Date / Review**

This policy is effective from 22 March 2022.

Policy review is to be completed by 1 Jan 2023.

**Section 2: Associated Procedures**

To support the effective governance of CIVS the following procedures will enable the implementation of this policy:

Board Members

Each Board Member will contribute to the Board’s self-review process. The basis of this review shall be the Governance Policies and the Strategic Plan and Policy Framework.

Chairperson

The Chairperson will ensure that the Board self-review process is undertaken.

Board Training and Development

As the need for specific training and development is identified, either through the self-review process and/or the introduction of new legislation or processes, the Board will actively engage (as a full Board, or individuals with specific responsibilities as appropriate) in upskilling through engaging specific training opportunities.

On an as required basis the Chairperson will propose and implement a Board-wide training and development programme, based on the competency requirements of the Board to effectively and efficiently govern.

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| --- | --- | --- |
| ***Title: Board Remuneration Policy*** | | |
| *First produced:* | *March 2022* | *Authorisation: Board* |
| *Current Version:* | *March 2022* | *Queries: Board Chairperson* |
| *Past Reviews:* |  |  |
| *Review Cycle:* | *Two Yearly* |  |
|  |  |  |
| *Applies From:* | *1 Jan 2023* |  |

**Section 1: Policy Overview**

**1.1 Purpose / Scope**

The remuneration policy recognises that the Board is responsible to ensure that interests of the organisation are aligned with the interests and not-for-profit status of the organisation. The objective of the remuneration policy is to align Board remuneration with sustainable financial management.

**1.2 Application**

This policy shall be applied in line with all relevant policies of Cook Islands Voyaging Society and specifically conjunction with the Board policies. The policy may or may not be actioned.

**1.3 Policy Statement / Guiding Principles**

The remuneration policy for Board Members reflects the interests of the organisation, taking into consideration any specific matters, including the projects and the responsibility undertaken. In addition, the remuneration policy helps promote long term goals for safeguarding the organisation’s interests.

Efforts are made to ensure that the remuneration, if any, of the Board Members matches the level in comparable organisations, whilst also taking into consideration Board Members’ required competencies, effort and the scope of the board work, including the number of meetings.

Fixed remuneration

* Board Members of the Board may receive a fixed cash amount (basic remuneration), which is approved for the current financial year.
* The Chairperson may receive an additional remuneration for their extended board duties.
* The Board remuneration is stated in the annual report.

Reimbursement of expenses

* Expenses claimable in connection with Board and Committee meetings may be set in advance by the Board.
* Expenses if any are reimbursed as per account rendered, which must submitted be within 2 months of the expenses being incurred.
* Board Members who travel to meetings or on other board business that requires them to be away from their normal places of residence may be entitled to reimbursement of actual and reasonable travelling, meal (excluding alcohol) and accommodation expenses.
* Purchase of alcohol must be specifically approved by both co-chairs on each occasion.

**Guidelines to “reasonable”**

* “Reasonable expenses” mean middle range costs for accommodation (not youth hostel/ boarding houses, or top-level hotels), and essential meals such as breakfast, lunch and dinner, as well as non-alcoholic beverages (tea, coffee, carbonated drinks).
* Reasonable meal expenses (based on public service information) is considered as $10-$15 for breakfast, $10-$15 for lunch and up to $35 for dinner (all VAT exclusive in NZD$).
* As a rule, “reasonable” does NOT include mini-bar purchases during accommodation.
* Board members can only apply for child and domestic care expenses when representing the CIVS Board and not as an advisory group member or when representing their own organisations. This is set as a maximum $50 per day.
* Approval for activities or events outside Board and Committee meetings must be sought prior to the event and the amount and approval will be given at the Director discretion.

**1.4 Formal Delegations and Variation to Policy**

The Chairperson is responsible for ensuring the application of this policy.

Any variation to this policy must be made / agreed by the Board.

**1.5 Definitions**

There are no specific definitions.

**1.6 Effective Date / Review**

This policy is effective from 22 March 2022.

Policy review is to be completed by 1 Jan 2023.

**Section 2: Associated Procedures**

* Chairperson honorarium is $nil each
* Meeting rate is set at $50 per day (as at March 2022)
* Detailed procedures for personal claims from individual Board members, and invoiced claims from their respective organisations, can be found in Cook Islands Government *Guidance for claims for [National] Executive members*.

|  |  |  |
| --- | --- | --- |
| ***Title: Conflicts of Interest Policy*** | | |
| *First produced:* | *22 March 2022* | *Authorisation: Board* |
| *Current Version:* | *22 March 2022* | *Queries: Board Chairperson* |
| *Past Reviews:* |  |  |
| *Review Cycle:* | *Two Yearly* |  |
|  |  |  |
| *Applies From:* | *1 Jan 2023* |  |

**Section 1: Policy Overview**

**1.1 Purpose / Scope**

The purpose of this policy is to provide clear guidance for determining and declaring conflicts of interest for simple and predictable situations, and to establish a process for dealing with the more difficult ones. It will reaffirm a commitment to operating based on fair process and organisational transparency.

All Board Members must ensure they do not abuse any real or perceived advantage of their official position for personal gain, or solicit or accept gifts, rewards or benefits which might compromise their integrity.

This policy is applicable to all Cook Islands Voyaging Society Board Members, employees, volunteers and contractors.

**1.2 Application**

A conflict of interest exists where a person owes a duty of loyalty to Cook Islands Voyaging Society which is or can be compromised, directly or indirectly, by the pursuit of a person’s private interest. It is not the existence of a private interest alone that constitutes a conflict of interest.

Board Members are bound to serve the interests of Cook Islands Voyaging Society over their own private or family/whanau interests. They must not abuse their position of trust. It is also extremely important that the Cook Islands Voyaging Society’s Board and staff are seen to make decisions that are based on fair, open process.

It is expected that Board Members will conduct themselves in good faith at all times.

## It is also important that perceptions of conflicts of interest are managed. Situations may arise when, although those directly involved do not believe there is a conflict of interest, it is important to follow the Conflict of Interest procedures so that all processes are seen to be fair and transparent by stakeholders.

**1.3 Policy Statement / Guiding Principles**

When any potential conflict of interest situation is identified either prior to or during a discussion, decision making, or implementing a piece of work, the Board Member or Director is obliged to inform the Chairperson.

The Chairperson will then determine if there is a conflict of interest and consult with the Board Member or Director to determine the best course of action.

Common conflict of interest situations could include (but is not limited to):

* The person’s company or organisation is a possible supplier to Cook Islands Voyaging Society.
* The Board or Director’s discussion or decision could lead to employment for a family/whanau member.
* The Board or Director’s decision could lead to a family/whanau member's business being used to provide goods or services.
* Deliberating on a public consultation process where the person has made a personal submission (or from making submissions at all, in areas that directly relate to the entity’s work);
* Accepting personal gifts in connection with their official role; or
* Influencing or participating in a decision to award grants or contracts where the member is connected to a person or organisation that submitted an application or tender.
* Information provided to the Board in confidence might give an advantage to a person’s business or a family/whanau member's business if the person decided to seek a contract.
* Investigating a complaint where the person has a private connection (familial or otherwise) with either the complainant or the person complained about.

This policy is breached if a Board Member has a conflict of interest and knowingly becomes involved or continues to be involved in an activity that has been determined as being in conflict. A breach of this policy may give rise to disciplinary action.

**1.4 Formal Delegations and Variation to Policy**

The Chairperson have delegated responsibility for dealing with Board Member and Director conflicts of interest.

The Director has delegated responsibility for dealing with employee, volunteer and contractors conflicts of interest.

**1.5 Definitions**

There are no specific definitions.

**1.6 Effective Date / Review**

This policy is effective from 22 March 2022.

Policy review is due 1 Jan 2023.

**Section 2: Associated Procedures**

**2.1 Disclosing a Conflict of Interest**

All Board Members are expected to disclose all actual, potential or perceived conflicts of interest they have.

It is a requirement for the Director and all Board Members to complete an annual Register of Interests form regardless of any actual, potential or perceived conflict of interest.

Declaration of Conflicts of Interest shall be a standing Board Agenda Item.

If a conflict or perceived conflict arises during a meeting, it must immediately be declared to the meeting and recorded in the minutes of the meeting.

**2.2 Procedures for handling conflicts of interest**

Where a conflict of interest is identified and registered, the Board Members will discuss and vote on whether the Board Member concerned should participate in the discussion. If NO, then the Board Member concerned shall leave the room for the duration of the discussion. If YES, the Chairperson will ask Board Members should the Board Member concerned Vote on the issue. If NO, then the Board Member concerned will leave the meeting for the Vote.

When the Chairperson is aware of a real or potential conflict of interest involving one or more Board Members, the Chairperson must take whatever steps are necessary to ensure that the conflict is managed in an appropriate manner according to this policy. This also applies when a conflict of interest only becomes apparent for the first time in a board meeting.

When the Director is aware of a real or potential conflict of interest involving one or more Board Members, the Director must take whatever steps are necessary to ensure that the conflict is managed in an appropriate manner according to this policy.

Individual Board Members, when aware of a real or potential conflict of interest of another Board Member, have a responsibility to bring this to the notice of the Chairperson (see delegations under Clause 1.4).

With respect to Board Member or Director conflicts of interest, the Chairperson has the final decision on a conflict of interest matter except where the Chairperson is involved, in which case the authority is then delegated to the Deputy Chairperson.

With respect to employees, volunteers and contractors’ conflicts of interests, the Director has the final decision on a conflict of interest matter

**2.3 Conflict of Interest review**

The Director and Chairperson is required to conduct an annual review of declared conflicts of interest to ensure effective controls are in place and allow for continued monitoring.

Information on any conflicts of interest will be recorded in the Conflicts of Interest Register, for Board Members and Director and in the personnel files for any employees, volunteers and contractors.

**2.4 Ending of Conflict of Interest**

Board Members who have declared a potential conflict of interest in their Register of Interests and who no longer believe there is a conflict of interest should notify the Board Chairperson (see clause 1.4) in writing. The reasons why the conflict no longer exists are to be specified in the email or letter.

The email will be filed in the appropriate file and the end of the conflict of interest noted in the register as appropriate.

**2.5 Consequences of non-compliance**

A breach of this policy may give rise to disciplinary action.

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| ***Title: Board Meeting Procedure Policy*** | | |
| *First produced:* | *March 2022* | *Authorisation: Board* |
| *Current Version:* | *March 2022* | *Queries: Board Chairperson* |
| *Past Reviews:* |  |  |
| *Review Cycle:* | *Two Yearly* |  |
|  |  |  |
| *Applies From:* | *Jan 2023* |  |

**Section 1: Policy Overview**

**1.1 Purpose / Scope**

The Board is entrusted to work on behalf of the organisation and is accountable for its performance. It emphasises strategic leadership, sets the vision for the organisation and ensures that it complies with legal and policy requirements.

**1.2 Application**

The Board shall govern the business and affairs of Cook Islands Voyaging Society, shall determine and monitor the implementation of its policies, and shall actively promote Cook Islands Voyaging Society’s purposes. The Board may adopt policies for the conduct of its business and the business of CIVS and may appoint such Committees and/or agents as it considers necessary. Electronic communications will normally be transmitted to all Board Members and the Director

**1.3 Policy Statement / Guiding Principles**

The Board is committed to running effective and efficient meetings. Meetings will be focused and follow a pre-circulated agenda, strategically identified and prepared by the Chairperson.

Guiding Principles for the Board:

* Accountability and authority are vested in the board as a group, not as individuals.
* The focus of the Board is on governance, not management.
* While the Board governs the organisation and determines what outcomes must be achieved, the actual achievement of these outcomes is delegated to management.
* In addition to setting expectations for management, the Board will also set expectations for itself, for its Chairperson and its Committees.
* Monitoring of organisational performance takes place against previously expressed expectations of the Board.
* The Board is proactive rather than reactive in its operations and decision making and does not involve itself in the administrative details of the day to day running of the organisation.
* All meetings will be held with the expectation that Board Members have prepared for them and will participate in all discussions at all times within the principles of acceptable and professional behaviour.
* The Chairperson will preside over each Board meeting; with accurate minutes being kept of each meeting, by the Board Secretary or other nominee.

**1.4 Formal Delegations and Variation to Policy**

The Chairperson and the Board Members are responsible for ensuring the application of this policy.

Any variation to this policy must be agreed by the Board.

**1.5 Definitions**

There are no specific definitions.

**1.6 Effective Date / Review**

This policy is effective from March 2022.

Policy review is due Jan 2023.

**Section 2: Associated Procedures**

Standard templates for the meeting agenda and minutes will be developed and implemented.

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| --- | --- | --- |
| ***Title: Board Committees Policy*** | | |
| *First produced:* | *March 2022* | *Authorisation: Board* |
| *Current Version:* | *March 2022* | *Queries: Chairperson* |
| *Past Reviews:* |  |  |
| *Review Cycle:* | *Two Yearly* |  |
| *Applies From:* | *Jan 2023* |  |

**Section 1: Policy Overview**

**1.1 Purpose / Scope**

To assist in the delivery of the roles and responsibilities of the Board, the Board may from time to time establish Committees to monitor specific aspects of Cook Islands Voyaging Society governance functions (e.g. Finance, Audit and Risk; Health and Safety; Director performance and support), or to work on specific aspects of development or implementation (e.g. Organisational re-structure etc.)

**1.2 Application**

This policy applies to the Board and any Committees established by the Board.

**1.3 Policy Statement / Guiding Principles**

The Board may establish entities, such as Committees, to help carry out its responsibilities. Because the Board operates with a single voice, these entities are not to be interpreted as a substitute for Board.

**BOARD COMMITTEES**

1. Committees have a longer-term focus (than ad-hoc sub-groups) and can contain Board and/or non-Board members.
   1. The composition, scope, authority and function(s) of each Committee are established in the relevant terms of reference. All changes must be approved by the Board.
   2. Each Committee may establish its rules for operation. The rules and any significant changes to the rules shall be communicated to the Board.
   3. Committee members, including replacements for vacancies, may be nominated by the Co-Chairs but they are appointed by the Board.

