Damn Good Advice on Creating a COVID-19-Safe Workplace

A guide for NFP boards and managers

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CommunitySmart

This book is part of the CommunitySmart program, a national financial literacy program developed by the Institute of Community Directors Australia (part of the Our Community group of enterprises).

Good governance and strong financial management are essential to the strength and sustainability of every one of our nation's 600,000 not-for-profit groups and schools.

Through CommunitySmart, we're working to help strengthen not-for-profit sector governance and financial management by providing practical advice for not-for-profit organisations and their staff, board members and volunteers.

Please Note

The laws, protocols and best practices are constantly evolving to deal with the dynamic changes happening with the Covid-19 pandemic. It is vital that this guide be treated as a guide only, and it reflects a point in time. As new best practices and laws are updated, it is vital you also check the Safe Work Australia website at **www.safeworkaustralia.gov.au**.

Safe Work Australia have also updated resources on volunteering and Covid-19 at **https://www.safeworkaustralia.gov.au/ covid-19-information-workplaces/other- resources/volunteers-and-covid-19**.

Introduction

Australian not-for-profits have been working – or in some cases hibernating – through the COVID-19 crisis in all sorts of ways.

Now, however, thanks to Australia's success in flattening the curve, in some parts we can start to imagine what a return to the office – or the service centre, the refuge, the place of worship, the koala sanctuary – might look like.

The thing is, even while we're looking forward to seeing our colleagues in the flesh again soon, and catching up with long-lost clients and volunteers, it's critically important to remember that the pandemic has not ended.

Until a vaccine against COVID-19 is widely available – and that could be years off – returning to the workplace does not mean returning to normal.

In this guide, we set out the steps your organisation needs to take when you're thinking of bringing your people – your staff, managers and volunteers – back to their usual workplace.

Reset: Rebuilding better

The coronavirus pandemic has been, among other things, a test of what constitutes reality. We have discovered that the constraints we've always been told hold us back, the boundaries we've been told are impassable ("Business hours are 9am to 5pm Monday to Friday and employees are expected to be in the office during these times"), are in fact just conventions. When we have to (or when we want to) we can shed enormous chunks of our culture.

We now know that nothing is impossible, and that's just the start. The entire question of what our economy – what our society is for, is up for grabs.

Will we snap back into the old attitudes and carry on where we left off? Not if you and I can help it. Now is the time to make adaptations that not only enable us to return to work safely, but also help to make our workplaces and our communities – our society – kinder, fairer and stronger.

SOS: Save Our Sector

This guide has been produced with the support of Commonwealth Bank for Our Community's Save Our Sector campaign, as part of Our Community's mission to rebuild and sustain not-for-profit capacity in the wake of the COVID-19 pandemic.

It's part of a suite of Save Our Sector resources available online at **https://communitydirectors.com.au/save-our-sector**, where you'll also find:

- pandemic-related template policies that you can adapt to suit your organisation

- free recordings of pandemic-related webinars on returning to work, financial help, fundraising, decision-making and more

- helpsheets on working from home, technology, mental health, volunteer management, strategic planning, innovation, insurance and more

- more sources of trustworthy information, including links to the many authorities mentioned in this guide

- a research hub highlighting the best studies of the effects of the pandemic on the not-for-profit sector.

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1.

Planning

In preparation for a return to the workplace, the board and the CEO must get together and thrash out the basic outlines of what's to happen next. Are you going to come back? Do you need to come back? *Can* you come back?

The mission

The first question the board will have to answer is whether the need for your organisation's services still exists.

What, if anything, has changed in the operating environment?

Conduct a rough analysis of the strengths, weaknesses, opportunities and threats that have arisen as a result of the pandemic, and that may arise as a result of a return to the workplace (a SWOT analysis).

For example:

Strengths	Opportunities
• Clear mission • Trained and experienced workforce • History of public support	• Increase in demand for what we provide • Other agencies doing similar work may close • Diminished regulation (temporary)
Weaknesses	**Threats**
• Dependence on one funding stream • Difficulty of operating under pandemic rules	• Staff reluctance to attend the office • Reduced income as a result of recession • Heavy competition for donations • Reserves exhausted – cashflow marginal

What changes have there been in demand?

- Has there been an increase/decrease in demand for your goals?
- Has there been a change in demand at your price point?
- Has there been a change in demand for services as you've been delivering them?

What changes, if any, should you make to meet the new normal?

- Can you go on as you were before? Are there any changes you'll be forced to make?
- Should you take the opportunity to introduce new elements in what you do?
- Have you learned anything from the response to the crisis? (e.g. can anything you offer be moved online?)

What resources will you need to perform your mission? At this stage you'll have to set out a specific staffing schedule to see whether you can fit all of your people into your old premises under social distancing rules.

Are your old staff and volunteers still available? Will you need to recruit? Are your volunteers still contactable?

Your strategic plan will almost certainly require revision, but there are things you'll have to do immediately.

Finance

The next question is how you're going to raise money to enable you to address the needs you have identified. What is your business model in these changed circumstances?

- How much income do you have to have to make payroll?
- Are you receiving any government support now? Could you cope without it?
- What was your profit margin before the closure?
- How much did it fall off during the crisis?
- How long will it take to return to budgeted levels?
- Will you be carrying additional debt (e.g. deferred rent)?

The organisation's business plan may need to be revised to take your answers into account. The Save Our Sector web page offers resources on funding and other financial matters (**https://communitydirectors.com. au/save-our-sector**).

Risk

If you're thinking about returning to the workplace, that means your state or territory has more or less got on top of the pandemic, for the time being at least, and is allowing people to gather together in numbers. Some risk, however, will always remain, and you'll have to assess the risk, find out where it's coming from, and minimise it.

Safe Work Australia provides a useful example of a risk assessment tool and register, available here: **https://www.safeworkaustralia.gov.au/doc/ template-and-example-covid-19-risk-register**.

Organisation

Establish an online Organising Committee to plan for returning to work, involving at least

- the CEO
- the OH&S manager
- the HR manager
- a board representative
- a staff representative.

The task of the committee is

- to identify the tasks to be undertaken before the return to work, and to assign responsibility for each task
- to monitor the execution of the assigned tasks
- to consult with interested parties
- to document all virus-related policies, procedures, and actions
- to report to the board.

The committee should meet (online) regularly.

2.

Preparing

A lot of work needs to be done before you re-open your doors to staff, volunteers, clients or customers.

Adjusting leave policies

One of the most important steps an organisation can take is to adjust its leave policies so that there is never a financial incentive for a worker to come into the workplace when they think they might be sick.

