



MEMBER AND STAKEHOLDER MANUAL

Quality Management System

September 2011

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1. FQ Magazine

FQ magazine is published quarterly by QCOSS. It is the key print communication between QCOSS and its members and other stakeholders. It is designed and published to a high visual and editorial standard to represent the professionalism of QCOSS, ensure strong communication and to represent the organisation in the best possible manner.

Principles

- FQ will be, insofar as possible, forward-focused so articles have currency for the three-months lifespan of each edition.
- Inform members & stakeholders about QCOSS, its work and upcoming events.
- Resource and lobby people of influence including politicians, directors general, key stakeholders and others
- Support journalists and media professionals with information and back-up across QCOSS media campaigns
- Communicate to the wider community and potential members at events etc.
- Provide opportunities for paid advertising and promotional items. These appear as printed material on page as well as loose inserted material.

Guidelines

The written style of FQ has to appeal to a wide cross section of the community. This includes members, those working in human services, academics, politicians, media, stakeholders and supporters. The writing style needs to be clear, simple and precise. Each item or publication should be mostly self-contained and, on the whole, self explanatory. FQ must also be clear, well designed and uncluttered. Ideally, each page will have a high-quality photograph or other strong visual component. Maximum words per page should be between 400 and 600.

FQ is published four times a year and is due out the first week of each season. The production cycle for each edition starts six weeks before publication. At the beginning of each year a detailed FQ production calendar will be published and distributed.

- Autumn edition published first week of March
- Winter edition published third week of June (due to state budget)
- Spring edition published first week of September
- Summer edition published first week of December

Where advertising is included as part of a partnership or sponsorship package, these arrangements are to be made in consultation with the editor and Senior Manager, Communications and Membership.

Production process

- Brainstorm ideas & pre-planning
- Production meeting
- Commission & write articles
- Visuals planning, chase graphics, take or commission photos
- Advertising liaison and chasing
- Edit & subedit copy
- Proof Copy
- Copy to Graphic Designer
- Proof layout & changes to Graphic Designer
- Final to printer & sign off on final printer's proof
- Mailing list to distributor and FQ Posted
- Advertisers info to Finance Officer & invoice Advertisers
- Upload front page & teaser to website, load full past edition

2. QCOSS Conference Planning

QCOSS Conference - Introduction & Purpose

The QCOSS conference is an annual event which attracts up to 400 community sector representatives from across Queensland. The QCOSS conference provides a forum for the different service types within the community services sector to come together and has been identified as an important opportunity for rural and remote sector workers to link with colleagues in the sector. Every second year the conference is held in Brisbane and in alternate years is held in a regional location.

The aim of the conference is to provide an opportunity for the community services sector to discuss key issues facing the sector, and develop and progress solutions. The conference may also offer professional and organisational development opportunities for the sector.

For QCOSS, the conference is an important opportunity for member and stakeholder engagement and can contribute significantly to our strategic objectives.

The assumption underpinning the QCOSS conference is that it is not an income generating vehicle however it should not make a loss.

Initial Planning

Initial planning for the conference needs to start well in advance of the conference.

The main aspects of the initial planning stage are as follows:

Identify the conference purpose & context

Identification of the purpose and context of the conference should occur during the review of the QCOSS Operational Plan in January of the year before the conference is to be held. As the conference is such a large piece of work this process may require a separate discussion forum, or a working group of the board and it may be beneficial to seek employees input.

Clarifying the conference purpose will involve consideration of the role of the conference in QCOSS's overall operations, and linkages to QCOSS's key outcomes areas and ongoing projects. Consideration also needs to be given to the context of the conference here – for example whether it is also planned to hold a regional conference to address rural and remote issues, and other important forums and events in the lead up to or following the conference which the conference may input into.

Clarifying the purpose of the conference will lead to the identification of an overarching theme for the conference which will provide a strategic direction for the conference to guide program development.

Undertaking this work as part of the review of the operational plan will maximise the opportunity for member and stakeholder engagement and for the conference to contribute significantly to QCOSS's strategic objectives. Opportunities through which this may occur include forums between keynote speakers and key decision makers / politicians prior to or directly after the conference; consultation and policy development sessions held as part of the conference.