1.3.1 Committee Chairs, unless otherwise specified, are appointed by the by the Board.

* 1. The Director is an ex-offcio, non-voting member of all Committees and subdivisions thereof; unless otherwise specified in the relevant terms of reference.
  2. The Board may at any time remove any member of any committee.

1. **Committees should:**

2.1 Not act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority shall be carefully stated in the terms of reference in order not to conflict with authority delegated to the Director.

2.2 Not exercise authority over the Director.

**3. Committees:**

3.1 Are to help the Board do its job, not the Director do his/her job.

3.2 Ordinarily, shall assist the Board by preparing policy alternatives and implications or investigate specific functions or topics for Board deliberation.

3.3 Committees shall report to the Board as set out in the terms of reference

3.3 Are subject to and must adhere to Board policies.

**4. Committee Chairs**

4.1 Any Committee Chair, who is not a Board Member, may attend Board meetings and take part in the discussion of questions affecting the work of the committee, but shall not have a vote.

**1.4 Formal Delegations and Variation to Policy**

The Chairperson and the Board Members are responsible for ensuring the application of this policy.

Any variation to this policy must be agreed by the Board.

**1.5 Definitions**

There are no specific definitions.

**1.6 Effective Date / Review**

This policy is effective from March 2022.

Policy review is due Jan 2023.

**Section 2: Associated Procedures**

Terms of Reference will be established for all Committees at their establishment.

The terms of reference of each Committee will include (but is not limited to) the:

* composition
* power to co-opt to the committee
* scope and authority
* responsibilities
* timeframes and lifespan
* reporting and accountability

The terms of reference will be approved and minuted by the Board.

**BOARD COMMITTEE POLICY**

**Terms of Reference of Committees**

**Introduction**

Committees do not act for the Board unless given formal authority from the Board for specific and time-limited purposes. Expectations and authority shall be clearly stated in the terms of reference. All terms of reference need to ensure that any Committee’s mandate or authority is not in conflict with the authority of the Board and authorities delegated by the Board to the Director.

The standing committees of the Cook Islands Voyaging Society Board as of March 2022 are:

Finance Audit and Risk Committee

Policy and Strategic Communications Committee

Voyaging Committee

Education & Environment Committee

Director Performance Review Committee

Committees shall report to the Board as set out in their terms of reference.

All committees are subject to and must adhere to Board policies.

The terms of reference of each committee will include (but is not limited to) the:

* composition
* power to co-opt to the committee
* scope and authority
* responsibilities
* timeframes and lifespan
* reporting and accountability

**Finance and Audit and Risk Committee (FAR Committee)**

**Context**

High quality financial stewardship and excellent fiduciary accountability is fundamental to good governance. Responsible oversight of financial systems, audit outcomes and risk mitigation strategies is the critical means of developing and maintaining our credibility with our members, funders and other key stakeholders.

Effective financial and risk oversight is a fundamental element of a sustainable, productive and viable organisation.

**Membership**

The Finance, Audit and Risk Committee core members are members of the Cook Islands Voyaging Society. One or more others may be co-opted onto, or to advise, the Finance, Audit and Risk Subcommittee because of their particular professional expertise.

Membership is agreed by the Board and recorded in the minutes of the meeting where it is agreed.

The Chairperson must be on the Finance and Audit Committee and must be present at committee meetings.

There will be a minimum of four members on the committee. At least 3 Board members are required to attend if a telecom/zoom is to be held and the sub-committee chair. The meeting will be deferred if no quorum is reached. In general meetings will not be held and members will be supplied with a report on a regular basis.

The Director, Cook Islands Voyaging Society will attend any scheduled meetings of the Finance, Audit and Risk Committee; (other staff may attend at the invitation of the Director)

Members will agree a chair for that committee (term of one year).

**Secretariat**

The secretariat for the Finance, Audit and Risk Committee will be provided through the Director, Cook Islands Voyaging Society

**Role of Chairperson**

If there is a meeting the role of the chairperson is to:

* Set the agenda for each meeting.
* Chair each meeting.
* Respect the Vaerua of meeting
* Liaise with the Director, Cook Islands Voyaging Society to ensure that the financial strategy and accountabilities obligations are reflected in Cook Islands Voyaging Society work programme (budgeting and reporting) and performance
* Report to the Board of Cook Islands Voyaging Society.

**Role and Functions of the Committee**

The Finance, Audit and Risk Committee will:

* Monitor Cook Islands Voyaging Society operating budget and financial management;
* Advise the Board on policy formulation regarding all financial matters, including the financial implications of new policy proposals, and major capital acquisitions or disposals;
* Determine the disposition of investments, including those gifted or bequeathed to Cook Islands Voyaging Society within the approved policy of the Board, including but not limited to, securities and properties;
* Regularly reviews investments and if deemed appropriate consult with external advisors and recommend action;

**Period of tenure**

Membership of committees are reviewed annually (usually at the Board meeting following the Cook Islands Voyaging Society AGM).

**Meetings**

The committee will meet as required, usually by Teleconf either by advice from the Director or advice from the Chair of the committee.

Regardless of whether a meeting is to be held or not the Director must provide a report to the committee up to 9 times a year.

**Policy and Strategic Communications Committee**

***Context***

Policy and Strategic Communications are important in terms of internal policy where governance is the most important determinant of the credibility and sustainability of an organisation. It sets the direction and creates the environment for the organisation’s operations. Governance policies describe the organisation’s governance.

The Governance policies reflect and align with the organisation’s foundation policy documents, such as the Constitution.

Operational policies and procedures flow from the governance policies, setting out how the organisation will go about its day to day performance.

Having well thought through, succinct, accessible and complete governance policies is fundamental to the viability of the organisation.

Policy is also important in terms of the government of the day and the key agencies that Cook Islands Voyaging Society interacts with. Cook Islands Voyaging Society has a responsibility to engage with matters of policy which have the ability to impact on the Voyaging sector.

Communications is an important means for shaping how key stakeholders, and the public, perceive Cook Islands Voyaging Society It is also a critical means of developing and maintaining our relationships with our members, as well as with key stakeholders.

An effective communications strategy underpins the public awareness and perception of the value of Cook Islands Voyaging Society.

***Membership***

The Policy and Strategic Communications Committee members are members of the Cook Islands Voyaging Society Board. Membership is agreed by the Board and recorded in the minutes of the meeting where it is agreed.

There will be a minimum of four members on the committee. At least 3 Board members are required to attend if a teleconf/Zoom is to be held, including the sub-committee chair. The meeting will be deferred if no quorum is reached.

The Director, Cook Islands Voyaging Society will attend each meeting of the Policy and Strategic Communications Committee; (other staff may attend at the invitation of the Director).

Members will agree a chair for that committee (term of one year).

**Secretariat**

The secretariat for the Policy and Strategic Communications Committee will be provided through the Director, Cook Islands Voyaging Society.

***Role of Chairperson***

If a meeting is to be held the role of the chairperson is to:

* Set the agenda for each meeting.
* Chair each meeting.
* Respect the vaerua of meeting
* Liaise with the Director, Cook Islands Voyaging Society to ensure that the Constitutional documents and governance policies are reflected in Cook Islands Voyaging Society operational policies and procedures, work plan and performance
* Report to the Board of Cook Islands Voyaging Society.

***Role and Functions of the Committee***

The Policy and Strategic Communications Committee:

* Provides oversight on CIVS policies and how they link to government priorities;
* Receives updates on and provides suggestions to CIVS linked groups such as the Strategic Alliance and international links;
* Reviews and maintains oversight of Cook Islands Voyaging Society foundation documents (Constitution)
* Oversees the implementation of CIVS Place and the CIVS outcomes tool;
* Monitors the effect of the implementation of operational policies and procedures and provides comment/ recommendations through the Chair (to the Director);
* Periodically (annually) reviews the governance policies for their currency, completeness and accessibility (easy to find, read and understand);
* Oversees the draft Cook Islands Voyaging Society Communications Strategy;
* Oversees the implementation of the Communications strategy by the Director;
* Monitors the effect of the implementation and provides comment/ recommendations through the Chair (to the Director);
* Periodically (annually) reviews the Communications Strategy in the context of a changing environment and identified impact of the implementation to date.

***Period of tenure***

Membership of committees are reviewed annually (usually at the Executive meeting following the Cook Islands Voyaging Society AGM).

***Meetings***

The committee will meet as required, usually by Teleconf/Zoom either by advice from the Director or advice from the Chair of the committee.

Regardless of whether a meeting is to be held or not the Director must provide a report to the committee up to 9 times a year.

**D****irector Performance and Review Committee**

**Composition**

The Director Performance and Review Committee shall comprise of the Chairperson, and the Director (as a non-voting member).

**Scope and Authority**

The Director Performance and Review Committee, on an annual basis, shall:

1. Evaluate the performance and recommend total compensation of the Director.
2. Actively monitor the Director progression and succession plans.

**Responsibilities**

1. A total-compensation package and an annual performance appraisal for the Director.
2. Present the organisational and financial objectives to the Board, for its approval, within the first quarter of the evaluation period.

1.1.1 Advise the Director of the Board’s decision within the first quarter of the evaluation period.

1. Evaluate the Director on his/her, executive competencies, organisational objectives and financial measures.
2. Ensure the Director has an opportunity to provide an assessment of his/her performance against the organisational and financial objectives set for the year under consideration.
3. Provide performance feedback to the Director, including performance highlights and opportunities for development.
4. Monitor the market for compensation and benefits to ensure that Cook Islands Voyaging Society total executive Compensation package is competitive.
5. Determine an appropriate salary level for the Director.
6. Present to the Board, actions and decisions taken as a result of the Director performance review.
7. Present to the Board, the total compensation package for the Director.

2. Active oversight of the Director progression and the succession plan.

2.1 Receive an annual report from the Director on staff positions to ensure there is adequate staffing strength for succession-planning and business-continuation purposes.

2.2 Provide performance feedback and development opportunities for succession plan candidates.

2.3 Define and manage the Director selection process

**Timeframes and lifespan**

The Director Performance and Review Committee is a standing Committee of the Board

**Reporting and accountability**

The Director Performance and Review Committee will:

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1. Report to the Board on succession planning and development of the Director

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| ***Title: Board Members, Officers & Employees Liability and Indemnity Policy*** | | |
| *First produced:* | *March2022* | *Authorisation: Board* |
| *Current Version:* | *March 2022* | *Queries: Board Chairperson* |
| *Past Reviews:* |  |  |
| *Review Cycle:* | *Two Yearly* |  |
| *Applies From:* | *Jan 2023* |  |

**Section 1: Policy Overview**

**1.1 Purpose / Scope**

This policy sets out the liability and indemnity status of Board Members, officers and employees of Cook Islands Voyaging Society.

**1.2 Application**

This policy applies to all Board Members, officers and employees of Cook Islands Voyaging Society

**1.3 Policy Statement / Guiding Principles  
Liability of Board Member, officer or employee**

No Board Member, officer or employee of CIVS , or former Board Member, officer or employee of Cook Islands Voyaging Society, shall be personally liable for any loss incurred by the organisation, either before or after the date of this policy, that is not attributable to such person’s own dishonesty, or to the willful commission or omission by such person of an act known by such person to be a breach of trust.

**Indemnity for Board Member, officer or employee**

Each Board Member, officer or employee of Cook Islands Voyaging Society , or former Board Member, officer of employee of Cook Islands Voyaging Society, shall be entitled to a full and complete indemnity from the organisation for any liability which such person may incur, either before the date of this policy, in any way arising out of or in connection with such person acting or purporting to act as a Board Member, officer or employee of Cook Islands Voyaging Society provided such liability is not attributable to such person’s own dishonesty, or to the willful commission or omission by such person af an act known by such person to be a breach of trust.

Cook Islands Voyaging Society will take out an appropriate Board Member, officer, employee indemnity policy.

**1.4 Formal Delegations and Variation to Policy**

Board Members and the Director are responsible for ensuring the application of this policy.

Any variation to this policy must be made / agreed by the Board.

**1.5 Definitions**

There are no specific definitions.

**1.6 Effective Date / Review**

This policy is effective from 22 March 2022.

Policy review is due 22 March 2023.

**Section 2: Associated Procedures**

There are no associated procedures

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| ***Title: Director Recruitment and Selection Policy*** | | |
| *First produced:* | *March 2022* | *Authorisation: Board* |
| *Current Version:* | *March 2022* | *Queries: Board Chairperson* |
| *Past Reviews:* |  |  |
| *Review Cycle:* | *Two Yearly, or prior* |  |
|  | *to appointment of Director* |  |
| *Applies From:* | *1 Jan 2023* |  |

**Section 1: Policy Overview**

**1.1 Purpose / Scope**

To provide for recruitment, selection and appointment that results in the person best suited for the Directorposition being appointed.

**1.2 Application**

The policy applies to the appointment of a Director to the Cook Islands Voyaging Society ,Incorporated Society.

**1.3 Policy Statement / Guiding Principles**

The Directorrecruitment process within Cook Islands Voyaging Society will be open and transparent and will follow robust and thorough processes. The skills, knowledge and experience of the successful applicant will reflect the needs and strategic direction of Cook Islands Voyaging Society

The following principles will underpin all recruitment:

* The appointment will be made on the basis of choosing the best applicant for the position, with due consideration to overall organisational priorities.
* The Directorprofile will reflect Cook Islands Voyaging Society partnership with key stakeholders and service user communities.
* Genuine effort will be made to promote the position broadly enough to attract suitably qualified candidates from a variety of backgrounds.
* All applicants will be treated respectfully, fairly and equitably, with due regard to the confidentiality of their information.
* Appointments will be made by people qualified to assess applicants for the position.