For example, you might incorporate provisions for extra paid sick leave into your Epidemic & Pandemic Policy. A template for such a policy is available from the ICDA website: **https://communitydirectors.com.au/ policies/epidemic-pandemic-policy**

Communicating with people

The crisis requires co-operation and honest negotiation across all levels of the organisation. Transparency is essential. Management should keep staff continuously informed about

- the organisation's work towards its mission
- reopening updates
- the organisation's financial situation
- the organisation's health and safety protocols
- any support the organisation is providing for employees
- the procedures that must be followed if staff, volunteers, or visitors suspect an infection
- all industrial matters where the organisation is obliged to consult with its employees

- any health incidents that have occurred
- the tasks they are and will be required to carry out.

Consulting with people

Decisions about changes in workplace conditions need to be the outcome of consultation with your employees (including volunteers). This is partly because people are more likely to comply with any changes if they're involved in creating those changes – but also because it's the law.

So, you have to talk with people. At the end of the day, though, this doesn't mean that they can block your plans if those plans in the best interests of the organisation.

The Safe Work Australia model Code of Practice on work health and safety consultation, cooperation and coordination provides detailed information about your duties to consult: **https://www.safeworkaustralia. gov.au/doc/model-code-practice-work-health- and-safety-consultation-cooperation-and- coordination**.

You must consult with workers on workplace health and safety (WHS) matters relating to COVID-19. When consulting, you must give workers the opportunity to express their views and raise WHS concerns. You must take these views into account and advise workers of the outcome of the consultation. Workers are likely to know about the risks of their work. Involving them will help build commitment to any changes you need to implement in the workplace.

You must consult in these circumstances:

- when you conduct a risk assessment
- when you make decisions on control measures to use to manage the risk of exposure to COVID-19 (e.g. working from home arrangements, or restricting the workplace to allow for physical distancing)
- when you make decisions about the adequacy of the workplace facilities to allow for control measures such as physical distancing and hygiene
- when you propose other changes that may affect the health and safety of workers
- when you change any procedures that have an impact on the health and safety of workers.

If you and the workers have agreed to procedures for consultation, the consultation must be in accordance with those procedures.

If workers are represented by health and safety representatives, you must include them in the consultation process.

Staff cannot be required to

- get a COVID-19 test
- receive a flu vaccination
- use the government's CovidSafe app (**https://www.health.gov.au/resources/apps-and-tools/covidsafe-app**).

However, they can be encouraged (or incentivised) to do so.

Recalling people – and redefining 'normal'

The first people to return to the workplace should be those who are needed to pave the way for others to return safely, i.e.:

1. Staff or contractors responsible for making necessary changes to the workplaces (e.g. cleaning, moving furniture to meet social distancing requirements)
2. Staff who are responsible for human resources, to manage the return and to update records, policies, and procedures
3. Staff involved in instruction, training and information on new procedures.

Beyond that, your next move will depend on how the pandemic pans out in the particular location of your workplace or workplaces and on the advice of health officials. It is likely that Australia will continue to experience localised outbreaks or 'clusters' of coronavirus cases until a vaccine is available and much of the population has been vaccinated.

In general terms, then, you should consider recalling only those staff whose work cannot easily be done from home, and only as much of your operation as you anticipate demand for. If you believe that demand will be reduced by coronavirus concerns, begin with reduced staff numbers and increase them as demand increases.

If possible, introduce shifts (staggered work) to minimise the number of staff on the premises at a time.

Where not all staff are returning to work at the same time, maintain a transparent process. Establish and communicate clear criteria for decisions about who is to work from home and who is to return to the workplace. If functional considerations mean that only a certain proportion of your staff can work from home, staff in high-risk groups (e.g. over 65, immunocompromised, diabetic) should be given priority. For more information on groups at high risk, see the government's Health Direct website: **www.healthdirect.gov.au/ coronavirus-covid-19-groups-at-higher-risk-faqs**.

Where layoffs are likely or underway, again, maintain a transparent process with clear criteria for decisions.

You might also take the opportunity to reconsider some of your previous assumptions about 'normal work' and look at a wider range of work styles. Can any elements of your operations be satisfactorily carried out with some staff working from home even when lockdown rules are no longer in force, and even after a vaccine is widely available?

What can you order employees to do?

Can staff be directed to work from home, or to return to work?

Yes, subject to consultation. Advice from Safe Work Australia says:

> Whether or not you can reasonably direct workers back to the workplace will depend on a number of factors, including public health requirements and the individual circumstances of the worker working from home.

> Workers must follow any reasonable policies or directions you put in place in response to COVID-19. You must consult with workers and HSRs prior to decisions being made to return to the workplace.

You must also ensure return to work arrangements adhere to relevant Commonwealth, state or territory government advice (e.g. physical distancing requirements).

Where circumstances change – if, for example, it's no longer safe for a worker to continue working from home due to a change in the worker's home situation or the ability of the worker to continue working from home effectively – the worker may after appropriate consultation be directed to return to the workplace.

Before requiring workers to recommence work at their usual workplace you must, in consultation with workers and HSRs, have a plan to ensure the safe return to work for all workers.

Source: **https://www.safeworkaustralia.gov.au/ covid-19-information-workplaces/industry- information/general-industry-information/ working-home#heading--13--tab-toc-can_i_ direct_my_workers_back_to_the_usual_ workplace?**

Decisions to direct employees to return to office work should not be taken with any bias towards pre-existing routines – indeed, the contrary. If it's possible to negotiate a satisfactory arrangement that doesn't involve attendance, this is a win-win.

If an employee working from home contracts the virus they may not return to the workplace until they provide evidence that they are no longer contagious and are fit for work. It's possible that a worker with COVID-19 could potentially work from home, if, for example, they have no symptoms or minor symptoms. This would be subject to advice from the relevant treating clinician that they are fit to work, and discussions with the worker. For example, a doctor might recommend reasonable adjustments, including reduced working hours or changes to a worker's workload. In this situation, however, the employee would also be eligible for leave under the ICDA Epidemic & Pandemic Policy (**https://communitydirectors.com.au/policies/ epidemic-pandemic-policy**).

3.

Modifying the workplace

Many aspects of your place of work will need to be modified.
This may mean you have to have some serious discussions with your landlord (and you may be speaking with them about your rent, too).

Changed conditions

Our workplaces weren't built with a pandemic in mind. They have to be adapted.

The number of socially distanced staff in any facility mustn't exceed the capacity of the building (as measured to take social distancing into account). If minimum operational numbers are unable to fit into the building under these constraints, you need a new building.

Post signs indicating the maximum number of people who can use each room. You might find that your meeting rooms, canteens, break rooms etc are too small to meet staff demand in light of social distancing requirements. If you can't find additional space, you might need to revise your procedures by making use of online meetings, staggered meal times, eating at desks, and so on.

Ask employees to share their ideas for further improvements to protective arrangements. Provision of personal protective equipment (PPE), if required, such as masks and gloves, is the responsibility of the employer.

On the following three pages you'll find a checklist of best-practice physical modifications to the workplace. Safe Work Australia offers a downloadable checklist at **https://www.safeworkaustralia.gov.au/doc/workplace-checklist-covid-19**.

