



POLICY NAME:	Cancellations
POLICY LEVEL:	Operations
REGULATORY, STATUTORY, ORGANISATIONAL COMPLIANCE	Organisational Compliance
OTHER DOCUMENTATION	
POLICY STATEMENT	This policy seeks to provide guidance to staff when processing requests for cancellation from participation in Arrow Leadership programs and activities.
DATE POLICY ESTABLISHED:	3 February 2021
DATE MOST RECENT REVIEW:	15 August 2024
REVIEW SCHEDULE:	Every 3 years

As the commencement of a program or conference approaches there are a number of critical dates when a cancellation may result in Arrow incurring non-recoverable costs.

Upon payment of deposit, a participant has secured his/her spot in the program. Implications of cancelling participation as described below are expressed as maximums. Management has the discretion to charge less, as deemed appropriate, dependent upon circumstances. We would only consider exercising discretion in the application of this policy where a participant defers to the following year due to a circumstance beyond their control (for example a sudden illness immediately prior to a Residential). Regardless of circumstances, at a minimum out of pocket costs must always be recovered.

In order to maintain integrity of programming and to minimise financial exposure, the following terms will be applied in regards to penalties for cancellation. The terms apply irrespective of whether a participant has already paid more program fees to Arrow than due under this policy (and may require a partial refund) or is required to pay an amount to Arrow as a result of their cancellation.

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Where a participant elects to defer on one occasion only his or her participation to another cohort that starts within 12 months in accordance with this policy, any funds paid are held by Arrow and applied to the participants future fees.

Likewise, as the commencement of an organisational training or speaking engagement approaches, staff and/or contractors set aside dedicated time for the purposes of preparing for and delivering the training or speaking piece. This time cannot easily be filled with alternate client work when an organisation requests to defer or cancel their booked-in session date/s. If a client requests to change dates or cancel their engagement after committing through written agreement (including via email), the following terms will be applied.

1. Definitions

For the purposes of this policy:

“the program” means the programs operated by Arrow Leadership Australia from time to time. Presently, these programs are: the Emerging Leaders Program, the Executive Leaders Program, Arrow Rise Program, and Coach Mastery Program, as the case requires;

“First Residential” means the date the cohort meets for the first time at a conferencing facility to receive teaching and learning in an on-site format;

“Induction” means the date when a Virtual Induction or Introduction session is held, or where a group smaller than the whole cohort gathers in preparation for the program prior to the First Residential (if for whatever reason an Induction has not occurred the Induction will be deemed to be six weeks prior to the First Residential);

“Program Fees” means the total fees declared for participating in the relevant program.

2. Coach Mastery Program

All fees are payable at the commencement of the Program unless the participant has requested and been approved for an arrangement to pay by instalments. If a participant cancels after payment of the deposit, the following will apply.

Advice of cancellation:

- Prior to the virtual Induction, will result in the relinquishment of the deposit, unless the applicant defers on one occasion only his or her participation to another cohort that starts within 12 months.
- After the virtual Induction, before the first teaching session, all of the deposit will be relinquished and the participant will be liable for 10% of the Program Fees, unless the applicant defers on one occasion only his or her participation to another cohort that starts within 12 months in which case the deposit will be relinquished.

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- After the first teaching session, before completion of delivery of the first module, the deposit will be relinquished plus 50% of fees.
- Upon completion of delivery of the first module or anytime after, the deposit will be relinquished plus 100% of fees.

3. Emerging Leaders Program

All fees are payable within the first 12 months of the Program. If a participant cancels after payment of the deposit, the following will apply.