**1.4 Formal Delegations and Variation to Policy**

The Board under the guidance of the Chairperson are responsible for ensuring the application of this policy.

Any variation to this policy must be agreed by the Board.

**1.5 Definitions**

There are no specific definitions.

**1.6 Effective Date / Review**

This policy is effective from 22 March 2022.

Policy review is due 1 Jan 2023.

**Section 2: Associated Procedures**

The Board will need to undertake the preparation work for recruiting a Director through consideration of:

* The role and responsibilities of the Director.
* The type of person (person specification) needed to head Cook Islands Voyaging Society
* The process for recruitment.
* Who will run the recruitment process? Is the best option to contract HR support to manage the recruitment process or run it in-house? To run it in-house does the Board have the skills, knowledge, expertise and time to run a professional and thorough process and make these decisions?
* Will we use a public advertising or executive search approach

Consideration of the 10 steps outlined below will assist in the preparation and process of recruitment.

1. **Define recruitment parameters and marketing strategy**

Has the Board approved taking the Director vacancy to market?

Before advertising or undertaking executive search

* What is the timeline, including closing date, interview date and final panel dates for the role?
* Will there be a combination of print and/or online advertising alongside executive search?
* Will psychometric assessments be used and if so which one will be used and why?
* Will there be long-list and short-list interviewing?
* Will candidates be making a presentation and/or participating in another recruitment activity during the process e.g. role playing?
* If a presentation – what topic will give the best insight being sought from the candidate.
* If a role play – what is the purpose and who will do the role playing.
* What is the budget?
* Who will lead the process for the Board?

Who will be on the selection and interview panels and who will engage with the outside agency if need be. If using an external HR / Recruitment specialist -

* What is the budget?
* Has the specialist been adequately briefed on Cook Islands Voyaging Society as an organisation and its values?
* Entered into a contract with deliverables and communication strategy?

1. **Create the candidate pack**

Once the market strategy is in place, there needs to be a **candidate pack** that will be shared with all interested candidates.  This pack must:

* clearly explain what is being looked for
* contain a job description and person specification for the role
* a welcome letter
* recruitment timetable
* application instructions
* additional information about Cook Islands Voyaging Society
* information on the remuneration package.

Consideration needs to be given as to how the candidate packs will be distributed or accessed by interested candidates e.g., through a bespoke recruitment website, or a page on the current website, or through email or posted packages as requested.

1. **Gather information**

Before taking the job opportunity to market, it can be useful to hold briefing discussions with the line manager(s) within A Cook Islands Voyaging Society and other relevant stakeholders (e.g. key business partner organisations) who have a clear understanding of the role and its objectives.  Engaging key stakeholders early in the process will lead to better understanding of their views about the role and begin to identify a consensus about what type of candidate attributes the Board should look out for.

Prior to starting the process (e.g. marketing etc.) it is necessary to have:

* Set up the review / interview teams
* Have administration support in place and briefed
* Documented the assessment criteria for applications
* Decided on the interview process
* Documented the key interview questions
* Are all parties clear on the different stages in the process and the respective roles and responsibilities throughout.

1. **Marketing strategy begins**

Activate the marketing strategy.

* Ensure that the role is being highlighted to relevant, high performing candidates who are not actively looking for a new role.
* Print / online advertising needs to be targeted to the audience being sought and located in places this audience will be looking.
* Use word of mouth as well as paper, electronic and web avenues to spread the word and attract likely candidates.

1. **Timely response management**

Ensure that:

* A clear process in place to respond to queries about the role from prospective candidates.
* Responses are informative and timely
* AC Cook Islands Voyaging Society stands out as efficient and informative

1. **Reviewing applications**

Prior to reviewing the applications, there is a need for:

* clear assessment criteria in place;
* the team working on reviewing applications to be aware of the recruitment; timeframes, their role and have appropriate time available when needed;
* the review process to be consistent, quick and thorough;
* processes that ensure a defendable picture emerges from the long-list (or shortlist) interview process;
* a nominated person in place to facilitate the process.

1. **Long-list interviews and psychometric testing**

Long-list interviews:

This provides an important session for the Board’s panel or the recruiter to dig deeper into candidate’s backgrounds via a face to face, structured meeting. An interview script should be prepared, (related to the person specification and key areas/competencies needed for the role) including specific prompts for each candidate where needed.

This interview will allow a better understanding of each candidate’s career path, skills and experience, achievements, working style and motivation for the role, and subsequently short-list those who come across best fit.

Psychometric testing:

Ensure that the psychometric testing is booked, and/or specialist available to conduct the testing when needed.

Psychometric assessments can provide supporting information to interviews. Psychometric assessment can also introduce more rigour and objectivity into the recruitment process and can support more accurate identification of the personal and occupational characteristics required.  In addition, the findings can provide useful probes for candidates who progress to interviews with the final panel.

1. **Final panel and selection**

* Confirm with candidates that they are short-listed through to an interview with the final panel.
* Invite them to prepare their presentation (if that is required).
* Prepare interview questions that probe candidate experience within all the key areas of the role, as well as any findings from the candidate’s psychometric test if applicable.
* Ensure all final panel members are thoroughly briefed prior to the day regarding the interview structure and assessment criteria.

1. **Extend an offer and provide feedback to unsuccessful candidates**

Reference Checks:

* Prepare reference check questions including anything specific to follow up on from the interview.
* Who will undertake the reference checks? (same checker provides consistency.)
* Reference check the preferred candidate(s) by contacting at least two referees per candidate.
* Confirm that they are still preferred candidates after hearing from the referees.

Making an offer:

* If the reference checking has not been completed and confirmed, then any offer should be made subject to reference checking.
* Be prepared to discuss the entire remuneration package with the chosen candidates and be ready to negotiate on salary and remuneration details.
* Know what is flexible/negotiable and what is not, (e.g. working week, remuneration, leave etc.), and bring this understanding to the table in the negotiations with the successful candidate.

Unsuccessful candidates:

* Letter to each unsuccessful candidate thanking them for attending and noting that they have not secured the position. Return their CV. Make an offer to provide feedback to unsuccessful candidates, both for their personal development and to strengthen Cook Islands Voyaging Society professional image and employer brand.

1. **Recruitment support**

If an experienced recruiter is engaged to run the Director recruitment process, ensure that they:

* adhere to these best practice guidelines
* detail a bespoke search strategy
* provide the Board with regular search / response management updates
* meet with the designated Board Member to thoroughly discuss the candidates that they recommend for long-list and short-list.

They should also be available at the final panel, to negotiate the offer made to the chosen candidate and to provide feedback to unsuccessful candidates.  Bottom of Form

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| ***Title: Delegated Authority Policy*** | | |
| *First produced:* | *March 2022* | *Authorisation: Board* |
| *Current Version:* | *March 2022* | *Queries: Chairperson* |
| *Past Reviews:* |  |  |
| *Review Cycle:* | *Two Yearly* |  |
|  |  |  |
| *Applies From:* | *1 Jan 2023* |  |

**Section 1: Policy Overview**

**1.1 Purpose / Scope**

This policy describes the delegations from the Board to the Director, to individual Board Members and to the Senior Management of Cook Islands Voyaging Society It also states the key principles applying to the identified delegations.

This policy specifies delegations for:

* The purchase of supplies and services.
* Capital expenditure.
* Human Resource issues.
* Various other actions and transaction’s.

This policy controls the ability of any Board Member or employee to authorise transaction’s having a financial or contractual implication, or to perform other functions as defined by the delegation of authorities contained in this policy.

The Board may make other delegations or amend or withdraw these delegations at its sole discretion at any time.

Where no delegation is specified for a particular item or transaction, the matter is to be referred to the Directorfor a decision. (The Director may consult with Chairperson).

The objectives of this policy are to:

* Specify the authorities delegated by the Board to the Directorand individual Board Members who will be required to report to the Board.
* Specify the limits and extent of authorities to be delegated by the Director to various employees of the Cook Islands Voyaging Society Describe the special requirements under which delegated authorities operate.

When a person holding a delegated authority is absent, e.g. on leave or on a business trip, only those staff holding an equivalent or a higher delegation can exercise the authority of the absent person unless a specific Coverage During Leave arrangement has been made (see Coverage During Leave).

**1.2 Application**

The Policy applies to the Directorand Board Members of Cook Islands Voyaging Society

The Director is responsible for policy interpretation, implementation and day-to-day monitoring and compliance.

**1.3 Policy Statement / Guiding Principles**

**General**

All delegated authorities are exercised on the Board’s behalf and must be exercised in accordance with relevant policies and procedures where they exist.

Board approval is required for any action or transaction that exceeds the delegated authority of the Director Board approval must be in the form of a resolution recorded in the Board minutes.

The authorities set out in this policy cannot be delegated to any other person except as provided in this policy. Any such sub-delegations are required to be in writing and lodged with the Chairperson. When authority is delegated in accordance with this policy, the accountability is not delegated with the sub-delegation.

All significant new ventures or changes of policy require prior Board approval. Decisions of the Board will take precedence and be binding.

The authorities delegated in this policy generally apply only to the functional area of the person specified, unless stated otherwise.

**Sub-Delegations**

Approval of the sub-delegation is required by the Director(and may include terms and conditions of the approval).

**Exceeding Annual Budgets and Substitution**

The overall constraint on expenditure is the total amount of the expenditure specified in the annual budget. This total may be exceeded only with the express prior approval of the Board.

However, expenditure may be re-allocated from one part of the budget to another on the authority of the Director. This is known as "substitution".

In the case of substitutions accumulating over $5,000, Board notification is required.

**Structuring Transactions**

No payment or revenue structuring arrangement may be made in such a way as to attempt to avoid the limits on delegated authority specified in this policy.

**Coverage During Leave**

The Director is required to make arrangements, approved by the Chairperson, for exercising the authorities delegated to the Directorduring any agreed absence from work longer than 5 working days.

**Personal Benefit**

No individual may approve expenditure or authorise any transaction that relates to his or her self or which results in any personal gain.

**Conflict of Interest**

Except with the prior written approval of the Directoror the Board, no person may exercise any delegation or authorise any transaction in which they have a conflict of interest or a potential conflict of interest.

#### Matters Reserved for Board Approval

In establishing this Delegated Authority Policy, the Board reserves several matters for its own express consideration and approval. These matters are:

* Setting of strategic direction
* Approval of annual budgets
* Establishing the level of risk appropriate for CIVS
* Approval of risk management strategies (as presented, or otherwise, by management)
* Delegation of authority to Director.
* Approval of the organisations policies
* Appointment of external auditors
* Approval of annual financial statements.

**Media Engagement**

The Co-Chairs and the Directorare the only authorised representatives of Cook Islands Voyaging Society to engage with the Media

**1.4 Formal Delegations and Variation to Policy**

Board Members and the Director are responsible for ensuring the application of this policy.

Any variation to this policy must be made / agreed by the Cook Islands Voyaging Society.

**1.5 Definitions**

There are no specific definitions.

**1.6 Effective Date / Review**

This policy is effective from 22 March 2022.

Policy review is due 1 Jan 2023.

**Section 2: Associated Procedures**

No later than the final meeting of the Board in any financial year the Board will review and confirm the delegations to the Directorand individual Board Members of CIVS. These delegations will be recorded in the Board minutes as a resolution for that meeting.

The Co-Chairs, or nominated Board Member, will notify the Director of these confirmed delegations in the event that they are not present at the meeting.

The delegated authority may include the right to (but is not limited to):

* + - Implement Cook Islands Voyaging Society approved budget.
    - Purchase goods and services to the value of specified in the Financial Policy
    - Capital expenditure to the value specified in the Financial Policy
    - Employ staff within the approved complement, undertake performance reviews, approve leave and time in lieu, undertake disciplinary procedures and dismissal of staff. Note: Any action that may result in dismissal may only be taken in consultation with the Chairperson.
    - Act as an authorised signatory to the Society’s Bank Accounts and Payroll.
    - Approve expense claims.
    - Approve applications for leave.
    - Speak with the media about the service or issues that affect the services client group.
    - Engage outside contractors as necessary.
    - Sign contracts.

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| ***Title: Reporting and Accountability Policy*** | | |
| *First produced:* | *March 2022* | *Authorisation: Board* |
| *Current Version:* | *March 2022* | *Queries: Board Chairperson* |
| *Past Reviews:* |  |  |
| *Review Cycle:* | *Two Yearly* |  |
|  |  |  |
| *Applies From:* | *1 Jan 2023* |  |

**Section 1: Policy Overview**

**1.1 Purpose / Scope**

The Directoris accountable for the management of Cook Islands Voyaging Society based on the strategic plan, annual plan and governance policies of the Board. This policy sets out the Board’s expectations in relation to the reporting and accountability of the Director.

**1.2 Application**

This policy applies to the reporting and accountability of the Directorand should be read and implemented in conjunction with other board policies related to performance, finances, investment, risk management, committees and delegations.

**1.3 Policy Statement / Guiding Principles**

The Director reports to the Board as a whole and keeps it informed of the true and accurate position of the outcomes of programmes and services; financial position; and all matters having real or potential legal considerations for our organisation. Thus, the Board is supported in its strategic decision-making and risk management. Therefore, the Directorwill:

1. Inform the Board of significant trends, implications of Board decisions, issues arising from policy matters or changes in the basic assumptions upon which the Board’s strategic goals are based.
2. Submit written reports (Director (management report) covering the following management areas at each Board meeting:
   * 1. Key functions
     2. Professional Development Contract
     3. Health and Safety Report
     4. Finance Report
3. Inform the Board in a timely manner of any significant changes in staffing, programmes, plans or processes.
4. Present information in a suitable form – not too complex or lengthy.
5. Inform the Board when, for any reason, there is non-compliance of a board policy.
6. Recommend changes in Board policies when the need for them becomes known.
7. Highlight areas of possible bad publicity or community dis-satisfaction.
8. Coordinate and present management/staff reports to the Board under the Director ’s authority and report on delegations.
9. Seek approval from the Board each year for the annual plan.
10. Regularly report on the implementation of the annual plan.
11. Report on any matter requested by the Board and within the specified timeframe.