Building modifications checklist

Best practice		Responsible officer	Deadline	Satisfactory
General				
	Automatic doors installed or doors kept open	BH	20 June	✔
	Signage installed throughout the building advising on maximum number of persons per room, taking into account physical distancing requirements	KE	20 June	✔
	Furniture removed to enforce social distancing and discourage socialising			
Reception				
Signage	Notice of maximum building occupancy posted			
	Health precaution notices posted			
Tracking	Receptionist monitoring maximum building occupancy			
	Receptionist keeping register of visitors (including contact details)			
	Receptionist keeping schedule of who to notify in case of incident			
PPE	Hand sanitiser station (with notice requesting visitors use it)			
	Masks available (with notice requesting visitors use them) – especially important for organisations working with vulnerable populations			
Physical distancing	Separate in and out traffic streams			
	Chairs 1.5 metres apart			
Hand transmission	Automatic doors installed or doors kept open			
	No magazines			
Cleaning	Surfaces cleaned regularly (frequently touched surfaces such as door handles, handrails, lift buttons, photocopier, benchtops etc). For more on cleaning, see page 25.			
Meeting rooms				
Signage	Notices of maximum room occupancy posted			
	Incident procedures notice posted			
PPE	Hand sanitiser station (with notice requesting employees use it)			
	Masks available (with notice requesting employees use them)			
Hand transmission	Non-contact light activation installed			
	Automatic doors installed or doors kept open			

Building modifications checklist

Best practice		Responsible officer	Deadline	Satisfactory
Co-working areas				
Signage	Notices of maximum room occupancy posted			
	Health precaution notices posted			
	Incident procedures notice posted			
PPE	Hand sanitiser station (with notice requesting employees use it)			
	Masks and disposable gloves available (with notice requesting employees use them)			
Physical distancing	Notices of one-way traffic arrangements posted			
	Desks positioned 1.5 metres apart			
	Screen dividers installed between workstations			
	Physical distancing indicators at joint use facilities (printer, watercooler etc)			
	Excess furniture removed from break-out areas			
Hand transmission	Automatic doors installed or doors kept open			
Cleaning	Surfaces cleaned regularly			
Lifts				
Physical distancing	Notice of maximum capacity posted, taking into account physical distancing; users 1.5 metres apart			
Cleaning	Surfaces cleaned regularly			
Bathrooms				
Signage	Notice of maximum room occupancy posted			
	Health precaution notices posted			
	Incident procedures notice posted			
PPE	Hand sanitiser station (with notice requesting visitors use it)			
Physical distancing	Some urinals closed, if necessary, to ensure 1.5 metre distancing			
Hand transmission	Touch-free taps installed			
	Automatic doors installed or doors kept open			
Cleaning	Surfaces cleaned regularly			
Kitchen				
Signage	Notice of maximum room occupancy posted			
	Health precaution notices posted			
	Incident procedures notice posted			

Building modifications checklist

Best practice		Responsible officer	Deadline	Satisfactory
Kitchen				
PPE	Hand sanitiser station (with notice requesting visitors use it)			
	Disposable gloves provided			
Physical distancing	Chairs and stools removed, if necessary			
	Physical distancing indicators posted at joint-use facilities			
Hand transmission	Touch-free taps installed			
	Automatic doors installed or doors kept open			
	Tea towels removed and replaced with paper towels			
	Coffee machine, urn and kettle removed			
Cleaning	Surfaces cleaned frequently (benchtops, refrigerator etc)			
Isolation room				
	Uninhabited room designated for people needing to be temporarily quarantined			

Changed policies and practices

All organisations are required to follow government recommendations on safe procedures. The pandemic thus places the onus on managers to consider all aspects of their normal policies and practices to see what modifications need to be made to reduce risk to the minimum.

Every change to normal operating systems should be clearly documented and clearly communicated to everyone affected.

On the opposite page you'll find a checklist of policies and practices you should modify or implement in light of the pandemic. Ask employees to share their own ideas for further improvements.

Policies and practices checklist

Best practice	Responsible officer	Deadline	Satisfactory
Policies			
Design and adopt an Epidemic & Pandemic Policy. A template for such a policy is available from the ICDA Policy Bank: **https://communitydirectors.com.au/policies/epidemic-pandemic-policy**.	BH	20 June	✔
Design and adopt a Returning to the Workplace Policy. A template for such a policy is available on page 35.	KR	20 June	✔
Communication			
Assign responsibility for · mounting posters displaying health information (see **www.health.gov.au/resources/collections/coronavirus-covid-19-campaign-resources#posters**) · publishing health information on the organisation's intranet or via email. Make clear to staff that anyone with even a mild cough or low-grade fever (37.3 C or more) needs to stay at home. Staff should also stay home (or work from home) if they have had to take simple medications such as paracetamol, ibuprofen or aspirin, which may mask symptoms of infection.			
HR			
Consult and negotiate with staff on work practices (see page 10), and modify agreements as necessary. Ensure that agreements contain provisions requiring employees and volunteers to observe health requirements, with provisions for discipline for breach.			
Information			
Collect contact information from visitors, clients, customers, contractors etc to facilitate contact tracing. See the template on page 33. Alternatively, you can ask visitors, clients, customers, contractors etc to show that they have installed the COVIDSafe app on their mobile phone (**www.health.gov.au/resources/apps-and-tools/covidsafe-app**).			
Develop policies and practices governing contact information consistent with privacy legislation and your organisation's Privacy Policy (e.g. disposal schedules, use restrictions). A Privacy Policy template is available from the ICDA Policy Bank: **https://communitydirectors.com.au/policies/privacy-policy**.			
Designate an employee to keep a record of which staff attend each area of the premises on each day, to allow contact tracing. Note: Staff cannot be required to use the COVIDSafe app, but they can be encouraged to do so.			
Special circumstances			
Organisations that undertake work with vulnerable client populations, work that entails physical contact with others, or outdoor work will need to develop specific hygiene and physical distancing procedures to suit their circumstances, and modify policies, procedures and documentation accordingly.			

4.

Modifying events & meetings

For maximum allowable meeting sizes, check the advice from the authorities in the community where you plan to hold your meeting or event. Follow their advice. If it's not possible to hold your meeting or event under these constraints, so be it.

Whether or not people from outside the organisation are involved, consider whether a face-to-face meeting or event is really needed. Could it be replaced by a teleconference or online event? Could the meeting or event be scaled down so that fewer people attend?

If an in-person meeting is necessary, observe relevant precautions. Develop and agree on a preparedness plan to prevent infection at your meetings or events.

You'll find an events and meetings checklist on the following two pages.