Advice of cancellation:

- Greater than 8 weeks prior to the Induction, will result in the relinquishment of the deposit, unless the applicant defers on one occasion only his or her participation to another cohort that starts within 12 months.
- Between 4 and 8 weeks prior to the Induction will result in the relinquishment of the deposit paid, unless the applicant defers on one occasion only his or her participation to another cohort that starts within 12 months in which case half the deposit will be relinquished.
- Less than 4 weeks prior to the Induction, all of the deposit will be relinquished and the participant will be liable for 10% of the Program Fees, unless the applicant defers on one occasion only his or her participation to another cohort that starts within 12 months in which case the deposit will be relinquished.
- After the Induction, but prior to First Residential, all of the deposit will be relinquished and the participant will be liable for 25% of the Program Fees, unless the applicant defers on one occasion only his or her participation to another cohort that starts within 12 months in which case the deposit will be relinquished and he or she will be liable to pay 10% of the Program Fees.
- After the First Residential, but greater than 4 weeks before the Second Residential, all of the deposit will be relinquished and the participant will be liable for 50% of the Program Fees, unless the applicant defers on one occasion only his or her participation to another cohort that starts within 12 months in which case the deposit will be relinquished and he or she will be liable to pay 35% of the Program Fees. Additional fees will apply if the participant wishes to join the following year cohort for the first Residential.
- Within 4 weeks prior to the Second Residential, all of the deposit will be relinquished and the participant will be liable for 70% of the Program Fees.
- After the Second Residential, but greater than 4 weeks prior to the Third Residential, all of the deposit will be relinquished and the participant will be liable for 90% of the Program Fees.

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- Within 4 weeks prior to the Third Residential or at any time after, all of the deposit will be relinquished and the participant will be liable to pay 100% of the Program Fees.

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4. Executive Leaders Program

All fees are payable at the commencement of the Program unless the participant has requested and been approved for an arrangement to pay by instalments. If a participant cancels after payment of the deposit, the following will apply.

Advice of cancellation:

- Greater than 8 weeks prior to the Induction, will result in the relinquishment of the deposit, unless the applicant defers on one occasion only his or her participation to another cohort that starts within 12 months.
- Between 4 and 8 weeks prior to the Induction will result in the relinquishment of the deposit paid, unless the applicant defers on one occasion only his or her participation to another cohort that starts within 12 months in which case half the deposit will be relinquished.
- Less than 4 weeks prior to the Induction, all of the deposit will be relinquished and the participant will be liable for 10% of the Program Fees, unless the applicant defers on one occasion only his or her participation to another cohort that starts within 12 months in which case the deposit will be relinquished.
- After the Induction, but prior to First Residential, all of the deposit will be relinquished and the participant will be liable for 25% of the Program Fees, unless the applicant defers on one occasion only his or her participation to another cohort that starts within 12 months in which case the deposit will be relinquished and he or she will be liable to pay 10% of the Program Fees.
- After the First Residential, but greater than 4 weeks before the Second Residential, all of the deposit will be relinquished and the participant will be liable for 50% of the Program Fees, unless the applicant defers on one occasion only his or her participation to another cohort that starts within 12 months in which case the deposit will be relinquished and he or she will be liable to pay 35% of the Program Fees. Additional fees will apply if the participant wishes to join the following year cohort for the first Residential.
- Within 4 weeks prior to the Second Residential, all of the deposit will be relinquished and the participant will be liable for 70% of the Program Fees.
- After the Second Residential, but greater than 4 weeks prior to the Third Residential, all of the deposit will be relinquished and the participant will be liable for 90% of the Program Fees.
- Within 4 weeks prior to the Third Residential or at any time after, all of the deposit will be relinquished and the participant will be liable to pay 100% of the Program Fees.

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5. Arrow Rise Program

All fees are payable at the commencement of the Program unless the participant has requested and been approved for an arrangement to pay by instalments. If a participant cancels after payment of the deposit, the following will apply.

Advice of cancellation:

- Greater than 4 weeks prior to the Induction, will result in the relinquishment of the deposit, unless the applicant defers on one occasion only his or her participation to another cohort that starts within 12 months.
- Less than 4 weeks prior to the Induction, all of the deposit will be relinquished and the participant will be liable for 10% of the Program Fees, unless the applicant defers on one occasion only his or her participation to another cohort that starts within 12 months in which case the deposit will be relinquished.
- After the Induction, but greater than 4 weeks prior to the Residential, all of the deposit will be relinquished and the participant will be liable for 25% of the Program Fees, unless the applicant defers on one occasion only his or her participation to another cohort that starts within 12 months in which case the deposit will be relinquished and he or she will be liable to pay 10% of the Program Fees.
- After the Induction, but within 4 weeks prior to the Residential, all of the deposit will be relinquished and the participant will be liable for 75% of the Program Fees, unless the applicant defers on one occasion only his or her participation to another cohort that starts within 12 months in which case the deposit will be relinquished and he or she will be liable to pay 50% of the Program Fees.
- After the Residential, all of the deposit will be relinquished and the participant will be liable to pay 100% of the Program Fees.