**1.4 Formal Delegations and Variation to Policy**

Board Members and the Director are responsible for ensuring the application of this policy.

Any variation to this policy must be agreed by the Board.

**1.5 Definitions**

There are no specific definitions.

**1.6 Effective Date / Review**

This policy is effective from 22 March 2022.

Policy review is due 1 Jan 2023.

**Section 2: Associated Procedures**

There are no associated procedures.

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| ***Title: The Director Performance Review Policy*** | | |
| *First produced:* | *22 March 2022* | *Authorisation: Board* |
| *Current Version:* | *22 March 2022* | *Queries: Board Chairperson* |
| *Past Reviews:* |  |  |
| *Review Cycle:* | *Two Yearly, or on* |  |
|  | *appointment of* Director |  |
| *Applies From:* | *1 Jan 2023* |  |

**Section 1: Policy Overview**

**1.1 Purpose / Scope**

The purpose of this policy is to set down the process for the annual review of the Director performance in the position over the previous year, set Key Performance Areas for the coming year and to provide a means of governance support for the Director.

**1.2 Application**

This is one of a set of policies defining the employment relationship between the Board and its Director; it applies to that relationship only.

**1.3 Policy Statement / Guiding Principles**

The Director Employment Agreement includes provision for the review of the Director’s performance at intervals of not more than 12 months.

The performance review is carried out by the DirectorPerformance Review Committee under delegation from the Board. The process may also involve the preparation and application of a performance agreement. Any recommendations of the Committee for action (including the payment of all or part of the performance payment) require the endorsement of the Board.

**1.4 Formal Delegations and Variation to Policy**

The Board delegates the annual review of the Director’s performance to the DirectorPerformance Review Committee.

**1.5 Definitions**

**1.5.1 Director Performance Review Committee (the Committee)**: A committee established by the Board; it is composed of the Chairperson of the Board.

* The Directormay, at his/her discretion, nominate a member of Board to put forward the Director’s views when he/she is not present.
* The Committee is responsible for reviewing the Director’s remuneration, assessing performance and recommending performance payments, and providing employment-related support to the Director.

**1.5.2 Director****Employment Agreement**: The agreement is negotiated by the Board and the Directorat the time of the Director ’s appointment or reappointment. The agreement includes the conditions of employment and the schedule of remuneration; it also includes the provision for a review of performance at intervals of not more than 12 months.

**1.5.3 Performance Agreement**: A documented agreement reached between the Board and the Directorwhich details the objectives of the Director’s position for the period to be reviewed and the process and criteria by which the Director’s performance is to be assessed for that period.

* The Board’s decision on the contents of the annual performance agreement is final but the Board must consult the Directorin writing on the contents and will consider the Director’s views before finalising the agreement.
* The Board has delegated the preparation of the performance agreement to the DirectorPerformance Review Committee.

**1.5.5 Performance Review**: The process by which performance objectives are set and the performance of the Directoris assessed by the Performance Review Committee for the purpose of determining any recommendations for action, for determining the payment of the performance payment and for informing the annual review of remuneration. It may also recommend Professional Development.

**1.5.6 Remuneration**: The components of the remuneration schedule are base salary and superannuation.

**1.6 Effective Date / Review**

This policy is effective from 22 March 2022.

Policy review is due 1 Jan 2023

**Section 2: Associated Procedures**

1. DirectorPerformance Review Committee

2.1.1 The DirectorPerformance Review Committee are the Chairperson of the Board. The members nominated should have experience in dealing with employment issues including reviewing performance and be able to determine matters objectively.

1. Setting Performance Agreement

2.2.1 Before the end of each financial year (and not later than the end of October except by mutual agreement between the parties), the Committee will commence discussion with the Directorabout the performance agreement for the following year.

2.2.2 The performance agreement must detail the specific objectives for the Director’s position for the following year and the measures and criteria by which the Director’s performance is to be assessed.

2.2.3 The Committee will consider any submission or comments from the Director before finalising the agreement. The performance agreement should be completed before the year it applies to begins.

2.2.4 Variations may be agreed between the Committee and Director from time to time as required.

2.2.5 If for any reason agreement cannot be reached, the Performance Agreement shall be referred back to full Board for a final decision as per 1.5.5.

2.2.6 The requirements of the Employment Agreement apply.

1. Reviewing Performance

2.3.1 The Committee will meet before the end of July each year to make arrangements with the Directorfor the review of performance against the criteria and measurements agreed for the previous year.

2.3.2 The Committee will seek information from the Directorand, by agreement with the Director, may seek information from the Management Team, or others.

2.3.3 The Committee will determine its recommendations and prepare a draft report. The report will include a recommendation for the payment or otherwise of all or part of the performance payment.

2.3.4 The Committee will discuss the draft report with the Director*.*

2.3.5 The Committee will report to the Board within 7 days of the review being undertaken with the recommendation that their proposal for the annual salary and any performance payment be endorsed.

2.3.6 Once the proposal has been endorsed by the Board, the annual Salary and any performance payment will be made. The annual Salary component will be backdated to the 1st of January.

2.3.7 In the carrying out of its second function – providing governance support for the Director- the Committee will also meet the Directorat least twice during the year to discuss progress towards the current year’s objectives and to provide support to the Director.

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| ***Title: Employee Recruitment Policy*** | | |
| *First produced:* | *March 2022* | *Authorisation: Board* |
| *Current Version:* | *March 2022* | *Queries: Board Chairperson* |
| *Past Reviews:* |  |  |
| *Review Cycle:* | *Two Yearly* |  |
|  |  |  |
| *Applies From:* | *1 Jan 2023* |  |

**Section 1: Policy Overview**

**1.1 Purpose / Scope**

To provide for recruitment, selection and appointments that result in the person best suited to a vacant position being appointed to that position, with particular regard to Cook Islands Voyaging Society strategic priorities and our Equal Employment Opportunity policy.

**1.2 Application**

The policy applies to appointments to ongoing positions, and also applies as specified to processes used to recruit, select and appoint to limited tenure or casual positions.

**1.3 Policy Statement / Guiding Principles**

All recruitment processes within Cook Islands Voyaging Society will be open and transparent, follow robust and thorough process and appointments will reflect the delivery of the strategic goals of the organisation.

The following principles will underpin all recruitment:

* Appointments will be made on the basis of choosing the best applicant for the position to be filled, with due consideration to overall organisational priorities.
* Cook Islands Voyaging Society staff profile will reflect its partnership with key stakeholders.
* The staff profile will reflect the diversity and needs of the wider community.
* Genuine effort will be made to promote positions broadly enough to attract suitably qualified candidates from a variety of backgrounds.
* All applicants will be treated respectfully, fairly and equitably, with due regard to the confidentiality of their information.
* Appointments will be made by staff qualified to assess applicants for the position under consideration and will most often involve a panel.

**1.4 Formal Delegations and Variation to Policy**

The Director is responsible for ensuring the application of this policy.

Any variation to this policy must be agreed by the Board.

**1.5 Definitions**

There are no specific definitions.

**1.6 Effective Date / Review**

This policy is effective from 22 March 2022.

Policy review is due 1 Jan 2023

**Section 2: Associated Procedures for Recruitment, Selection and Appointment of Staff**

**2.1 Approval to Recruit**

1. Recruitment cannot occur until written approval has been provided by the Director who holds the delegation to approve recruitment within the adopted budget.
2. Any proposed recruitment outside of approved budget, requires Board approval prior to the process starting.

**2.2 Job Analysis, Position Description, Job Titles and Person Specification**

1. The requirements of the job and the types of behaviours and competencies required to fulfil the role will be analysed before a position is submitted for approval.
2. A person specification and full position description is required for all new positions.
3. For the continuation of an existing vacated position a review and update of the purpose of and requirement for the position, is required.
4. A specification for the person who will meet the position criteria will be developed to both provide the selection criteria and to provide information for the evaluation of the position for remuneration purposes.
5. The Director will determine the salary range for the position based on established protocols for job evaluation and market related data. The Directorwill discuss the appropriate level within the range and any additional factors that should influence the starting salary rate with the position manager as appropriate.

**2.3 Recruitment and Selection Plan**

NOTE: An HR Advisor may be engaged as a panellist, the Chairperson of a panel and/or an advisor on all aspects of the process.

1. The Director (and/or Chairperson) will determine the need to seek HR advice and support for the specific recruitment process.
2. The Director will determine who will be on the selection panel and confirm their availability and appoint a Panel.
3. The Panel, with advice from the Directoror HR Advisor, will then:

* Determine where it would be best to promote the position, considering aspects such as market requirements and costs;
* Decide whether additional background information needs to be provided to job applicants (e.g. specific data about Cook Islands Voyaging Society );
* Decide how responses are to be analysed and a shortlist created (what are the really crucial attributes, skills and experience being sought? who is to be involved in short listing?);
* Shortlist a maximum of five candidates (there is no minimum). Note: there may be occasions when not all panel members are available for shortlisting of candidates in which case the remaining members of the panel may develop the shortlist with advice from the Director HR Advisor;
* Decide on selection tools (interview, experiential exercise, psychometric test/s, personality questionnaire, presentation) and provide information to allow the preliminary design of the tools.
* Decide on the timeframes and the budget for the recruitment, selection and appointment process. NOTE: Any additional costs (above budget) will need prior approval by the Director.

**2.4 Selection Activities**

Every applicant must complete an Application for Employment form, either in hard copy or electronically, and provide curriculum vitae. Applicants will be given as much notice as possible about the selection timeframe and information about the process.

1. **Shortlisting**

This will be completed within one week of the closing date. Communication with applicants (shortlisted and non‐shortlisted) will be through a single contact (‘applicant contact person’), as identified prior to the process starting.

1. **Exercise(s)**

The Directorwith the HR Advisor (if appointed) will advise on exercise(s) appropriate to the position to be filled. The exercise(s) must provide evidence of the suitability of the applicant and supplement information already available.

1. **Interviews**

Cook Islands Voyaging Society uses behavioural event interviewing, which has a higher level of validity as a selection tool than other forms of interview. The Panel, in conjunction with the HR Advisor (if included), prepare questions that will provide high quality information regarding the applicant’s suitability as well as demonstrating the applicant’s communication style. There are standard areas for questioning which can be explained by the HR Advisor (if included).

Interview notes must be kept in sufficient detail to enable comparison of applicants’ responses.

At the interview it is essential that referees’ contact details, salary expectations and start date availability are confirmed. This provides clarity for both parties should an offer be made. Candidates will be advised that they will hear from Cook Islands Voyaging Society within 7-14 days to allow time for the additional processes to be completed.

While it is rare, a second interview may be warranted in the event that additional assurance is required of an applicant’s suitability for the position and/or team fit. In such cases the Directorand HR Advisor (if included) must be involved in the process and the development of the questions.

1. **Reference Checks**

The Panel advises the Directorof the preferred candidate and a process for reference checking is agreed. An agreed list of questions is prepared based on the information already known about the candidate and the fit with the role. Either the HR Advisor or a panel member may make the reference checks. Should a reference check result in negative feedback that may result in the applicant not being appointed then this must be discussed with the Directorand/or HR Advisor as references are evaluative material and there are Privacy Act considerations regarding disclosure to applicants.

1. **Feedback**

While non‐shortlisted candidates are not offered feedback, the Panel and shortlisting documentation must provide sufficient information for the ‘applicant contact person’ to field appropriate requests for information about the specific selection process.

Shortlisted applicants are offered feedback on their application, performance in the exercise(s) and interview. Internal applicants will be given feedback; this will be done by the HR Advisor or Panel. Documentation and the Panel must be able to provide the HR Advisor with sufficient information to enable appropriate and relevant feedback to be provided.

**2.5 Appointment**

1. **Panel Appointments**
2. The Panel and the Director (and/or HR Advisor) meet to confirm the Panel’s preferred candidate. An appointment recommendation memo is completed by a delegated member of the panel and provided to the Directorfor approval. Approval authorises that an offer of appointment is to be made.
3. The Director *wi*ll contact the preferred candidate and discuss the offer.
4. The offer is then put in writing and the applicant signs and returns it if she or he accepts. The content of offers must comply with current legislative and Cook Islands Voyaging Society requirements.
5. The Directoror HR Advisor are responsible for ensuring that templates used in making an offer include the correct information.
6. If the successful applicant has applied through an agency, then only the Director is authorised to discuss and negotiate a fee and other terms associated with the appointment with the agency.
7. No one will begin employment at Cook Islands Voyaging Society unless an accepted offer of employment has been received by Cook Islands Voyaging Society This applies to all employees irrespective of tenure.
8. Unsuccessful shortlisted candidates are advised by the Directorof that outcome and feedback is offered.
9. **Other Appointments including Volunteers and Work Experience Placements**

Managers, in consultation with the Director, are responsible for the appointment of volunteers and work experience placements. In the appointment process they are required to apply the Guiding Principles outlined in this policy.

**2.6 Responsibility**

1. **Director:** approves that recruitment is to occur ensuring that it will contribute to the achievement of the optimum workforce profile and that budget and other considerations have been taken into account as part of the approval process**.**
2. **Manager:** will scope and recommend the need for an appointment to the DIRECTOR, who will then approve the recruitment if within budget or seek approval from the full Board if additional budget is required.
3. **The selection panel**: is responsible for the outcomes of selection and recruitment and the proper operation of the process. Timely communication with the HR Advisor if appropriate regarding issues and progress is the responsibility of the Panel.
4. **Panel member:** is a full participant in the selection process and holds specific responsibilities for the application of the agreed criteria and the maintenance of confidentiality of applicants and their information.
5. **HR Advisor:** may be contracted to support the process. The HR Advisor may be a panel member and/or provide advice on all aspects of the process.