Events & meetings checklist

Best practice	Responsible officer	Deadline	Satisfactory
Supplies			
Ensure sufficient supplies and materials, including tissues and hand sanitiser, are available for all participants. Have surgical masks available to provide to anyone who develops respiratory symptoms.	BH	20 June	✔
Communication			
Assign responsibility for · mounting posters displaying health information (see **www.health.gov.au/resources/collections/coronavirus-covid-19-campaign-resources#posters**) · distributing health information to participants in advance. Make clear to participants that anyone with even a mild cough or low-grade fever (37.3 C or more) needs to stay at home. They should also stay home if they have had to take simple medications such as paracetamol, ibuprofen or aspirin, which may mask symptoms of infection.			
Information			
Make sure that all organisers, participants, caterers and visitors at the event provide contact details: mobile telephone number, email, and address where they are staying. State that their details will be shared with local public health authorities if any participant becomes ill with a suspected infectious disease. Alternatively, ask attendees to show that they have installed the COVIDSafe app on their mobile phone (**www.health.gov.au/resources/apps-and-tools/covidsafe-app**). If they won't agree to either of these contact tracing systems, advise them that they can't attend the event or meeting. If necessary, refund their money. Retain the names and contact details of all participants for at least three months to help health authorities trace people who may have been exposed to COVID-19 if one or more participants becomes ill shortly after the event. Store personal information securely, and observe privacy requirements (see page 17).			
Information			
During the meeting or event, provide information or a briefing, preferably both orally and in writing, on COVID-19 and the measures that organisers have taken to make the event safe for participants.			
Draw up an incident reporting plan, including the provision of an isolation room. Inform attendees of its location.			

Meetings & events checklist

Best practice	Responsible officer	Deadline	Satisfactory
Seating			
Space participants according to social distancing rules, and set attendance limits on this basis. Install signs in each meeting room giving the maximum capacity of each room. Adjust projections and planning to cope with reduced numbers.			
Open windows and doors whenever possible to make sure the venue is well ventilated.			
Incident Procedure			
If anyone starts to feel unwell, follow your organisation's Incident Procedures (see page 26). If you are informed that someone who attended the meeting or event was later isolated as a suspected COVID-19 case, let all participants know this. They should be advised to monitor themselves for symptoms for 14 days and take their temperature twice a day. If they develop even a mild cough or low-grade fever (a temperature of 37.3 C or more) they should stay at home, self-isolate, and telephone their healthcare provider or the local public health department, giving details of their symptoms and recent travel.			

5.

Dealing with the public

In dealing with members of the public at this time, you need to understand that you have no power to issue them with directions, and that means you must ensure that they have agreed to abide by your rules as a condition of entry before they come on to the premises. All the rules they're expected to abide by must be displayed at the entrance.

Where contact with the public is necessary, it should nonetheless be minimised. As far as possible, confine access to the workplace to essential employees only. Don't permit casual access by members of the public (or family members of employees). While the risk of assembling in a workplace is small, it's large enough to be worth avoiding if you have no good reason to be there. For the same reason, arrange for contactless deliveries if you can.

A checklist of guidelines your organisation should abide by in dealing with the public follows.

Dealing with the public checklist

Best practice	Responsible officer	Deadline	Satisfactory
Supplies			
Ensure sufficient supplies and materials, including tissues and hand sanitiser, are available for all customers/visitors. Have surgical masks available.	BH	20 June	✔
Cash handling			
If possible, accept only cashless transactions.			
If cash is accepted, issue cashiers with disposable gloves.			
Put up signs asking customers not to touch objects unless they are going to buy them.			
Communication			
Assign responsibility for · mounting posters at the entrance displaying health information (see **www.health.gov.au/resources/collections/ coronavirus-covid-19-campaign-resources#posters**) · mounting a poster in the public space outlining your Incident Procedures (see page 26) · publishing health information online via your customer-facing channels (e.g. website, social media). Make clear to customers and clients that anyone with even a mild cough or low-grade fever (37.3 C or more) needs to stay at home. They should also stay home if they have had to take simple medications such as paracetamol, ibuprofen or aspirin, which may mask symptoms of infection.			
If you work by appointment, advise customers, visitors and clients in advance that if they have any symptoms, or feel unwell, they should not attend.			
Information			
You may – but you don't have to – ask visitors and customers to provide contact details: mobile telephone number, email, and address where they are staying. State that their details will be shared with local public health authorities if any staff member, visitor or customer becomes ill with a suspected infectious disease. Alternatively, you may ask visitors and customers to show that they have installed the COVIDSafe app on their mobile phone (**www.health.gov.au/resources/apps-and-tools/covidsafe-app**). If you record contact details, retain them for at least three months to help health authorities trace people who may have been exposed to COVID-19. Store personal information securely, and observe privacy requirements (see page 17).			

Dealing with the public checklist

Best practice	Responsible officer	Deadline	Satisfactory
Physical Precautions			
You may – but you *certainly* don't have to – require customers and visitors to undergo a non-intrusive temperature check. If that's necessary, you shouldn't be opening your premises at all unless it's absolutely unavoidable. You may also require customers and visitors to wear masks, and you must require that they observe appropriate social distancing.			
Nominate a person on the premises to be responsible for requiring customers and visitors to keep the required distance apart in accordance with the applicable government requirements.			
Space customer or visitors according to social distancing rules. Set building limits on this basis. Monitor customer numbers and make additional arrangements if you look like going over those numbers. If necessary, ask people to queue outside, preferably under cover. Adjust projections and planning to cope with anticipated numbers.			
Open windows and doors whenever possible to make sure the building is well ventilated.			
Incident procedures			
If anyone starts to feel unwell, follow your Incident Procedures (see page 26). If you are informed that someone in the building has been isolated as a suspected COVID-19 case, let all customers whose details are on record know this. They should be advised to monitor themselves for symptoms for 14 days and take their temperature twice a day. If they develop even a mild cough or low-grade fever (i.e. a temperature of 37.3 C or more) they should stay at home, self-isolate, and telephone their healthcare provider or the local public health department.			

6.

Transport

The primary adaptation employers should make to reduce transport risks for their staff is to continue to allow staff to work from home if at all possible.

Transport to work

While the COVID pandemic persists, public transport services may be operating at diminished capacity, which might mean that staff coming to work by public transport will face delays as 'full' trains, trams and buses skip their stops. (Some jurisdictions have attempted to compensate for this by increasing the number of services.). You may be able to reduce the impact slightly by staggering staff hours to move staff travel out of peak hours, but you will still need to take this into account in your operational planning.

Some public transport authorities will require passengers to wear masks. Regardless, you should still advise your employees to keep themselves informed about official advice regarding the wearing of masks during the pandemic: visit **https://www.safeworkaustralia.gov.au/covid-19-information-workplaces/industry-information/agriculture/masks**.

Depending, again, on the number of people returning to work, more of your employees than usual may wish to drive to the workplace. Check your parking capacity and consider how to manage its limitations.

Transport for work

International, and perhaps interstate, travel may be impossible for some time under government regulations.