6. Conferences

Conference registration cancellation will entitle the delegate to a refund, dependent upon the timing of the receipt of the notice of cancellation. Implications of cancelling participation as described below are expressed as maximums. Management has the discretion to charge less, as deemed appropriate, dependent upon circumstances.

Advice of cancellation:

- Greater than 8 weeks prior to the first day of the conference, will result in a refund being extended, less \$20 administration processing fee.
- Between 2 and 8 weeks prior to the first day of conference, will result in the relinquishment 50% of the conference fee or \$60, whichever is greater.
- Less than 2 weeks prior to the first day of the conference will result in the relinquishment of 100% of the conference fee.

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7. Events

Event registration cancellation may entitle the attendee to a refund, depending upon the timing of the receipt of the notice of cancellation. No refund will be available within 14 days of the event or after delegate numbers have been provided to the venue hosting the event, whichever is the earliest. (Implications of cancelling participation as described above is expressed as a maximum. Management has the discretion to charge less, as deemed appropriate, dependent upon circumstances.)

8. Organisational Training and Speaking Engagements

Training and speaking engagements are typically confirmed with a signed agreement and/or email with dates often 'to be confirmed'. Once date/s have been agreed and confirmed (via return email, text, or phone call) the following charges shall apply in case of date change / deferral, or cancellation.

These fees are charged primarily to allow Arrow to compensate team members (including independent contractors) for time set aside to deliver the booked engagement/s which cannot be easily rebooked without sufficient notice.

'Costs incurred' may include (but are not limited to) resource purchases, non-refundable travel (eg flights / airport parking), and travel rescheduling fees.

Advice of deferral / date change:

- **Two weeks notice:** If the client defers (rebooking within three months) booked training with at least two weeks notice, the client shall pay 10% of the total agreed fee as a deferral fee, plus any costs incurred.
- **One week notice:** If the client defers (rebooking within three months) booked training with at least one week notice, the client shall pay 20% of the total agreed fee as a deferral fee, plus any costs incurred.
- **Less than one week notice:** If the client defers (rebooking within three months) booked training with less than one week notice, the client shall pay 30% of the total agreed fee as a deferral fee, plus any costs incurred.

Advice of cancellation:

- **Two weeks notice:** If the client cancels (not rebooking within three months) booked training with at least two weeks notice, the client shall pay 20% of the total agreed fee as a cancellation fee, plus any costs incurred.
- **One week notice:** If the client cancels (not rebooking within three months) booked training with at least one week but less than two weeks notice, the client shall pay 40% of the total agreed fee as a cancellation fee, plus any costs incurred.
- **Less than one week notice:** If the client cancels (not rebooking within three months) booked training with less than one week notice, the client shall pay 60% of the total agreed fee as a cancellation fee, plus any costs incurred.

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Note: Rescheduling of dates by mutual agreement may not be subject to these cancellation clauses as agreed on a case-by-case basis.

9. Date of Implementation

This policy document shall be fully implemented from 3 February 2021.

APPROVED:	1.4		
Signature:			
Name:	Kylie Butler		
Title:	Acting Executive Director		
Date:	15 August 2024		
REVIEW:			
	Original	13/01/2016	Version No.1.0
	Review 1	22/02/2019	Version No.1.1
	Review 2	10/12/2020 - FARC	Version No. 1.2
	Review 3	07/09/2023 -Board	Version No. 1.3
	Review 4	15/08/2024	Version No. 1.4
	Review 5	___/___/___	Version No.