**2.7 Cancellation or Deferral of Position**

The delegation to cancel or defer filling a position is held by the Director.

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| |  |  |  | | --- | --- | --- | | ***Title: Health and Safety Policy*** | | | | *First produced:* | *March 2022* | *Authorisation: Board* | | *Current Version:* | *March 2022* | *Queries: Board Chairperson* | | *Past Reviews:* |  |  | | *Review Cycle:* | *Two Yearly* |  | |  |  |  | | *Applies From:* | *1 Jan 2023* |  |   **Section 1: Policy Overview**  **1.1 Purpose / Scope**  The Cook Islands Voyaging Society Board is committed to providing and maintaining high standards of Health and Safety. They are committed also to ensuring all staff have knowledge of and practice Safely in their place of work. This includes an awareness of hazards both actual and potential within the work environment. In addition this policy applies to a situation when a pandemic is declared by the Government and staff are permitted to work from their place of work.  **1.2 Application**  The Board has ultimate accountability. All personnel (Board Members, employees, volunteers, contractors and service users) have responsibility for health and Safety and in particular to stop any task they believe is Unsafe or cannot be continued in a safe manner.  **1.3 Policy Statement / Guiding Principles**  CIVS is committed to ensuring the safety and wellbeing, as far as is practicable, of employees, volunteers and visitors both at the Cook Islands Voyaging Society learning centre and when away from the centre on Cook Islands Voyaging Society business.  The health and safety policy enables Cook Islands Voyaging Society to:   * provide a safe physical and emotional environment for staff, volunteers, service users and visitors * meet all [legal requirements](http://somerfield.schooldocs.co.nz/1113.htm) to ensure the safety of staff, volunteers, service users and visitors.   To achieve this, the Board will require the Director, staff and volunteers to:   * Be familiar with and understand the latest Health and Safety legislation. * Ensure that Health and Safety is a standard Agenda Item for all regular meetings. * To report on Health and Safety against a template at each Board meeting * Document all staff training and induction activities * Maintain and continually improve our Health, Safety and Environmental Management System including risk, hazard and incident registers, hazard control systems, reporting and analysis and emergency procedures. * Proactively identify hazards and unsafe behaviours and take all steps to manage these to as low as reasonably practicable. * Assess and recognise the health and safety performance of employees and contractors. * Implement and maintain a clear process for handling incidents that staff can access and feel supported by and comfortable with. * Ensure health and safety practices, systems and accountabilities are in place and reviewed regularly at staff meetings, progressively improving Cook Islands Voyaging Society health and safety standards. * Consult and actively promote participation with employees and contractors to ensure they have the training, skills, knowledge and resources to maintain a healthy and safe workplace. * Provide, as needed, training and development opportunities for employees to improve health and safety performance within the organisation. * Accurately report and learn from incidents. * Support the safe and early return to work of injured employees. * Design, construct, operate and maintain assets so that they safeguard people and property. * Require our contractors to demonstrate the same commitment to achieving excellence in health and safety performance. * Comply with relevant legislation, regulations, codes of practice and industry standards. * As a Board, appoint a Board Member to hold health and safety governance responsibility with a documented Terms of Reference. * As a Board, regularly review health and safety performance and development.     **1.4 Formal Delegations and Variation to Policy**  Board Members and the Directorare responsible for ensuring the application of this policy.  Any variation to this policy must be agreed by the Board.  **1.5 Definitions**  **Primary duty of care** - to ensure, so far as is reasonably practicable:   * The health and safety of workers employed or engaged or caused to be employed or engaged, by the organisation or those workers who are influenced or directed by the organisation (for example workers and contractors) * that the health and safety of other people is not put at risk from work carried out as part of the conduct of the business or undertaking (for example visitors and customers).   **All practicable steps:**  A key concept in the Legislation relates to a requirement to take all steps that a reasonable, prudent person would take in the same situation. For a full definition or explanation of “all practicable steps”, refer to the Act and/or the Worksafe fact sheet.  **Best practice**: A method or technique that in like circumstances has consistently shown superior  results in comparison to results achieved using other means – used as a benchmark.  **Harm Illness, injury or both**: This includes physical or mental harm caused by work-related stress.  **Hazard** is defined in the Act as an activity, arrangement, circumstance, event, occurrence, phenomenon, process, situation, or substance (whether arising or caused within or outside a place of work) that is an actual or potential cause or source of harm; and includes:  • a situation where a person’s behaviour may be an actual or potential cause or source of harm to the person or another person; and  • without limitation, a situation described above resulting from physical or mental fatigue, drugs, alcohol, traumatic shock, or another temporary condition that affects a person’s behaviour.   * **Lost time injury frequency rate** (LT IFR): Number of reported injuries that resulted in at least one day being lost from work after the day of the injury or illness per million hours worked. * **Near miss**: A situation or incident where harm might have occurred. * **Organisational culture:**  Collective set of values and beliefs held and exercised within an organisation or workplace   **1.6 Effective Date / Review**  This policy is effective from 22 March 2022.  Policy review is due 1 Jan 2023.  **Section 2: Associated Procedures**  **The relevant procedures are also included in the Management Policies and Procedures Manual.**  To assist in providing and maintaining high standards of Health and Safety, including requiring a high level of documentation and record keeping by all staff:   * Cook Islands Voyaging Society management will ensure that the premises, equipment and work protocols enhance or at a minimum maintain acceptable health and safety standards * Cook Islands Voyaging Society recognises the serious nature of workplace stress and will have in place systems to monitor workload and take all reasonably practicable steps to minimise, reduce and prevent stress in the workplace. * Staff are expected to share information concerning pro-active preventative measures that can be taken to reduce the risk to the health and safety of staff, service users, visitors and contractors. * All staff will participate in the identification of workplace hazards and in the development of achievable solutions to eliminate or reduce to acceptable levels. * All staff are expected to report and record an incident or hazard as early as possible (within 24 hours) after it occurs or is identified. * All incidents or hazards will be reported to the Director, who will deal with them in a positive, timely and appropriate manner. * All staff will be offered timely and appropriate support/advice and appropriate debrief opportunity following a critical incident. * Incidents may well go to the staff group for discussion; however, this will be with the agreement of the person reporting the incident. * All staff will be informed of the Health and safety policy at orientation. * The Director will monitor and record all Hazards and Incidents (including near misses) in a Hazards Register and Incidents Register. * All reports will be confidential to the Cook Islands Voyaging Society. * When critical incidents of a highly serious nature, with the possibility of legal consequences, the Director, must refer the matter to the Board Chairperson.   **Pandemic Health and Safety**  Safe work practices to limit exposure to COVID-19 or any other virus at work mean first assessing the risks, and then implementing the hierarchy of controls, so far as is reasonably practicable.  The primary controls CIVS will utilise are   * supporting people with flu-like symptoms to stay home – We will achieve this by ensuring staff are able to work remotely from their home if well enough * ensuring physical distancing – We will ensure all staff  maintain a 2 metre social distance, even in meetings * disinfecting surfaces – We will ensure all shared spaces such as kitchens, toilets and computer keyboards are cleaned daily * maintaining good hygiene, including hand hygiene and good cough/sneeze etiquette – We will provide hand sanitiser, tissues and antiseptic wipes to every staff member. * keeping records to facilitate contact tracing. - we will maintain a register of all visitors to CIVS house and staff will record all external meetings they attend. |

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| ***Title: Privacy Policy*** | | |
| *First produced:* | *March 2022* | *Authorisation: Board* |
| *Current Version:* | *March 2022* | *Queries: Board Chairperson* |
| *Past Reviews:* |  |  |
| *Review Cycle:* | *Two Yearly* |  |
| *Applies From:* | *1 Jan 2023* |  |

**Section 1: Policy Overview**

**1.1 Purpose / Scope**

Cook Islands Voyaging Society is committed to maintaining individual rights to privacy and upholding its obligations held within the Privacy Act.

**1.2 Application**

This policy applies to all staff, volunteers, contractors and Board Members.

**1.3 Policy Statement / Guiding Principles**

The objective of this policy is that people’s personal information is kept confidential and their privacy is maintained. This will contribute to people feeling respected and that their personal information is protected by the staff of Cook Islands Voyaging Society.

The Act is primarily concerned with good information handling practices and is made up of information privacy principles. These principles are summarised in the guidelines under section 2 below.

**1.4 Formal Delegations and Variation to Policy**

Board Members and the Director, are responsible for ensuring the application of this policy.

**1.5 Definitions**

There are no specific definitions.

**1.6 Effective Date / Review**

This policy is effective from 22 March 2022.

Policy review is due 1 Jan 2023.

**Section 2: Associated Procedures**

**The relevant procedures are also included in the Management Policies and Procedures Manual.**

**Privacy Guidelines**

The Act is primarily concerned with good information handling practices and is made up of information privacy principles. These principles are **summarised** in the following guidelines. The number in brackets after each guideline refers to the relevant information privacy principle.

**Guidelines for collecting, using and storing personal information:**

* When personal information is collected about an individual the purpose is made known:
  + for purposes connected with the function of the organisation, and only when it is necessary to have this information;
  + directly from the person concerned, or if a student, their parent or guardian, unless it is publicly available from elsewhere;
  + in as unobtrusive a manner as possible. [1,3,4]
* In general, information is collected directly from the person concerned or unless it is publicly available from elsewhere or the person's interests are not prejudiced when we collect the information from elsewhere. [2]
* Reasonable Safeguards are in place to protect personal information from loss, unauthorised access, use, or disclosure. These Safeguards include the use of individual logins for computers, and lockable filing cabinets. [5]
* If an individual wants access to information held about them, it is provided. Individuals may request correction of this information or, when not corrected, that a record of the request is attached to the information. [6,7]
* Reasonable steps are taken to make sure personal information is correct, up to date, relevant and not misleading. [8]
* Information is only kept for as long as it is needed, and for the purposes for which it was obtained. [9]
* Information is only used for the purposes for which it was obtained except in certain circumstances (for example, for statistical purposes where the person's identity is not disclosed). [10]
* As a general rule, information about any person is not given to a third party without the person's knowledge, unless:
  + the information is already publicly available;
  + it is being passed on in connection with a purpose for which it was obtained, for example, statistics on Cook Islands Voyaging Society users;
  + the right to privacy is over-ridden by other legislation;
  + it is necessary for the protection of individual or public health and safety.

For most purposes, the best guide is to use good sense and to treat information about people with great respect.

Cook Islands Voyaging Society **will ensure:**

* All efforts are made at reception and in workrooms/offices to ensure that information identifying individual people and service users of Cook Islands Voyaging Society is not easily viewed by other people using our services.
* All efforts are made to ensure that telephone conversations with or about service users (where identifying or personal information is being shared) will not be able to be overheard by other service users.
* When telephoning, messages can only be conveyed directly to the person being contacted.
* That personal information will not be shared via electronic means e.g. email or text messaging.
* That the Director is the Cook Islands Voyaging Society Privacy Officer.

|  |  |  |
| --- | --- | --- |
| ***Title: Equal Employment Opportunities Policy*** | | |
| *First produced:* | *March 2022* | *Authorisation: Board* |
| *Current Version:* | *March 2022* | *Queries: Board Chairpersons* |
| *Past Reviews:* |  |  |
| *Review Cycle:* | *Two Yearly* |  |
| *Applies From:* | *1 Jan 2023* |  |

**Section 1: Policy Overview**

**1.1 Purpose / Scope**

The Equal Employment Opportunities (EEO) policy ensures that all Board Members, employees, contractors and applicants for employment are treated according to their skills, qualifications, abilities and aptitudes, without bias or discrimination.

**1.2 Application**

This policy is applicable to all Board Members, employees, volunteers and contractors.

The Director, is responsible for complying with relevant legislation, policies and guidelines and conducting themselves in a way that supports EEO principles and practice.

**1.3 Policy Statement / Guiding Principles**

The objectives of the EEO policy are to ensure that:

* For any given position, recruitment and selection decisions will be made on merit, qualifications and work history relating to the position to be filled, irrespective of gender, race, ethnic or national origins, religious or ethical beliefs, disability, marital status, employment status, family status, political opinions, sexual orientation or age.
* There is ongoing commitment to identify and eliminate discriminatory barriers that cause or perpetuate inequality in the employment of any person or group or persons or any applicants for employment.
* All communication, publications and material produced by Cook Islands Voyaging Society are consistent with the EEO policy and principles of valuing diversity.
* Cook Islands Voyaging Society recognises the value of diversity in staffing (for example, ethnicity, age, gender, disability, hours of work, etc.) and the employment requirements of diverse individuals/groups.
* All employees are made aware of Cook Islands Voyaging Society commitment to EEO and that they understand the principles of EEO and diversity.
* Cook Islands Voyaging Society complies with its obligations under the Human Rights Act and the Employment Relations Act.

**1.4 Formal Delegations and Variation to Policy**

Board Members and the Director are responsible for ensuring the application of this policy.

Any variation to this policy must be made / agreed by the Board.

**1.5 Definitions**

There are no specific definitions.  
**1.6 Effective Date / Review**

This policy is effective from 1 Jan 2022.

Policy review is due 1 Jan 2024.

**Section 2: Associated Procedures**

There are no associated procedures.

|  |  |  |
| --- | --- | --- |
| ***Title: Smokefree Workplace Policy*** | | |
| *First produced:* | *March 2022* | *Authorisation: Board* |
| *Current Version:* | *March 2022* | *Queries: Board Chairperson* |
| *Past Reviews:* |  |  |
| *Review Cycle:* | *Two Yearly* |  |
| *Applies From:* | *1 Jan 2023* |  |

**Section 1: Policy Overview**

**1.1 Purpose / Scope**

Cook Islands Voyaging Society has a duty to provide a healthy comfortable and productive work environment for all staff.

**1.2 Application**

This policy applies to all employees, clients, contractors, volunteers and visitors; and covers all Cook Islands Voyaging Society buildings.

