



POLICY NAME:	Code of Conduct - Participants
POLICY LEVEL:	Governance and Operations
REGULATORY, STATUTORY, ORGANISATIONAL COMPLIANCE	Organisational Compliance, Regulatory
OTHER DOCUMENTATION	<p><i>Federal</i></p> <ul style="list-style-type: none"> ▪ Anti-Discrimination Act 1991 ▪ Racial Discrimination Act 1975 ▪ Disability Discrimination Act 1992 ▪ Age Discrimination Act 2004 (Commonwealth) ▪ Human Rights and Equal Opportunity Commission Act 1986 ▪ Sex Discrimination Act 1984 <p><i>State and Territory</i></p> <ul style="list-style-type: none"> ▪ Australian Capital Territory Discrimination Act 1991 (ACT) ▪ New South Wales Anti-Discrimination Act 1977 (NSW) ▪ Northern Territory Anti-Discrimination Act 1996 (NT) ▪ Queensland Anti-Discrimination Act 1991 (QLD) ▪ South Australia Equal Opportunity Act 1984 (SA) ▪ Tasmania Anti-Discrimination Act 1998 (TAS) ▪ Victoria Equal Opportunity Act 1995 (VIC) ▪ Racial and Religious Tolerance Act 2001 (Victoria) ▪ Western Australia Equal Opportunity Act 1984 (WA)
POLICY STATEMENT	This Code of Conduct applies to all participants of Arrow Leadership programs. It provides guidance on the ethical standards expected while participating in programs and, at all times, as representatives of Arrow Leadership Australia Ltd.
APPROVAL:	Reference to it will be included in information we provide to visitors, clients, and those we provide a service to in our community.
DATE APPROVED:	01/04/2021
REVIEW SCHEDULE:	Every 3 years

Arrow Leadership seeks to be an exemplary benchmark in Christian organisational conduct. This policy articulates expectations of behaviours and conduct of those who represent Arrow Leadership.

Reference: ARROW LEADERSHIP	Page 1 of 10	Version: 1.1
Policy - Code of Conduct - Participants		Date: 04/07/2021

ARROW LEADERSHIP

The behaviours below should be reflected at all times when we are seen as or act as representatives of Arrow Leadership.

Adherence to this Code of Conduct is a condition of engagement with Arrow Leadership and a breach of these standards may result in disciplinary action.

1. Behaviours

In our interactions with internal and external stakeholders, at all times, we are required to act in the following manner:

Legally - We will make ourselves aware of and comply fully with all guidance documentation and legislative obligations as may apply within the organisation and by virtue of Commonwealth, State and Local Government laws and regulations.

Respectfully Courteous - We will be responsive and courteous with all people and be fair when dealing with others and making decisions. We will treat all persons justly and protect their privacy as well as maintaining appropriate confidentiality regarding personal matters.

Honestly - We act in positions of trust and, at all times, our ethical behaviours are a representation of Arrow Leadership. We will be honest in all our dealings, declaring any potential conflicts of interest and observing procedural correctness and fairness in all our decisions.

Diligently - We will carry out our responsibilities, duties and tasks in an efficient, effective and professional manner and in such a way that we reflect well upon ourselves and Arrow Leadership. We will actively pursue excellence in all we do and ensure the health, safety and security of the environment and persons of our workplaces.

Wisely - We will manage our resources effectively and efficiently and ensure that they are only used for legitimate ministry and missional purposes. We will not provide false or misleading information and will not act outside the parameters of our own responsibilities.

Appropriately - Our personal and professional behaviour will at all times be consistent with the philosophy and best interests of Arrow Leadership. We will act in accordance with the behavioural and legal expectations of us as program participants of Arrow Leadership.

Reference: ARROW LEADERSHIP	Page 2 of 10	Version: 1.1
Policy - Code of Conduct - Participants		Date: 04/07/2021

2. Conflict Resolution

We recognise differences of opinion will arise and in fact, are an important part of working together. Healthy engagement in and resolution of conflict will be contextual, recognising that there is an appropriate time and a place for particular resolution strategies.

This covenant outlines a framework to manage conflict and resolve differences of opinion within the context of biblical love, thereby avoiding the “slippery slope” (see below).