Where travel is possible, nonetheless first consider whether alternative meeting formats are preferable under the circumstances.

Where travel is necessary, ensure that participants observe health precautions and official advice, including advice on mask wearing (see the web link at left).
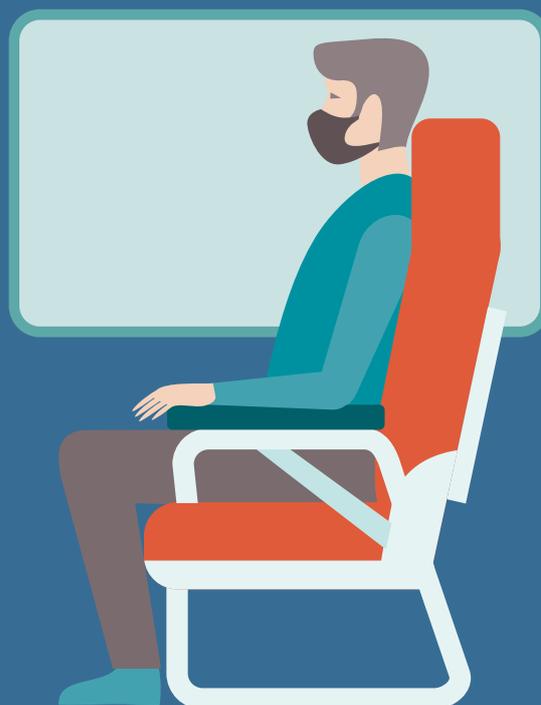
7.

Cleaning your premises

Your cleaning regime will almost certainly have to be intensified and your cleaning staff numbers considerably increased because of the pandemic.

Consider whether these changes mean you will need to add new employees, expand the hours of existing staff, or change job descriptions or duty statements.

The following points should become part of your organisation's cleaning routine:

- Clean any areas frequented by workers or others (e.g. visitors to your premises) at least daily with detergent or disinfectant.

- Instruct workers to wear gloves when cleaning and to wash their hands thoroughly with soap or use an alcohol-based hand sanitiser before and after wearing gloves.

- Clean frequently touched areas and surfaces several times a day with a detergent or disinfectant solution or wipe. This includes EFTPOS equipment, photocopiers, lift buttons, handrails, tables, countertops, door knobs, sinks and keyboards.

- Instruct workers to clean personal property that comes with them to work – e.g. sunglasses, mobile phones and iPads– with disinfectant, such as disinfectant wipes.

- If your organisation serves food, clean the tables and any other touch surfaces after each diner.

For more information on cleaning, see the Safe Work Australia website: **https://www.safeworkaustralia.gov.au/covid-19-information-workplaces/industry-information/general-industry-information/cleaning**.

8.

Incident procedures

Procedures outlining what to do if an employee starts to feel sick at work tend to be addressed to the employee rather than the employer, partly because nobody's really sure what an employer is entitled to tell an employee to do in this situation. You can tell them to leave the workplace and not to come back until they've had a test and proved negative, but you can't actually order them to take a test, and if they don't you could theoretically be left floundering.

Still, the interests of employers and employees are pretty much the same, and you probably won't have much of a problem getting on the same page.

Incident procedures checklist

Best practice	Responsible officer	Deadline	Satisfactory
Building management			
Designate a room or area where someone who is feeling unwell or has symptoms can be safely isolated until they are moved to a medical facility.	BH	20 June	✔
HR			
Direct workers to stay home if they are sick. If they are displaying symptoms of COVID-19, ask them to call the national coronavirus helpline (1800 020 080).			
Your organisation's Epidemic & Pandemic Policy (see the template link on page 32) should ensure that leave procedures provide no incentive for anyone to come to work sick. Notify all staff of these arrangements.			
Communication			
Assign responsibility for • mounting posters displaying information on the symptoms of COVID-19 and the procedures to be observed should anybody feel them coming on. (see **www.health.gov.au/resources/collections/coronavirus-covid-19-campaign-resources#posters**) • publishing such information on the organisation's intranet or via email. Make clear to staff that anyone with even a mild cough or low-grade fever (37.3 C or more) needs to stay at home. Staff should also stay home (or work from home) if they have had to take simple medications such as paracetamol, ibuprofen or aspirin, which may mask symptoms of infection. • communicating with employees individually (e.g. by email) on incident procedures			
Information			
Establish procedures enabling the organisation to identify every person who has entered each section of the premises on every day. Alternatively, ensure that every person on the premises has the CovidSafe app installed on their phone (**https://www.health.gov.au/resources/apps-and-tools/covidsafe-app**).			
Identify the nearest COVID-19 testing centre and the nearest emergency medical facility equipped to deal with suspected cases. Mount the contact details for these in the isolation room.			
Activation			
In the event that an employee • displays symptoms of COVID-19, or • notifies you that they are experiencing those symptoms, or • notifies you that they have become aware that they have been in contact with a person who has the virus then activate the incident procedures that follow.			

Incident procedures checklist

Best practice		Responsible officer	Deadline	Satisfactory
Incident procedures				
Incident procedures: IMMEDIATE	Issue the person concerned with a mask. Wear one yourself. Escort the person to the isolation room. Arrange for their transport to the nearest testing or treatment facility.			
	Call the COVID-19 hotline for your state or territory and follow official advice.			
	Inform everybody who works in the area surrounding the person concerned that an incident has occurred – maintaining, as far as possible, confidentiality about the identity of the person concerned – and ask them to wash their hands. Attempting to maintain confidentiality may seem silly, considering how much information you will unavoidably have to give out: "The person who tested positive sat in this room, worked with this team and touched these doorhandles and that keyboard. On a completely unconnected topic, Jenny is now taking 14 days of leave." Some discretion is recommended, nonetheless, both for legal reasons and out of concern for the privacy of the person concerned.			
	Arrange for the cleaning of all surfaces that the person concerned may possibly have come into contact with.			
	Recommend to staff who have been working with the person concerned that they get themselves tested. Pay for their tests if necessary.			
	Recommend to all other staff that they monitor their health (even more) carefully.			
	Make any necessary arrangements for staff to resume working from home, just in case.			
	Issue masks to every person who has been working in proximity to the person concerned.			

Incident procedures: POSITIVE TEST	If the relevant authorities inform you that the person concerned has tested positive (or that any other person who has contracted the virus has had contact with your organisation) then:
	• Decide whether the situation requires that the premises are shut down
	  • in part or as a whole for cleaning
	  • until procedures or fittings can be changed
	  • until all affected workers have been tested.
	• Inform the staff of the circumstances
	• Ask all affected staff to take a coronavirus test
	• Ask all affected staff to leave the workplace and self-isolate themselves in their homes (or elsewhere, if necessary) until the results of their test are received or they are advised by the Department of Health Contact Tracing Unit that it is safe to resume normal activities.			