**1.3 Policy Statement / Guiding Principles**

Smoking is not permitted in any part of the Cook Islands Voyaging Society buildings.

Any breaches of this policy should be brought to the attention of the appropriate manager or Director and be handled through the Cook Islands Voyaging Society disciplinary procedure.

**1.4 Formal Delegations and Variation to Policy**

Board Members and the Director are responsible for ensuring the application of this policy.

Any variation to this policy must be made / agreed by the Cook Islands Voyaging Society.

**1.5 Definitions**

There are no specific definitions.

**1.6 Effective Date / Review**

This policy is effective from 1 March 2022.

Policy review is due 1 Jan 2023.

**Section 2: Associated Procedures**

There are no associated procedures.

|  |  |  |
| --- | --- | --- |
| ***Title: Media and External Communications Policy*** | | |
| *First produced:* | *March 2022* | *Authorisation: Board* |
| *Current Version:* | *March 2022* | *Queries: Board Chairperson* |
| *Past Reviews:* |  |  |
| *Review Cycle:* | *Two Yearly* |  |
| *Applies From:* | *1 Jan 2023* |  |

**Section 1: Policy Overview**

**1.1 Purpose / Scope**

This policy outlines the coordination of contact between the organisation, the media and external communications. It should apply to all Board Members and staff at all times – 24 hours a day, seven days a week. It is designed to ensure that in all dealings with the media and the organisation are undertaken in a professional and coordinated manner and that all statements are accurate and appropriate.

This policy covers all external communications and news media including broadcast, electronic and print.

For the purposes of this policy, media contact includes: providing information via media releases or statements, letters to the editor, responding to media enquiries over the phone and via email, interviews or briefings, disclosing information to the media, comments on talkback radio, addressing a seminar or conference where the media are present, and media activities for events, reports, and launches.

**1.2 Application**

This policy is applicable to all employees, volunteers and contractors, and the Board Members.

The Co-Chairs and the Director are responsible for implementing this policy.

**1.3 Policy Statement / Guiding Principles**

Cook Islands Voyaging Society is an established and respected organisation. It has a reputation for providing excellent professional services and it enjoys strong relationships with its stakeholders, members and the wider voyaging community as their destination for knowledge on voyaging education and activities.

While providing this service, there is a responsibility to be open and responsive to the interests of the media and their information requests because the media are among the many ways our, supporters, funders and partners build their individual perceptions of Cook Islands Voyaging Society

To assist in increasing public awareness, promoting a positive public image and the work of Cook Islands Voyaging Society

* All media relations activity will be undertaken with the recognition that the media play an important role in influencing social attitudes towards and perceptions of Cook Islands Voyaging Society and the service delivered.
* All proactive media contact will be consistent with the organisation’s mission objectives, as outlined in the strategic plan.
* All reactive media responses will be consistent with the organisation’s area of expertise, as defined within the strategic plan.
* Media responses should always be ‘on the record’. They will be truthful and accurate, and not include speculation, guesswork or personal opinion. They will not include disparaging comments about other organisations or individuals.
* All external communications will be appropriate, accurate and informative, and reflect the mission and work of Cook Islands Voyaging Society.

The Chairperson and Director will be the official spokespeople and will coordinate contact with the media through the appropriate staff. Other employees, volunteers, contractors or Board Members will not initiate media contact or respond directly to media enquiries.

Employees will advise the Director of likely events, announcements or issues that may attract media interest, and ensure information provided to the Director is accurate. (Refer to the Management Policies and Procedures Manual.)

The Director is responsible for approving all external content for communications and for media including material for promotions and advertising, media releases, media statements and letters to the editor.

All media enquiries, and the organisation’s responses, are to be logged by the Director.

**1.4 Formal Delegations and Variation to Policy**

The Director, and the Board Chairperson, are responsible for ensuring the application of this policy.

Any variation to this policy must be agreed by the Cook Islands Voyaging Society Board.

**1.5 Definitions**

There are no specific definitions.

**1.6 Effective Date / Review**

This policy is effective from 22 March 2022

Policy review is due 1 Jan 2023.

**Section 2: Associated Procedures**

**The relevant procedures are also included in the Management Policies and Procedures Manual.**

All engagement with the media must comply with the following procedures:

**Media Contact**

* All media enquiries will be referred to the Director immediately, and calls returned within one hour, if possible. If unable to comment, the journalist will be referred to an approved list of suitable organisations.
* All spokespeople will be briefed prior to interview and debriefed after. Journalists are to be treated respectfully and courteously by all staff at all times.
* The Appendix to this policy ‘General Guidelines for Dealing with the Media’ (Appendix 4) sets out some key considerations when engaging with the media.

**Confidentiality**

* Personal or contact details of staff, clients, spokespeople, or Board Members are confidential and will not be provided to the media without prior consent.
* The release of any information will remain consistent with the organisation’s policies and procedures.

**Media Releases**

* Media releases will only be issued through the Chairperson and Director.
* If staff require the release of information to the media, they will assist in drafting a media release or statement for approval by the Director.

**Issues Management**

* All staff will report emerging issues of potential media and public sensitivity relating to the organisation, for the immediate attention of the Director.
* The Director will work with the appropriate staff to develop a media response that is consistent with the organisation’s media strategy and mission.

**External Communication Material**

* External communication material refers to material such as advertising, editorials, posters, information brochures and such like.
* All external communications must be approved by the D Director before release.
* All external communication will remain consistent with the organisation’s policies and procedures.

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| --- | --- | --- |
| ***Title: External Complaints Policy*** | | |
| *First produced:* | *March 2022* | *Authorisation: Board* |
| *Current Version:* | *March 2022* | *Queries: Board Chairperson* |
| *Past Reviews:* |  |  |
| *Review Cycle:* | *Two Yearly* |  |
| *Applies From:* | *1 Jan 2023* |  |

**Section 1: Policy Overview**

**1.1 Purpose / Scope**

Cook Islands Voyaging Society is committed to the provision of quality services, where complaints are seen as an opportunity for learning and quality improvement.

**1.2 Application**

The Board, Director and all employees, volunteers and contractors are responsible for ensuring the application of this policy.

**1.3 Policy Statement / Guiding Principles**

This policy ensures that people have access to a process that deals effectively with their complaints.

With this policy we are promoting outcomes where:

* People use our complaints process rather than the media.
* Complaints are addressed in a professional and timely manner.
* Cook Islands Voyaging Society continually improves its services

The following principles will guide the complaints procedure:

1. External complaints will be dealt with according to the Associated Procedures below.
2. Complaints against a staff member will be taken to the Director, except if the complaint is against the Director, then it will be taken to the Chairperson
3. Requests for confidentiality will be respected.
4. Complaints may be verbal in the first instance.
5. Any complaint which is made to the Chairperson will be written.
6. Serious complaints must be presented to the Director.
7. The Director will record serious complaints, and the register will be available to the Board via the Co-Chairs.

**1.4 Formal Delegations and Variation to Policy**

The Director is responsible for ensuring the appropriate implementation of this policy.

Any variation to this policy must be agreed by the Board.

**1.5 Definitions**

**External Complaints:** Refers to complaints received from persons who do not work for Cook Islands Voyaging Society

**Staff:** Refers to employees, volunteers and contractors.

**1.6 Effective Date / Review**

This policy is effective from 22 March 2022.

Policy review is due 1 Jan 2023.

**Section 2: Associated Procedures**

* All complaints will be directed to the Director by the person receiving the complaint as soon as possible/practicable.
* Complaints will be received at any time, either orally or in writing.
* All written complaints will be acknowledged in writing, within 5 working days.
* The Director will maintain a complaints register, documenting all actions taken after a complaint is received and including conclusions reached and recommendations for remedial actions within a set timeframe.

|  |  |  |
| --- | --- | --- |
| ***Title: Internal Complaints Policy*** | | |
| *First produced:* | *March 2022* | *Authorisation: Board* |
| *Current Version:* | *March 2022* | *Queries: Board Chairperson* |
| *Past Reviews:* |  |  |
| *Review Cycle:* | *Two Yearly* |  |
| *Applies From:* | *1 Jan 2023* |  |

**Section 1: Policy Overview**

**1.1 Purpose / Scope**

Cook Islands Voyaging Society is committed to the provision of quality services, where complaints are seen as an opportunity for learning and quality improvement. All Board Members, employees, volunteers and contractors need to consider their own behaviour and that of their colleagues and reflect whether it might be unacceptable, offensive or professionally unsafe.

**1.2 Application**

The Board Members, Director, employees, volunteers and contractors are responsible for ensuring the application of this policy.

**1.3 Policy Statement / Guiding Principles**

The objective of this policy is to ensure Board Members, employees, volunteers and contractors have access to a process that deals with complaints and concerns.

With this policy Cook Islands Voyaging Society is promoting outcomes where:

* Internal processes effectively resolve issues.
* Complaints are documented and addressed in a professional and timely manner.
* Cook Islands Voyaging Society is an excellent workplace

The following principles will guide any complaints procedure:

Complaints against a staff or contractor colleague will be taken to the Director. If the complaint is against a Board Member or the Director then it will be taken to the Chairperson.

1. Requests for confidentiality will be respected.
2. All parties involved will be informed of the nature of the complaint as soon as possible.
3. Open dialogue and objective discussion will be encouraged to achieve early resolution, wherever possible.
4. The Director will record serious staff or contractor complaints and the register will be available to the Board Chairperson.
5. Complaints may be verbal in the first instance.
6. Any complaint that is made to the Board Chairperson will usually be written.
7. When a complaint against a Board Member or Director is taken to the Chairperson, the Chairperson may decide to set up a suitable committee to investigate the complaint and make recommendations to the Board.
8. Complaints about competence, serious misconduct or discipline of staff will be dealt with by the Director, following the provisions of the appropriate employment agreement or contract.
9. It is defamatory to make a false statement about someone which is likely to harm his or her reputation.
10. Complaints must, at all stages, be dealt with in a consistent manner, and one that is fair and equitable to all concerned.
11. Once resolved the nature of the complaint and the resolutions will be documented in such a manner that ensures individuals’ privacy is maintained.

**1.4 Formal Delegations and Variation to Policy**

The Director is responsible for ensuring the appropriate implementation of this policy.

Any variation to this policy must be agreed by the Board.

**1.5 Definitions**

**Internal Complaints:** Refer to complaints made by staff, volunteers and contractors about Board Members, other staff, volunteers and contractors, i.e. complaints internal to Cook Islands Voyaging Society

**1.6 Effective Date / Review**

This policy is effective from 22 March 2022.

Policy review is due 1 Jan 2023.

**Section 2: Associated Procedures**

There are no associated procedures.

|  |  |  |
| --- | --- | --- |
| ***Title: Financial Management Policy*** | | |
| *First produced:* | *March 2022* | *Authorisation: Board* |
| *Current Version:* | *March 2022* | *Queries: Board Chairperson* |
| *Past Reviews:* |  |  |
| *Review Cycle:* | *Two Yearly* |  |
|  |  |  |
| *Applies From:* | *1 Jan 2023* |  |

**Section 1: Policy Overview**

**1.1 Purpose / Scope**

To ensure that Cook Islands Voyaging Society complies fully with the lawful requirements of the Public Finance Act 1991, the Incorporated Societies Act 2017, and any other legislation that may be applicable to the particular circumstances affecting financial activities.

Cook Islands Voyaging Society financial information needs to be accurate and timely and will be used to assess:

* the organisation's financial position and performance
* that the finances are being used to meet the organisation's objectives
* that results are cost-effective
* all legal requirements are being met
* the extent to which planning for the future is being undertaken.

**1.2 Application**

The policy covers all financial functions within CIVS and applies to all staff.

**1.3 Policy Statement / Guiding Principles**

Prudent financial management is crucial to the operation of Cook Islands Voyaging Society both in providing adequate funding for day to day needs and in planning for the future. The Cook Islands Voyaging Society Board is responsible for all financial resources in the organisation in accordance with its governance obligations.

This policy sets out the accounting policies and procedures that are in line with generally accepted accounting principles and organisations best practice reporting requirements.

To achieve prudent financial management:

1.3.1 Cook Islands Voyaging Society will manage its financial affairs in accordance with the policies and within the legislative framework that ensures that it is able to fulfil its objectives and plans in a financially viable and sustainable way.

1.3.2 Cook Islands Voyaging Society management and staff are required to be aware of their obligations in respect to financial management so as to not place Cook Islands Voyaging Society in a position of unnecessary or inappropriate financial risk.

1.3.3 Cook Islands Voyaging Society information systems will provide accurate and timely information to enable quality decision making.

1.3.4 Through the prudent management and use of resources Cook Islands Voyaging Society will maintain a low risk status based on sound accounting principles and practices.

1.3.5 To support these principles Cook Islands Voyaging Society will:

1. Ensure that adequate funds are available at all times to service the cash needs of Cook Islands Voyaging Society
2. Minimise the net cost of borrowing.
3. Recognise and minimise all financial risks.
4. Ensure accurate, meaningful and timely financial information is presented to the Director, Finance, Audit and Risk (FAR) Committee and the Board.
5. Ensure that budgets are protected from unplanned exposure to debt.
6. In implementing these principles Cook Islands Voyaging Society will:
7. Ensure adequate committed banking facilities being available.
8. Consider external economic and environmental influences.
9. Ensure appropriate procedures to identify and cover exposure risks.

**1.4 Formal Delegations and Variation to Policy**

The Board and the Director are responsible for ensuring the application of this policy.

Any variation to this policy must be agreed by the Board.

**1.5 Definitions**

There are no specific definitions.

**1.6 Effective Date / Review**

This policy is effective from 1 March 2022.

Policy review is due 1 Jan 2023.

**Section 2: Associated Procedures**

**Financial recordkeeping**

* The FAR Committee has responsibility for identifying all the systems and processes they require to be in place within the organisation to ensure financial management is current, accurate and accountable.
* The Director has responsibility for ensuring that these systems and processes are implemented and maintained and that day-to-day financial recordkeeping requirements are met.