Slippery Slope

- Discomfort: intuitive feeling that something isn’t right
- Incident: something minor that leaves you upset or irritated
- Misunderstanding: your assumptions or perceptions are challenged. Anger is felt, but not always expressed.
- Tension: relationships are strained. Negative interpretations of the other come easily
- Crisis: extreme reactions to an issue or statement. Walking out, yelling, extreme behaviour

Where conflict has occurred and remains unresolved, the following steps shall be taken:

- Step 1 – Any person involved in the conflict may seek to initiate a phone or face to face conversation to seek resolution. That conversation should be undertaken in such a way that those involved feel safe and free to be honest.
- Step 2 – If the conflict remains unresolved, after an initial conversation, any person involved in the conflict may seek to initiate a phone or face to face conversation with his or her State Leader, Program Director or support person. If such a conversation is initiated, other parties to the conflict must be informed that Step 2 has been reached. (In the event that the conflict involves the Program Director, the Executive Director must be informed.)
- Step 3 – If the conflict remains unresolved, his or her State Leader, Program Director or support person may seek to initiate a face to face conversation with all parties involved in the conflict.
- Step 4 – If the conflict remains unresolved after an all parties conversation led by his or her State Leader, Program Director or support person, the Executive Director or Board Chair is to be informed and external mediation sought. At this point, the conflict management process will

Reference: ARROW LEADERSHIP	Page 3 of 10	Version: 1.1
Policy - Code of Conduct - Participants		Date: 04/07/2021

become the responsibility of the Executive Director or Board Chair and the external mediator.

Please refer to the Arrow Leadership Code of Conduct – Background and Procedural Information (Participants) for detailed descriptions of Code requirements.

If you have any questions about this Policy, please contact the Executive Director.

4. Date of Implementation

This policy document shall be fully implemented from 1 April 2021.

APPROVED:	Version No. 1.0																
Signature:																	
	Name:	Liam Glover															
	Title:	Executive Director															
	Date:	1 April 2021															
REVIEW:	<table border="1"> <tr> <td>Review 1</td> <td>04/07/2021</td> <td>Version No. 1.1</td> </tr> <tr> <td>Review 2</td> <td>___/___/___</td> <td>Version No.</td> </tr> <tr> <td>Review 3</td> <td>___/___/___</td> <td>Version No.</td> </tr> <tr> <td>Review 4</td> <td>___/___/___</td> <td>Version No.</td> </tr> <tr> <td>Review 5</td> <td>___/___/___</td> <td>Version No.</td> </tr> </table>		Review 1	04/07/2021	Version No. 1.1	Review 2	___/___/___	Version No.	Review 3	___/___/___	Version No.	Review 4	___/___/___	Version No.	Review 5	___/___/___	Version No.
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Review 3	___/___/___	Version No.															
Review 4	___/___/___	Version No.															
Review 5	___/___/___	Version No.															

Arrow Leadership Australia Ltd

Code of Conduct – Background and Procedural Information (Participants)

Arrow Leadership has adopted a Code of Conduct Policy to outline the underpinning expectations it has of those who represent, act on behalf of, or participate in aspects of the organisation and to the community.

The policy applies to all people acting on behalf of Arrow Leadership. It also applies to participants whilst participating in one of our Programs or activities. It provides guidance on the ethical standards expected of us while we are carrying out our duties and, at all times, as representatives of Arrow Leadership.

Conduct should always be consistent with the philosophy and best interests of Arrow Leadership. Misconduct would, at the discretion of the Program Director or Executive Director, result in cessation of program participation.

Purpose

The purpose of this Background and Procedural Information document is to expand upon a range of key practical issues that apply under the Code of Conduct.

Where you do not understand your obligations you should not hesitate to talk to the Program Director or Executive Director. Each of us needs to keep ourselves aware of the legal and regulatory requirements that may affect us as well as the behavioral standards required of Arrow Leadership Australia.

Personal Behaviour

The standards of our personal behaviour as a participant of Arrow Leadership are on display at all times.

We must always be helpful and courteous in all we do, ensuring our actions and responses are ethical and honest.

We must observe all health, safety and welfare issues to protect both ourselves and others in the workplace or in private and public areas. That includes creating an environment that is free of harassment and discrimination.

If your duties will involve contact with children or young people you will be bound by the Arrow Leadership's relevant Child Protection arrangements. These are consistent with relevant state laws.

Kingdom Godliness, Christian Faith & Lifestyle

Arrow Leadership is committed to adherence to the Christian faith, endeavouring, by the grace of God, to live lives in obedience to principles found in Scripture and seek to glorify God in all things. We will invest in and practice spiritual disciplines that contribute to sustaining healthy Christ-like character and competency whether serving others,

Reference: ARROW LEADERSHIP	Page 5 of 10	Version: 1.1
Policy - Code of Conduct - Participants		Date: 04/07/2021

participating or leading responsibilities. We, as servants of God, honour all elements of the Lausanne Covenant.