Incident procedures checklist

Best practice		Responsible officer	Deadline	Satisfactory
Incident procedures: POSITIVE TEST	• Inform staff that the Department of Health Contact Tracing Unit will contact anyone identified as having been in close contact, and that employees must follow its directions. For more information, see **www.health.gov.au/sites/default/files/ documents/2020/03/coronavirus-covid-19- information-for-close-contacts-of-a- confirmed-case_2.pdf**			
	No staff member who has tested positive can return to work until they can demonstrate later that they have been medically cleared in line with Department of Health guidelines. (Public health officials will advise affected employees directly in relation to their self-isolation and medical clearance requirements.) Employees who have not been in close contact with the affected person are not required to self-isolate. It's up to you to define what the 'affected work area' and the 'affected employees' consist of. This might be one office, a team area, an entire floor, an entire building, or an entire campus, depending on the interactions of the individuals. Take a precautionary approach, and close as much of the workplace as is reasonable to support employees' peace of mind. For further advice, contact the National Coronavirus Helpline on 1800 020 080.			
	Inform all recent visitors to the facility that • there has been a positive test • they should consider getting themselves tested • the Department of Health Contact Tracing Unit will contact anyone identified as having been in close contact.			
Cleaning				
Immediately arrange for the work area to be thoroughly cleaned and disinfected in line with specific cleaning advice for workplaces (for example, see **www.health.gov.au/sites/default/files/ documents/2020/03/environmental-cleaning-and-disinfection- principles-for-covid-19.pdf**). Undertake this cleaning before advising employees that it's safe to return to the workplace. Employees should be contacted during the period of shutdown and advised of the steps being taken to clean the work environment. When the workplace has been cleaned, employees should be advised that they can return to the workplace unless they are sick or are required to continue to self isolate.				

9.

Mental health

Pandemics are intensely stressful, and the changes that organisations have to make to cope with them are also stressful. Employees may well need extra support during this difficult time, and employers should acknowledge the impact of the situation on the physical and emotional wellbeing of their employees.

Communication is essential. Employees must believe that their safety is paramount, their interests are being considered, their opinions are valued, and they are not being kept in the dark.

Managers and leaders have an important role to play in helping to support and mitigate risk factors that can lead to mental ill-health.

The advice that follows is taken from the website of SafeWork NSW (**www.mentalhealthatwork.nsw.gov. au/mental-health-at-work-during-the-covid-19-pandemic**).

Managing risk factors

- Stay informed about the current situation through official information sources such as **www.health.nsw.gov.au/Pages/default.aspx**.
- Implement the advice and recommendations of official bodies such as SafeWork NSW (**www.mentalhealthatwork.nsw.gov.au/mental-health-at-work-during-the-covid-19-pandemic**).
- Identify and support workers in your organisation who may be more at risk of workplace psychological injury (e.g. frontline workers or those working from home in isolation).

- Understand the risk factors of mental ill-health in the workplace (**www.safework.nsw.gov.au/safety-starts-here/mental-health-at-work-the-basics/mental-health-@-work/know-the-factors**).

Leading change

- Consult with workers on how work will be conducted differently to enable social distancing and staying safe (see page 10).
- Lead by example by taking care of yourself and implementing the five ways to wellbeing (**www.superfriend.com.au/news/5-ways-wellbeing/**).
- Enable flexibility and consider how good work design may help your workers manage their work, as well as their family and carer responsibilities (**www.mentalhealthatwork.nsw.gov.au/what-you-can-do/i-am-a-manager/take-action/ways-of-working#design%20work**).
- Communicate with your workers regularly about how your organisation is addressing COVID-19 and what control measures you are putting into place.
- Ensure clarity around the entitlements that can be accessed, particularly for staff who have caring responsibilities or become unwell with the virus.

- Remember that workers on extended leave or on workers compensation also need to be kept informed and understand the impact on their situation.

Providing support

- Be open and transparent in your interactions with workers. Let workers know they are not alone and that it is okay to not be okay.

- Encourage open discussions to enable workers to share or learn from others.

- Share support services, ensuring workers know where support is available. Consider creating a central point of contact for workers to go about any concerns.

- Promote an Employee Assistance Program (EAP) if available and encourage workers to use its services.

- Share available free services such as these:

  - Beyond Blue Coronavirus Mental Wellbeing Support Service: information, advice and strategies to manage mental health (**https://coronavirus.beyondblue.org.au/**)

  - Black Dog Institute Online Clinic: a free online mental health assessment tool for people over 18 (**https://onlineclinic.blackdoginstitute.org.au/?s=covid-19**)

  - myCompass: a personalised self-help tool for your mental health (**www.mycompass.org.au/**)

  - Headspace: guided meditation (**headspace.com/headspace-meditation-app**)

Staff working from home

Where businesses have been able to implement working remotely to manage social distancing, it is important to understand that work health and safety legislation still applies. The isolation that can be experienced with working remotely can contribute to mental ill-health and measures should be taken to address this:

- Consult with workers on working from home arrangements (see page 10 for more on consulting with workers)

- Understand the importance of social connections to maintaining good mental health – for example, through the icare social connections toolkit (**www.icare.nsw.gov.au/social-connections-toolkit**)

- Know that regular real-time communication by phone or videoconferencing instead of relying on text or email communication can help people to be more personally connected

- Recognise the signs that may indicate someone is struggling. RUOK? provides helpful information on how to do this remotely (**www.ruok.org.au/staying-connected-is-more-important-than-ever**) and how to start a conversation (**https://irp-cdn.multiscreensite.com/22b3e3c9/files/uploaded/RUOK_WorkplaceGuide_2018.pdf**).

- Promote a positive and inclusive culture by setting up regular virtual lunches, morning teas or afternoon wind-downs to encourage social interactions

- Encourage a routine, ensuring start and finish times are clear, and make allowances for breaks and time for physical activity

Educate staff on ways to stay mentally healthy while working from home (see the links under Providing Support earlier on this page).

FURTHER RESOURCES

ICDA pandemic resources

https://communitydirectors.com.au/save-our-sector

ICDA Policy Bank

https://communitydirectors.com.au/tools-resources/policy-bank

ICDA policy templates

Epidemic & Pandemic Policy

https://communitydirectors.com.au/policies/epidemic-pandemic-policy

Crisis Response Policy

https://communitydirectors.com.au/policies/crisis-response-policy

Workplace Health & Safety Policy

https://communitydirectors.com.au/policies/workplace-health-and-safety-policy

Volunteer Management Policy

https://communitydirectors.com.au/policies/volunteer-management-policy

IDCA help sheets

Working from home guidelines

https://communitydirectors.com.au/help-sheets/legal-tips-working-from-home

Government information

Federal Government information and advice on COVID-19

https://www.health.gov.au/

Safe Work Australia information on how to consult with workers

www.safeworkaustralia.gov.au/doc/model-code-practice-work-health-and-safety-consultation-cooperation-and-coordination

Safe Work Australia cleaning checklist

www.safeworkaustralia.gov.au/doc/cleaning-checklist-covid-19

Contact tracing template

You should use the following template only as a starting point, and adapt it to suit the specific circumstances of your organisation.