**Bank Accounts**

* The opening and closing of bank accounts and changes in bank signatories are the responsibility of the Director and require written approval of the Board. The Director reviews bank accounts that are dormant or not used frequently and advises the FAR Committee whether they should be closed.
* The Director has the responsibility for maintaining an up to date register of bank account details including cheque signatories.
* The Director is responsible for ensuring that all Bank Accounts are reconciled quarterly in accordance with the Risk Management Policy.

**Tax Compliance**

* No staff member shall take any action which would result in Cook Islands Voyaging Society not complying with any obligation imposed on it by any tax legislation and rules.

**Security, Filing and Storage of Documents**

* All financial transactions are supported by source documentation that has been appropriately authorised (if required).
* Records are stored digitally for a minimum of the statutory seven-year period.

**Accounting and Audit**

* The FAR Committee will work with the Board appointed Accountant and Auditor to ensure that funds are utilised to meet the objectives of the organisation, that all legal requirements are met and the organisation is financially accountable, viable and sustainable.

**Financial Oversight**

* The FAR Committee will maintain financial oversight of the organisations financial status, the recordkeeping systems / processes, reporting and accountability and meeting all legal requirements.
* The Director and staff are responsible for ensuring that processes and practices are robust and kept current to provide accurate and timely data on Cook Islands Voyaging Society’s financial position.

**Delegations**

* The Cook Islands Voyaging Society Board are responsible for identifying financial delegations and the accountability of these.
* Delegations will be identified and documented by the Board on an annual basis.

**Koha**

* The Cook Islands Voyaging Society Board Chairperson may authorise, in writing to the Director, a Koha payment in special circumstances. Generally this will relate to personal incidents relating to staff, Board Members or identified Cook Islands Voyaging Society representatives.
* This payment is not to exceed $100. As this is a koha there will be no receipt.

**Credit Cards**

Credit Cards issued in the name of Cook Islands Voyaging Society must be used in accordance with the terms and conditions specified in individual employment contracts.

**Reimbursement of expenses**

All reimbursements of expenses are undertaken in accordance with Management policy with reimbursement of Director expenses authorised by the Chairperson.

|  |  |  |
| --- | --- | --- |
| ***Title: Procurement and Tender Policy*** | | |
| *First produced:* | *March 2022* | *Authorisation: Board* |
| *Current Version:* | *March 2022* | *Queries: Board Chairperson* |
| *Past Reviews:* |  |  |
| *Review Cycle:* | *Two Yearly* |  |
|  |  |  |
| *Applies From:* | *1 Jan 2023* |  |

This policy is also included in the Management Policies and Procedures Manual

**Section 1: Policy Overview**

**1.1 Purpose / Scope**

The purpose of this policy is to:

* 1. set out the principles and processes that apply with respect to procurement by Cook Islands Voyaging Society
  2. ensure that the organisation's procurement function is carried out within a clearly defined and transparent internal control framework
  3. ensure that the organisation's procurement processes comply with relevant legislation and accounting practices, and
  4. ensure that procurement processes are conducted in a manner that ensures Cook Islands Voyaging Society maintains a reputation for being fair and unbiased when dealing with suppliers.

This policy applies to all procurement activities using funds held or managed by Cook Islands Voyaging Society regardless of their source.

**1.2 Application**

This policy applies to all staff of A Cook Islands Voyaging Society. It must be read in conjunction with other relevant Cook Islands Voyaging Society Policies; in particular the Delegated Authority Policy, Investment Policy, Committees Terms of Reference and Conflicts of Interest Policy.

**1.3 Policy Statement / Guiding Principles**

The following principles will guide the procurement and tender processes of Cook Islands Voyaging Society

1. Cook Islands Voyaging Society funds may only be used for Cook Islands Voyaging Society business.
2. Before considering the purchase of a new item, staff must consider the option of re-using an existing item.
3. Where a preferred supplier contract is in place, the supplier(s) specified in that contract must be used for the purchase of the relevant goods or services.
4. Where there is choice of preferred suppliers for goods or services, staff may choose which one to use.
5. When purchasing items for which an approved or preferred supplier contract is not in place, staff must satisfy themselves that the purchase offers the most cost-effective 'whole-of-life cost' for the organisation, and must adhere to the principles that:
   * if all relevant factors are equal, Cook Islands Voyaging Society prefers to favour Cook Islands and Australian suppliers, in that order of priority, and
   * if all relevant factors are equal, Cook Islands Voyaging Society prefers to select goods and services that are less environmentally harmful.
6. Staff must raise purchase orders **before** goods or services are supplied.
7. Staff must not approve purchase orders that they themselves have raised.
8. The Director has the authority to disallow any expenditure that they consider, at their discretion, to be unreasonable.

**1.4 Formal Delegations and Variation to Policy**

The Director and FAR Committee are responsible for ensuring the application of this policy.

Any variation to this policy must be agreed by the Cook Islands Voyaging Society Board.

**1.5 Definitions**

In this policy:  
**fixed asset** means an item that has a purchase value that satisfies the capitalisation thresholds as set by the FAR Committee, and has a useful life that is estimated by the Director to be in excess of one year.  
**ICT** means desktop computers, laptops, servers, monitors, printers, audio-visual (AV) equipment, software and network equipment, but excludes basic office IT printer consumables such as laser or ink printer cartridges

**independent contractor** means a person who is engaged by Cook Islands Voyaging Society under a contract for service to undertake a specific activity, and is paid by invoice  
**mobile device** means a mobile phone, smart phone (internet capable mobile phone), tablet (e.g. iPad), data card and/or mobile broadband device purchased partly or fully with Cook Islands Voyaging Society funds  
**procurement** means the identification of potential suppliers, the tender process, the selection of a preferred supplier, the contract negotiation, the management of a contract, and purchasing processes  
**purchase order** means the approved Cook Islands Voyaging Society documentation by which goods and/or services are purchased and supplied  
**sensitive expenditure** has the meaning defined by the Office of the Auditor-General, namely "expenditure that provides, has the potential to provide, or has the perceived potential to provide a private benefit to an individual staff member that is additional to the business benefit to the entity of the expenditure, it includes expenditure that could be considered unusual for the entity's purpose and/or functions"  
**tender period** means the period beginning at the time Cook Islands Voyaging Society has notified a person or organisation of the intention to go to market with a tender - this may be earlier than the publishing of the tender - and concluding when the procurement contract is signed by Cook Islands Voyaging Society and the successful respondent and the unsuccessful respondents have been notified  
**voucher** means a document or card that is exchangeable for goods and/or services to a specified value  
**'whole-of-life cost'** means the total cost, including purchase cost, maintenance costs and residual value (where applicable).

**1.6 Effective Date / Review**

This policy is effective from 22 March 2022.

Policy review is due 1 Jan 2023.

**Section 2: Associated Procedures**

When applying this policy, the following procedures must be implemented.

**Authorised purchasing systems**

* The Director and the PD Manager are the only employees who have an Cook Islands Voyaging Society Bank Credit Card. The parameters on its use are determined by the Board.
* Each manager/staff member has control over their budget.
* It is important that you check all details with the person you report to, regarding any purchases.

**Expenses Reimbursement**

* Staff are able to make small purchases for programmes that they are developing or running with the prior approval of the Director and within approved area budgets.
* Mileage expenses for use of personal vehicles on pre-approved Cook Islands Voyaging Society business will be paid at RMD rates - cents /km.
* Mileage claims are approved by the Director, processed by the finance manager and paid to the staff member via their nominated bank account within the payment cycle.
* go to the finance manager who puts the claim through the weekly payment run.

**Preferred suppliers**

* The Director is responsible for ensuring that appropriate consultation is undertaken when preferred supplier contracts are being negotiated or reviewed.
* Authority to approve preferred supplier contracts rests with the Director.

**Emergency procurement**

* In emergency situations staff may circumvent preferred supplier relationships.
* Existing financial delegations, as set out in the Delegated Authority Policy with respect to emergency procurement.
* Staff must report all emergency procurement to the Director and include justification for the emergency procurement undertaken.

**Conflicts of interest**

* Staff who have a conflict of interest, actual or perceived, that may affect their impartiality when conducting procurement activities on behalf of Cook Islands Voyaging Society must submit to the Director a signed [Conflicts of Interest Declaration](https://i.waikato.ac.nz/portal/server.pt/document/82537/UOW+Conflict+of+Interest+and+Confidentiality+Declaration+May+2012.docx).
* Responsibility for determining how to address a conflict of interest identified under this policy rests with the Director (or Board Chairperson if conflict is related to the Director ).

**Confidentiality**

* Staff involved in procurement activities on behalf of Cook Islands Voyaging Society must ensure that the details are kept confidential to those directly involved in the relevant negotiations and activities.

**Processes where a preferred supplier contract is not in place**

Where a preferred supplier contract is not in place for the relevant goods or services, staff who wish to purchase goods or services whose 'whole-of-life cost' is up to and including $4,000 must:

* 1. use an approved supplier where one is in place, or
  2. follow the tender process set out in this policy.

Where a preferred supplier contract is not in place for the relevant goods or services, staff who wish to purchase goods or services whose 'whole-of-life cost' exceeds $5,000 must, before proceeding, consult the Director about the procurement process that is to apply.

If the Director advises that there is no preferred supplier contract, then a tender process is used. The organisation’s tender process is outlined below.

The Director is responsible for maintaining a Register for all current tender processes.

As an outcome of any procurement process, a contract will be negotiated, and is subject to approval by the Directoror the Chairperson or the FAR Committee.

The Directoris responsible for assigning staff to manage a contract negotiated and approved under of this policy.

Staff assigned to manage contracts under this policy are responsible for:

* + providing the Directorwith a copy of the contract signed by both parties, in an electronic format
  + ensuring that Cook Islands Voyaging Society receives the relevant goods or services at the agreed price and service levels
  + managing associated risks as identified when preparing the tender documentation
  + ensuring that the Director is notified not less than 2 months prior to the end date of the contract, so that he or she can review the contract and provide any advice about its re-negotiation if appropriate.

The Directoris responsible for:

* + supporting the contract management function
  + ensuring that negotiated contracts are recorded in the Contracts Register.

**Purchase of ICT equipment**

* Staff who wish to purchase ICT equipment must do so in discussion with the Director.

**Staff gifts and benefits**

* Staff gifts and benefits can be considered ‘sensitive expenditure’.
* Where the staff member is the Director, then the Board Chairperson must be the ‘approver’.
* Under no circumstances may a staff member be given cash from Cook Islands Voyaging Society funds.
* Expenditure on gifts or other benefits which are not legitimately associated with the staff member's employment may be subject to Fringe Benefit Tax, the additional costs will be borne by the relevant cost centre.
* Expenditure associated with functions for staff is permissible provided that such functions are directly related to the objectives of the organisational area concerned and have been approved in advance by the Directori or Chairperson of the Board.
* The reasonable cost of providing gifts to staff in circumstances involving hospitalisation or bereavement is permissible provided it is approved in advance by the Director.
* Subject to the prior approval of the Director, the organisation will meet the cost of gifts to staff upon retirement after ten years' service, up to a maximum value of $50.

**Vouchers**

1. Staff who wish to purchase vouchers for purposes other than those set out in sections b. or c. below of this policy must seek prior approval to do so from the Director; purchase of vouchers for staff may be subject to Fringe Benefit Tax.
2. Subject to section c. (below) of this policy, staff who wish to purchase vouchers as compensation for external participants in research or event projects must seek prior approval to do so from the Director so that all relevant tax implications can be considered.
3. Fuel vouchers may only be purchased only for the purposes of reimbursing external participants in event presentations for private vehicle mileage claims.

**External venues for training, development and planning**

* Wherever possible, Cook Islands Voyaging Society facilities rather than external venues must be used for training, development and planning activities.
* The use of external venues for training, development and planning activities where cost is involved must be approved in advance by the Director; who, before approving such costs must be satisfied that the expenditure is justified, and that the use of free of charge facilities have been fully explored.

**Hospitality**

* Expenditure over $50.00 on hospitality is subject to the prior approval of the Director , and must be demonstrably linked to the business of Cook Islands Voyaging Society
* Staff are responsible for ensuring that staff attendance at events involving hospitality and/or entertainment is limited to those staff essential to the business concerned.
* While it is recognised that hospitality can be a matter of cultural significance, expenditure must be balanced with the organisation's accountabilities associated with the use of public monies.
* Expenditure on alcohol hospitality is subject to the approval of the Director

**Recording fixed assets**

* The Director is responsible for ensuring that all purchases of fixed assets are recorded on the Fixed Asset Register, where it satisfies the capitalisation criteria per the fixed asset policy.

**Gifts from external parties**

1. Staff, in their capacity as staff, must not accept cash as a gift from external parties under any circumstances.
2. Staff must not allow the receipt of gifts, or their membership of any loyalty programme, to influence their business decisions on behalf of Cook Islands Voyaging Society
3. Staff who are involved either directly or indirectly in a tender process must not accept a gift of any type from a supplier of goods or services where those goods or services are the same as, or similar to, goods or services that are currently the subject of a tender process.
4. Except where sections a. and/or c. above of this policy apply, a staff member who is offered a gift, and he or she wishes to accept it, the staff member must disclose the details of the offer to the Director (or Board Chairperson if the staff member is the Director); the Director (or Board Chairperson) has authority to determine whether the gift may be accepted and if so, whether it must be shared with other relevant staff.
5. Unless it is a prize or award from a professional organisation, where the value of a gift from an external party accepted under section d. is estimated by the Director to exceed $100, the details of the gift must be recorded in the Gift Register where several gifts have been accepted from the same external party by several staff at one time, they must be treated as one gift and the collective value calculated accordingly.
6. The Director is responsible for conducting regular reviews of the [Gift Register](http://isg-webapps.its.waikato.ac.nz/pls/htmldb/f?p=152:1:8578317388451402), and assessing whether there have been any breaches of sections a. or c. above of this policy.
7. Prizes or awards granted by professional organisations to staff may be accepted by the relevant member of staff without the prior approval of the Director, and are not required to be recorded in the  [Gift Register](http://isg-webapps.its.waikato.ac.nz/pls/htmldb/f?p=152:1:8578317388451402).