During the period of the Arrow program or activity engagement (often a one or two year period), participants will embrace similar behaviours and practices indicative of Kingdom godliness, Christian Faith and Christian Lifestyle.

Christian Leadership and Character

Arrow Leadership understands the importance and value of the role model effect we have on others. As such we will be role models of the principles and behaviours of effective Christian Leadership as expressed in Arrow Leadership Programs. We will maintain high standards of competence in tasks and representing Arrow Leadership, and ensure we operate in an open, honest and fair manner, being cognizant of particular competencies, gifts and limitations.

We continuously aim to be more of the incarnate Jesus with others and as such we will:

- practice biblical models of sexual behaviour – chastity in singleness and a husband wife marriage in which monogamy is expressed;
- apply biblical standards in relationships both private and public, and in all interactions involved with, on behalf of or representing Arrow Leadership;
- will act with Christian compassion with a clear intent to ensure appropriate duty of care in all interactions with others.

We will not behave in ways that are inappropriate:

- actions, jokes or comments that could be interpreted as sexually provocative, racially insulting, or intimidating or harassing;
- view pornographic materials;
- sexual behaviours or acts which constitute sexual harassment;
- acts that would be regarded as bullying, intimidating or of physical or spoken violence against a person;
- business dealings, acts of deceit or financial dishonesty;
- acts which constitute a crime under relevant Commonwealth or State statutes;
- acts which lead to breach of trust in respect of the assets of Arrow Leadership;
- breaches of any fiduciary duty which seriously conflict with the interests of Arrow Leadership;
- acts which are likely to discredit or bring into disrepute Arrow Leadership.

Value Human Relationships and Dignity

Arrow Leadership believes that every human being ought to be treated with the respect and dignity implicit in God's action in Jesus, regardless of position, ethnicity, gender, age, beliefs and social, political or economic status. We will treat others with unconditional love, compassion, grace, dignity and respect responding honourably to their uniqueness and cultural diversity, and their right of autonomy, privacy, and confidentiality.

Reference: ARROW LEADERSHIP	Page 6 of 10	Version: 1.1
Policy - Code of Conduct - Participants		Date: 04/07/2021

Integrity in Communication and Reporting

People involved in Arrow Leadership will ensure that they communicate, whether written, verbal or otherwise, in plain language, containing no statements which are known to be untruthful and ensure that relevant facts are reported truthfully to any body or person which has a reasonable right to know such facts. We will be truthful in our collective and individual speech actively avoiding exaggeration and misrepresentation.

Corporate Citizenship

In its daily operations Arrow Leadership makes a number of business decisions that affect employees, program participants, clients and the broader community. We must consider the safety, environmental, social and economic implications of our actions, as well as the financial implications.

We should always be professional, courteous, helpful and support Arrow Leadership's aims and strategies. When making decisions that affect the staff, clients or the community in general it is important that we treat all people fairly and with sensitivity, establish and consider all relevant facts, and be fair and equitable.

Providing Information

Arrow Leadership in its provision of operations will always provide, to the best of our knowledge and ability, full and correct information and advice. In doing so we will take account of our individual authority to give the requested information and advice, the need for the enquirer to receive it, and the sensitivity of the information in regard to its possible use.

As well as obligations that will apply in relation to external legal and regulatory standards Arrow Leadership has a Privacy Policy that outlines how we should manage information and respect the privacy of individuals.

All media queries and contacts are to be coordinated by the approved role of the Executive Director. Individuals should not communicate to the media any information concerning Arrow Leadership unless there is specific approval to do so. It is important to be aware that there may be legal consequences for both Arrow Leadership and us as individuals if we provide incorrect or inappropriate information or advice.

Using Official Facilities

Arrow Leadership's facilities, for example, property, documents and files, motor vehicles, equipment and resources, must be used for their intended ministry, business or approved purpose only. We must manage and maintain the official facilities around us efficiently and effectively.

Always obtain permission before using official facilities for any non-approved purpose. The Arrow Leadership's communications facilities, including telephone, computers and internet access must be used responsibly.

Reference: ARROW LEADERSHIP	Page 7 of 10	Version: 1.1
Policy - Code of Conduct - Participants		Date: 04/07/2021

Public Comment on Political and Social Issues

You are not precluded from having and expressing personal views on political and social issues. However, you must not make any public comment on these issues where it might be misinterpreted as reflecting the views of Arrow Leadership.