Contract tracing template

In the unlikely event that a staff member, customer, client or visitor at [Name of Organisation] tests positive for COVID-19, we wish to be able to contact every person who may have been exposed to contagion or infection. For this reason, we ask/require that anybody coming into the building provide us with their name and contact information.

This information will be used only for the purposes of contact tracing, if that becomes necessary. It will not be accessed by any person other than public health authorities, and it will be destroyed after six months.

Name: (required)

Phone number:

Residential address:

Email:

Staff members, customers, clients and visitors at [Name of Organisation] who can show that they have the COVID-Safe app (**www.health.gov.au/resources/apps-and-tools/covidsafe-app**) installed on their mobile phone are excused from providing contact information.

Policy template: Returning to the workplace during the COVID-19 pandemic

You should use the following policy template only as a starting point, and adapt it to suit the specific circumstances of your organisation.

Policy template: Returning to the workplace during the COVID-19 pandemic

1. Introduction

[Name of Organisation] recognises that the COVID-19 pandemic is a public health emergency, and with people returning to work over the next weeks and months, we will be adhering to the National Cabinet's ten National COVID-19 Safe Workplace Principles.

[Name of Organisation] wishes to protect its clients, its staff, its members, and the general public from contracting COVID-19.

It is important to remember that the pandemic has not ended. We continue to listen to advice from government and health authorities and have established measures to best protect all stakeholders.

2. Purpose

The purpose of this policy is to outline the strategies and actions that [Name of Organisation] is taking in response to the COVID-19 epidemic, as well as expectations placed upon all stakeholders.

For the safety of all [Name of Organisation] stakeholders, this policy must be followed at all times.

This document operates as a temporary policy and guide for the duration of the current pandemic and until stipulated by the relevant authority to be over. This policy exists alongside existing company policies and procedures, where practical.

3. Application

This policy applies to [e.g. employees, directors, volunteers, interns, contractors, members, tenants, licensees, visitors, suppliers, consultants] of [Name of Organisation].

4. Infection control measures

[Name of Organisation] has implemented several physical, space-related measures and building improvements to maximise the safety of [Name of Organisation] stakeholders. For a full list of established measures, please read the [Name of Organisation] COVID-19 Safety Measures document.

If you observe anything that does not meet the appropriate standard, please advise [Name of Organisation] staff as soon as possible.

[Name of Organisation] will be guided by the information and directions provided by local health authorities and the World Health Organization, and its occupational health and safety obligations. We require you to take the following precautions:

- Regularly and thoroughly clean your hands with an alcohol-based sanitiser or wash them with soap and water.
- Avoid touching your eyes, nose and mouth, and shaking hands with others.
- Make sure you follow good hygiene and encourage others to do the same. This means covering your mouth and nose with your bent elbow or tissue when you cough or sneeze and disposing of used tissues immediately.
- Immediately withdraw from contact with anyone who has a fever or cough.
- Stay home if you feel unwell.

[Name of Organisation] requires all stakeholders to abide by physical distancing practices stipulated by government.

- Government guidelines stipulate one person per four square metres of space.

- People must aim to keep at least 1.5 metres distance from one another. Please maintain this distance, to the best of your ability, at all times.
- If you do not have enough room for this requirement, please advise [Name of Organisation] staff and we will endeavour to allocate more space for you.

You must follow all physical distancing protocols established by [Name of Organisation].

In the event that you feel unwell with COVID-19 symptoms or contract COVID-19:

- You must seek medical advice promptly and follow the directions of your local health authority.
- You must notify [Name of Organisation] staff at the earliest opportunity.
- You must be tested (if you want to return to [Name of Organisation]).
- You will be required to self-isolate and not attend [Name of Organisation].
- You will be required to obtain a COVID-19 medical clearance before returning to [Name of Organisation].

In the event that you have contact with a confirmed case of COVID-19 in the past 14 days:

- You must notify [Name of Organisation] staff immediately.
- You must seek medical advice promptly and follow the directions of your local health authority.
- You must be tested (if you want to return to [Name of Organisation]).
- You will be required to self-isolate and not attend [Name of Organisation].
- You will be required to obtain a COVID-19 medical clearance before returning to [Name of Organisation].

In the event that you have contact with a suspected case of COVID-19 in the past 14 days:

- You must notify [Name of Organisation] staff immediately.
- You must be tested and not attend [Name of Organisation] until you have returned a negative test result.

If you are required to self-isolate by a government authority, you must not attend [Name of Organisation] for any reason.

5. Travel

[Name of Organisation] is guided by the Australian Government's Department of Health for COVID-19-related travel advice. For up to date information, go to https://www.health.gov.au/news/health-alerts/novel-coronavirus-2019-ncov-health-alert/coronavirus-covid-19-advice-for-travellers.

In line with the government ban on international travel, we discourage all international travel but understand that at times it may be necessary. If you travel overseas, you will be required to follow government quarantine instructions.

In line with government advice, [Name of Organisation] discourages all non-essential domestic travel.

6. COVIDSafe app

[Name of Organisation] follows government advice in recommending that all clients, staff and members of the general public download and use the COVIDSafe app.

7. Temporary business closure

In the event that someone attending [Name of Organisation] is diagnosed with COVID-19, [Name of Organisation] may be required to temporarily cease operations (temporary lockout).

We will comply with government advice to ensure safety within the workplace, and, if necessary, we will have no hesitation in closing the space for a period of time (usually 24 hours) while essential cleaning and sanitation are completed.

For clarity, this will occur only in specific circumstances and in line with government advice.

Please ensure that any items you would require in the event of a temporary lockout are also accessible elsewhere.

8. Harassment and bullying

[Name of Organisation] continues to strive to be a safe and inclusive space. [Name of Organisation] expects our staff, members, clients and guests to show courtesy, consideration and kind heartedness to everyone they meet.

We operate a policy of zero-tolerance towards all forms of harassment and bullying in the workplace. If you experience anti-social behaviour, speak to a [Name of Organisation] staff member. [Name of Organisation] reserves the right to direct people away from our space for anti-social, aggressive or abusive behaviour.

9. Updates to this policy

This policy may be updated in line with government regulations and advice. [Name of Organisation] will advise you when any updates are made.

10. Privacy

[Name of Organisation] is committed to your privacy. Your personal information and any circumstances related to COVID-19 will not be shared with anyone outside of [Name of Organisation] management.

All information shared by you will be treated with confidentiality and care.

Last updated: [date]

Communication template: Notification to staff of COVID-19 safety measures

You should use the following policy template only as a starting point, and adapt it to suit the specific circumstances of your organisation.