**Responsibility for monitoring compliance**

* The Director is responsible for monitoring compliance with this policy and reporting any breaches to the Finance Committee.
* Breaches of this policy may result in disciplinary action under the Staff Code of Conduct.

**Tender Process**

Where a preferred supplier contract is not in place for the relevant goods or services, staff who wish to purchase goods or services whose 'whole-of-life cost' is up to and including $4,000 must follow the tender process set out below.

1. Prior approval from the Director must be obtained. If the item is not within the annual budget, funding/approval will need to be sought from the Cook Islands Voyaging Society.
2. Tender requests will be made in writing to ensure all potential tenderers are given the same information / scope / brief.
3. Tender documents must be signed off by the Director prior to distribution.
4. At least 2 tender prices must be sought and received.
5. Decisions on the ‘accepted’ tender will be based on:

* Match with the required goods/services
* The price and associated costs (e.g. freight)
* Alignment with the requirements as identified in the tender documents.

**Operational Expenditure Limits**

* 1. The following Operational Expenditure Limits apply to the Director, all Staff. Contractors and Volunteers are not permitted to incur expenditure on behalf of Cook Islands Voyaging Society unless prior authorised by the Director.
  2. Budgeted and unbudgeted expenditure over $5000 must have prior approval of the Board
  3. All staff operational expenditure must have prior approval of the Director subject to conditions specified in their Individual employment contract.
  4. The Chairperson are authorised to incur expenditure on behalf of the Board up to a limit of $2000. Expenditure in excess of $2000 requires Board approval.

**Waivers and variations**

* Only the FAR Committee has authority to waive or vary the provisions of this policy in individual cases.

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| ***Title: Risk Management Policy*** | | |
| *First produced:* | *March 2022* | *Authorisation: Board* |
| *Current Version:* | *March 2022* | *Queries: Board Chairperson* |
| *Past Reviews:* |  |  |
| *Review Cycle:* | *Two Yearly* |  |
|  |  |  |
| *Applies From:* | *1 Jan 2023* |  |

**Section 1: Policy Overview**

**This Policy is also included in the Management Policies and Procedures Manual**

**1.1 Purpose / Scope**

To achieve agreed objectives and outcomes, Cook Islands Voyaging Society will develop an organisational culture that optimises our ability to achieve our strategic objectives while ensuring appropriate management of risks.

**1.2 Application**

Board Members, employees, volunteers and contractors are bound to serve the interests of Cook Islands Voyaging Society and manage risks at all levels within the organisation. It is also extremely important that the board and/or staff make decisions that ensure appropriate risk management consideration and practice.

It is expected that Cook Islands Voyaging Society Board Members, employees, volunteers and contractors will conduct themselves in good faith at all times.

This policy is applicable to all Cook Islands Voyaging Society Board Members, employees, volunteers and contractors.

The Board Chairperson and the Director are responsible for implementing this policy.

**1.3 Policy Statement / Guiding Principles**

The Board has developed a policy to assist the embedding of risk management into the organisation.

The aims of our risk management policy are to:

* promote employee, stakeholder, and public safety;
* protect personnel, assets and intellectual property;
* encourage better quality service delivery;
* minimise loss and insurance costs, and
* improve contingency planning for dealing with risks and their impact.

The following operating principles support this risk management policy.

We will actively:

* identify and rank all strategic risks;
* ensure risk management becomes part of day-to-day management;
* provide staff with the policies and procedures necessary to manage risks;
* ensure staff are aware of risks and how to manage them; and
* monitor the strategic risk profile and implement a continuous improvement approach to risk management.

**1.4 Formal Delegations and Variation to Policy**

Board Members and the Director are responsible for ensuring the application of this policy.

Any variation to this policy must be agreed by the Cook Islands Voyaging Society Board.

**1.5 Definitions**

There are no specific definitions.

**1.6 Effective Date / Review**

This policy is effective from 22 March 2022.

Policy review is due 1 Jan 2023.

**Section 2: Associated Procedures**

A Quarterly Risk assessment will be undertaken by the Director with a report to the Board. Key areas considered will be but not limited to:

1. Health and Safety – (see Health and Safety Policy)
2. Operational risks
3. Systems risks (computer and other systems are backed up off site)
4. Market risks (assessment of market trends are undertaken regularly)
5. Financial risks (asset protections/insurance etc.)

A risk register must be maintained for all Health and Safety Risks.

All risks must be reviewed and either mitigated or minimised to the best of the Director’s ability and the Board’s satisfaction.

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| ***Title: Investment Policy*** | | |
| *First produced:* | *March 2022* | *Authorisation: Board* |
| *Current Version:* | *March 2022* | *Queries: Board Chairperson* |
| *Past Reviews:* |  |  |
| *Review Cycle:* | *Two Yearly* |  |
|  |  |  |
| *Applies From:* | *1 Jan 2023* |  |

**Section 1: Policy Overview**

**1.1 Purpose / Scope**

This investment policy states Cook Islands Voyaging Society’s policies in respect of its investments, including –

1. the objectives in terms of which financial and equity investments are to be managed;
2. the mix of investments;
3. the acquisition of new investments;
4. an outline of the procedures by which investments are managed and reported on; and
5. an outline on how risks associated with investments are assessed and managed.

Investments will be in investment grade fixed interest securities and call accounts, within a defined criterion designed to limit risk while providing an acceptable return.

**1.2 Application**

This investment policy has been developed as a guide to control all investments of Cook Islands Voyaging Society

**1.3 Policy Statement / Guiding Principles**

The objective of this investment policy is to ensure the portfolio is managed, in a prudent and competent manner.

Cook Islands Voyaging Society’s philosophy is to optimise investment value and returns in the long term while balancing risk and return considerations. As a responsible Incorporated Society any investments Cook Islands Voyaging Society does hold should be low risk with preference being given to conservative investments particularly in the case of short term investments.

It also recognises that lower risk generally means lower returns.

To achieve this aim Cook Islands Voyaging Society’s primary strategies are as follows:

* Protection of investment capital value and to minimise the risk of loss.
* Optimise the investment value and return.
* Ensure investments are of a type which provide Cook Islands Voyaging Society with funds when required.
* Diversify the mix of financial instruments.
* Provide at least 1 year’s operating costs in easily realisable investments.
* Provide at least 1 years capital refurbishment costs to maintain each vessel (Vaka) in class / certification, in easily realizable investments
* Achieve the goals and objectives set out in Cook Islands Voyaging Society’s Strategic and Annual Plans.

**1.4 Formal Delegations and Variation to Policy**

The Board on the advice of the FAR Committee is responsible for

ensuring the application of this policy.

Any variation to this policy must be agreed by the Cook Islands Voyaging Society.

**1.5 Definitions**

There are no specific definitions.

**1.6 Effective Date / Review**

This policy is effective from 22 March 2022.

Policy review is due 1 Jan 2023.

**Section 2: Associated Procedures**

**Specific Policy Principles:**

* Investment to be made with recognised outlets only such as Registered Banks.
* The Board’s objective is the protection of its investment. It operates a low to medium risk portfolio.
* Medium-long term investments are to be in parcels not to exceed $1Million invested in any one entity and are to hold a rating of A or above
* At least $50,000 but no greater than $250,000 operating funds are invested for short term periods to allow these funds to be accessed at reasonably short notice.
* Cook Islands Voyaging Society arranges overdraft limits as required.

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| ***Title: Reserves Policy*** | | |
|  | | |
| *First produced:* | *March 2022* | *Authorisation: Board* |
| *Current Version:* | *March 2022* | *Queries: Board Chairperson* |
| *Past Reviews:* |  |  |
| *Review Cycle:* | *Two Yearly* |  |
|  |  |  |
| *Applies From:* | *1 Jan 2023* |  |

**Section 1: Policy Overview**

**1.1 Purpose / Scope**

This reserve policy states Cook Islands Voyaging Society’s policies in respect of its reserves, including –

1. the objectives of the reserve;
2. the reserve amount;
3. the decision regarding increasing reserves;

**1.2 Application**

This reserves policy has been developed as a guide to ensure an adequate level of reserves to the organisation

**1.3 Policy Statement / Guiding Principles**

Cook Islands Voyaging Society should as a minimum have 12 months in reserves in case of funding difficulties in order to meet staff and operational commitments and build up to 24 months in order to be able to take up unplanned for and unbudgeted circumstances.

Cook Islands Voyaging Society should also have Designated reserves in order to be able to take up Vaka Ownership support.

To achieve this aim Cook Islands Voyaging Society’s primary strategies are as follows:

* Have a minimum of $100,000 in General reserves at any time
* Have a minimum of $500,000 in Designated reserves for Vaka ownership certification license costs over time from surpluses (if any), grants & donations
* Board decision as to how much surplus each year is placed into reserve accounts

**1.4 Formal Delegations and Variation to Policy**

The Board on the advice of the FAR Committee is responsible for

ensuring the application of this policy.

Any variation to this policy must be agreed by the Cook Islands Voyaging Society Board.

**1.5 Definitions**

The term "Reserves" is used to describe that part of a charity's income funds that is freely available for its operating purposes not subject to commitments, planned expenditure and spending limits. Reserves do not include endowment funds, restricted funds and designated funds. Funds

* 1. **Designated Reserve Funds**

The term “Designated Reserves" is used to describe that part of the Societies, or charity's income funds that is designated, specific and is subject to designed commitments and planned expenditure. “Designated Reserves” are not freely available for its operating purposes. Designated Reserves may include endowment funds, restricted funds and special purpose funds.

Designated Reserve Funds applicable to Vaka Ownership should be determined and assessed by implementing a process of Marine surveys and International certification. In determining this refurbishment to In-Class status the minimum designated reserve in 1.3 above will be adjusted to provide accurate assessment of the Designated Reserve.

* 1. **Effective Date / Review**

This policy is effective from 22 March 2022.

Policy review is due 1 Jan 2023.

**Section 2: Associated Procedures**

**Specific Policy Principles:**

* Reserve Investment to be made with recognised outlets only such as Registered Banks.
* The Board’s objective is the protection of its investment. It operates a low to medium risk portfolio.

**APPENDICES**

**Appendix 1 –** Cook Islands Voyaging Society **Constitution**

**Appendix 2**

**General Guidelines for Dealing with the Media**

Since positive media solicitation is an integral element of the Cook Islands Voyaging Society strategic communications, any ideas for articles or pieces that would positively portray the organisation, its work or its community should be directed to the Director in the first instance.

Guidelines for communicating with the media when the issue is non-controversial.

* Obtain the name of the person calling, the media organisation and, if available, the anticipated time of release of information in print or broadcast.
* The best approach with the media is to be prompt, helpful and honest. All contacts from the media should be returned as soon as possible, in deference to reporters' deadlines. At the most, a call should be returned within a half-day. If that is not possible, an alternate employee (if appropriate) or the media specialist should be asked to handle the call.
* Make sure you understand each question from the media before answering. If you cannot answer the question, or are uncomfortable providing a response, take the reporter's number and advise him/her that someone who can provide the information will contact him/her as soon as possible.
* Do not offer speculations or gossip. Do not answer a reporter's question with "no comment." Do not be condescending or underestimate the reporter's intelligence, but make sure the reporter understands your responses. Provide your phone number and/or e-mail address for follow-up questions.
* Remember that in responding to the media, you can be seen as representing and speaking for Cook Islands Voyaging Society. Personal opinions should be clearly and carefully identified as such.
* Issues that should not be discussed with reporters are 1) legal issues, 2) personnel issues, 3) questions that involve the organisation’s integrity, such as ethics or issues that may result in harm to others, or 4) a crisis or emergency. Refer all such inquiries to the Director who in turn consult with the Chairperson and/or Cook Islands Voyaging Society Lawyer before responding
* Any media inquiries that involve information about specific individuals or members of the Cook Islands Voyaging Society Incorporated Society will be handled in strict compliance with the Privacy Act.
* Any media inquiries or references regarding staff will be responded only with the employee's written approval and where possible be restricted to Public Information. Public information is the following: verification of employment, name of job title/position, full or part-time status, employment starting date.

**Emergency / Crisis**

* Crisis communications have a lasting impact on organisational reputation and public support. How well we convey our message to the public greatly depends on what is reported to the news media. This is especially true in a crisis, during which the news media is the primary means of communication to our constituencies. Because of the emotions that usually accompany crises, images formed from crisis reporting are especially important in shaping long-lasting public impressions of the organisation.
* In the event of a major crisis, it is essential that an effective communications plan be put into effect to disseminate timely, accurate information and to ensure that inquiries are directed to the appropriate sources.
* The Director is responsible for the development and dissemination of all communications in the event of an emergency. This includes internal communications with the Board and staff, as well as communications with the media. The priority will be on maintaining timely and open communications with the media, providing complete and accurate information that has been confirmed about the emergency situation and the organisation's response to the crisis at hand. Communications with the media will be frequent throughout the duration of the emergency situation. The Cook Islands Voyaging Society Web site will be utilised as a key medium for updating the public on the details of the emergency situation and actions we are taking to address all related issues.

**APPENDIX 3**

**CURRENT MEMBERS [ effective 22nd March 2022]**

**LIST TO BE IDENTIFIED**

Byron will circulate a draft list of members

The CIVS Board will review the records & archives of CIVS and ensure that all current, past, and intending members are recorded as members of CIVS in accordance with the provisions of the 2022 Constitution

CIVS AGM will formally approve the members of CIVS as at the 22nd March 2022