Non-discrimination and a Harassment Free Environment

Arrow Leadership is conscious of its obligations in relation to providing a supportive environment for its office holders, staff, volunteers, program participants and for those we serve. These obligations include legislative provisions and the guidance of scripture.

Arrow Leadership will not accept or condone behaviour where discrimination is based upon standards not relevant to the functions or role an individual may perform or which is inconsistent with the philosophy or beliefs of Arrow Leadership. Workplace harassment is equally unacceptable.

If you feel that you have been the subject of inappropriate behaviour in relation to possible discrimination or harassment you should be able to bring that to the attention the Program Director. Alternately, Arrow Leadership has nominated the following persons to provide confidential information and support.

Executive Director
Board Chair

Experience is that the early identification of such issues and the support of an impartial person is most often effective in resolving matters.

Occupational Health and Safety

We should be aware of our obligations under occupational health and safety legislation to maintain a healthy and safe workplace. This means observing relevant occupational health and safety requirements and acting to remove or bring to our attention any situation that is, or may be, a health or safety hazard. Arrow Leadership has a separate Policy and detailed Guidelines in relation to OH&S.

Cigarettes, alcohol and other drugs

Arrow Leadership is, by law, a smoke free workplace and environment.

In relation to the use of alcohol, Arrow Leadership will always apply a simple, safe and admirable position. It is the policy of Arrow Leadership that all official functions and gathering where alcohol will be served will meet community expectation, legal limits as well as unity, harmony and the common good.

If a participant chooses to drink alcohol, they must do so in moderation only and certainly within the community limits for driving. They are expected to exercise discernment as to the appropriateness of drinking in each situation. At all times, the primary consideration should be a willingness to put the interests of others first so as not to offend or “cause another to stumble”.

Reference: ARROW LEADERSHIP	Page 8 of 10	Version: 1.1
Policy - Code of Conduct - Participants		Date: 04/07/2021

The use of illegal substances is strictly prohibited and is subject to immediate disciplinary action. Where Arrow Leadership becomes aware of such use, it must report it to the appropriate authorities. The misuse of over-the-counter or prescription drugs which may result in impaired decision-making or behaviour, or an addiction to these substances, will be addressed (with grace and compassion applied) and at the discretion of the Program Director or Executive Director, result in cessation of program participation.

Identifying and Reporting Risks

Arrow Leadership has a range of work and organisational environments that allows for a range of risk exposures.

Each of us is obliged to report any matters of perceived risk to Arrow Leadership. This includes behaviour that appears to violate any law, rule or regulation, represents gross mismanagement, or may be a danger to public health or safety. We also have an obligation to report all suspected instances of fraud. It is important to note that if we become aware of unethical behaviour but fail to report it, we may be seen as being party to the offence.

We will always ensure people are protected against victimisation or discrimination for such reporting, providing the claim is reasonable and people have reported the matter to the appropriate person. This will be either the Program Director or Executive Director.

Compliance with all Relevant Regulations

Arrow Leadership will model integrity and trustworthiness in complying fully and truthfully with legal and regulatory obligations. We will uphold the confidentiality of individuals and keep only those records deemed reasonable for program and business purposes and that align with any legal obligations (including compliance with legislation in relation to minors).

Integrity of Financial Management

Arrow Leadership will act responsibly and transparently when seeking to raise funds only for valid and proper causes, apply donated funds only to the causes for which the funds were given, keep accurate financial records of all income and expenditure, submit openly to whatever system of governance or accountability they are operating under.

All participants when acting on behalf Arrow Leadership will not mis-use funds for personal benefit or gain nor seek reimbursement for reasons that are not legitimate or proven by records. We will ensure that any financial liabilities are treated respectfully in alignment with payment terms and requirements.

Complaints and Issues of Dispute

A report of unethical behaviour, or any other complaint, should preferably be dealt with internally. In the first instance this means referring it to the attention of the Program Director or Executive Director.

Reference: ARROW LEADERSHIP	Page 9 of 10	Version: 1.1
Policy - Code of Conduct - Participants		Date: 04/07/2021

Further Information

There are many resources available should you be unsure about the behaviour required of you as a representative of Arrow Leadership. In the first instance you should discuss any questions with the Program Director. Where the question is broader, or you are seeking further information, you can contact the Executive Director.

Reference: ARROW LEADERSHIP	Page 10 of 10	Version: 1.1
Policy - Code of Conduct - Participants		Date: 04/07/2021