Communication template:
Notification to staff of COVID-19 safety measures

[Name of Organisation] aims to create a safe workplace environment for all staff, members and stakeholders. As a response to the COVID-19 pandemic and the resulting public health emergency, we have put in place significant measures to make [Name of Organisation] a COVID-safe workplace.

1. General changes

- We are keeping all internal secure-access doors open during business hours (9am–5pm Monday to Friday).
- We have placed signage throughout the building advising on the maximum number of people per room, physical distancing requirements, etc. Please follow the guidance provided by the signs.
- We have removed furniture from some areas to create enough space for physical distancing.
- We have established an 'isolation' room in the event someone shows any symptoms of COVID-19. The room we will use is the first-aid room.
- All visitors must report to and register at reception using the iPad.

2. Cleaning

- We have engaged our cleaning contractor to perform increased cleaning and sanitising with an added focus on high-touch points every evening. In addition to regular daily cleaning, our cleaning regime ensures that:
- Frequently touched surfaces, such as door handles, handrails, lift buttons, photocopiers and benchtops are cleaned and disinfected at least twice per day with disinfectant
- All surfaces are cleaned and disinfected when visibly soiled
- All surfaces are cleaned with disinfectant and disinfected immediately if there is spillage

3. [High St] entrance

- We have installed a hand sanitising station at the High St entrance for your use. Please use it every time you enter the building.
- We have established entry and exit lanes at the High St entrance. Please follow the signage and enter on the right and exit on the left.
- Signage at the High St entrance indicates the maximum number of people allowed on the premises at any one time.

Where practical, the lift is to be used by a maximum of one person at a time.

4. [Main St] entrance

- We have installed a hand sanitising station at the Main St entrance for your use. Please use it every time you enter the building.
- We have established entry and exit times at the Main St entrance. Entry will be available from early in the morning until 3pm. Exit will be from 3pm until late in the evening. Please follow the signage to enter and exit at the appropriate times.
- Signage at the Main St entrance indicates the maximum number of people allowed on the premises at any one time.

5. Corridors

- We have established one-way corridors with signage directing traffic. Please follow this signage.

6. Work areas

- We have installed screen dividers between workstations.
- We have installed physical distancing indicators at the printer.
- We have removed excess furniture from break-out areas.
- We have placed a DIY self-sanitation and disinfecting kit at in each co-working area.

7. Meeting rooms and phone booths

- We have placed a limit on the number of persons per meeting room and per phone booth. Signs have been placed outside each meeting room and phone booth indicating the maximum number of people allowed at a time.
- We are providing upgrades to meeting rooms where possible.
- We have placed hand sanitiser in each meeting room. Help us by leaving it in the room.

8. Kitchen

- We have removed chairs and stools and placed physical distancing stickers indicating where people should sit at the kitchen tables.
- We have placed physical distancing stickers indicating where people should prepare food around the kitchen island bench.
- We have removed all hand towels and tea towels from the kitchen.
- We have removed the shared food sections from the cupboards and refrigerators.
- We have placed hand sanitiser on the kitchen island bench. Help us by leaving this on the island bench.

9. Teapoint (kitchenette)

- We have placed physical distancing stickers indicating where people should prepare food, clean dishes, make tea etc at the teapoint.
- We have placed hand sanitiser on the teapoint bench. Help us by leaving it here.

10. Bathrooms and showers

- We have installed paper towel dispensers.
- We have installed foot-pull hardware on the doors so you do not have to use your hands.
- We have installed touch-free taps that operate with sensors.
- The middle urinal in the bathroom for people who identify as male is not in use.
- We have placed a four-person limit in the showers.

11. Café

- We have removed chairs and stools and placed physical distancing stickers indicating where people should sit at the café tables and bench.
- The café will remain closed for the time being. We will notify you when it is reopening. When it does reopen, the café will be takeaway and credit card only.

Notes
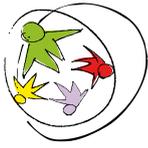
ourcommunity.com.au
Where not-for-profits go for help

INSTITUTE OF
COMMUNITY DIRECTORS
AUSTRALIA
▸Knowledge ▸Connections ▸Credentials

The Our Community group provides advice, connections, training and easy-to-use tech tools for people and organisations working to build stronger communities. Our partners in that work are not-for-profit organisations and social enterprises; government, philanthropic and corporate grant makers; donors and volunteers; enlightened businesses; and other community builders.

- **OurCommunity.com.au** – Australia's centre for excellence for the nation's 600,000 not-for-profits and schools: where not-for-profits go for help
- **Institute of Community Directors Australia** – the best-practice governance network for the members of Australian not-for-profit boards, committees and councils, and the senior staff who work alongside them
- **OCHouse.com.au** – where data science and creativity come together to catalyse social change. Located in North Melbourne, Victoria, OC House is a co-working place for government, business and the community sector to collaborate to create a better world.
- **FundingCentre.com.au** – the best place to go for information on grants and fundraising in Australia

- **Communities in Control** – Australia's most inspiring annual community sector gathering: thought leadership for the not-for-profit sector
- **Good Jobs** – connecting good people with social sector jobs, board vacancies and internships
- **GiveNow.com.au** – commission-free online donations for not-for-profits, and philanthropy education and tools for businesses, families and individuals
- **SmartyGrants** – software, data science and intelligence for revolutionary grantmakers
- **Australian Institute for Corporate Responsibility** – facilitating connections between enlightened businesses and their communities
- **The Innovation Lab** – the engine room for sharing ideas to drive social change

Community Directors Council

The Community Directors Council is ICDA's advisory arm and brings a wealth of talent, experience, skills and direction to the organisation.

The council is chaired by former Australian Charities and Not-for-profit Commission (ACNC) commissioner and President of the Australian Council for International Development **Adjunct Professor Susan Pascoe AM**, with the other members all top not-for-profit advocates and thinkers. The rest of the board includes:

Emeritus Professor Myles McGregor-Lowndes
The Australian Centre for Philanthropy and Nonprofit Studies, Queensland University of Technology Business School

Professor Kristy Muir
CEO, Centre for Social Impact and Professor of Social Policy at UNSW, Sydney

Dr Sonja Hood
CEO, Community Hubs Australia

Professor Cynthia Mitchell
Deputy Director, Institute for Sustainable Futures, University of Technology Sydney

Jahna Cedar
Director, Policy, Evaluation and Indigenous Engagement, IPS Management

Jodi Kennedy
General Manager, Charitable Trusts and Philanthropy, Equity Trustees

Sheena Boughen
Culture strategist, community activist, arts leader

Pablo Alfredo Gimenez
Social enterprise development manager, Centre for Participation

Catherine Brooks
Associate Director and workplace relations specialist, Law Squared

Anne Cross Non-executive director, former Uniting Care Qld CEO, Adjunct Professor, School of Nursing, Midwifery and Social Work, University of Queensland