This process will also involve identifying the timing of the conference. If considering again holding the conference in March, be mindful of the impact that the Christmas period will have on the project plan and conference timeframes.

Identification of conference coordinating team employees

It is important to identify the key members of the conference team as early as possible and involve them in the initial thinking around the conference. These are the conference coordinator (who will be responsible for pulling the entire conference together) and the conference administrator (who will be responsible for all of the administrative tasks associated with the conference). It is also crucial to clearly define the scope of each of these roles - refer to Appendix 1: Role statements for key coordinating employees.

Additionally it is also important to give consideration to the HR requirements for the entire planning process, including where additional admin support will be needed in later stages of the planning process. As a general rule it is recommended that less people are involved in the process over a longer period of time to avoid having to bring new people in towards the end of the process. For example the role of conference co-ordinator could commence some additional 12 mths beforehand and increase leading up to the conference.

Considerations:

- Will the role of conference coordinator be someone internal to the organisation or will an external consultant with expertise in conference program development be engaged?
- Need to be mindful of the workforce implications of the conference. Specifically:
 - Employees who are not directly involved in conference planning process may be required to input into the program content and this will impact on their workload.
 - The implications for other employees when employees go 'offline', ie backfilling.

Clarifying Decision Making Mechanisms

The conference planning process will require decision making on a daily basis. It is important that consideration has been given to the mechanisms for making key decisions in the initial planning process to ensure development of the conference program flows smoothly. Decisions will need to be made about operational aspects of the conference (such as the format of the conference program and conference venue) and strategic aspects of the conference (conference content). There are a number of different mechanisms for decision making to consider, such as:

- Director QCOSS responsible for all strategic and operational conference decisions. Keeping in mind this will involve a considerable additional time commitment from the Director. Alternatively the Director may only be responsible for decisions around the conference content and an additional mechanism be put in place for operational matters.
- Development of a conference coordinating committee comprising of board members and conference coordinating employees to be responsible for either operational matters, strategic decisions or both.

Developing a Project Plan

To ensure the conference planning process runs smoothly you will need to develop a detailed conference plan outlining all the key tasks, associated activities and who will be responsible – Refer to the Conference Project Plan in the Administration Manual as a guide.

Deciding on the Conference Title & Date

The conference theme identified during the process of clarifying the purpose of the conference will aid in the development of the conference title. Developing a catchy title may be the responsibility of the conference program developer, if you are engaging a consultant especially for this purpose. Otherwise the conference coordinator will be responsible facilitating the development of the conference title. This may occur by putting forward some suggestions for consideration by employees and board members to comment on, or by organising a 'brainstorming' session to develop ideas from the conference theme. How the

final decision around the conference title is made will of course depend on the decision making processes you have established.

The timing of the conference will fit with the operational planning process. However you will need to decide on the date, and more importantly – the days of the conference, ie will it occur on a Monday and Tuesday or on a Thursday and Friday. Give some consideration to other activities you wish to run in conjunction with the conference here, aside from the conference dinner, For example if you intend for international and interstate speakers to meet with politicians, make note of parliamentary sitting days and ensure there are opportunities either before or after the days of the conference.

Booking the conference venues

Once the conference date is finalised you are able to then book the venue for the conference. The main considerations here are disability access, and accessibility to public transport. At this stage you should also book the venue for the conference dinner.

Program Development

There are two main activities in this process

Program planning

Program planning is simply planning what the conference program will look like. This involves making decisions on the format of each day of the conference and the content of the conference program.

Developing the format of the conference entails deciding for each day of the conference, what times the day will commence and conclude, and how many plenary and workshop sessions there will be. It also needs to take into account that there needs to be an opening session involving an official conference welcome and a welcome to country on the first day of the conference.

Considerations when deciding on the conference format from previous conferences:

- Consider program formats which will keep people engaged until the end of the day. For example having a keynote speaker at 3pm rather than immediately after lunch.
- Limit the number of concurrent workshop sessions to 2 per day.
- Allow pauses between sessions and ensure breaks are long enough to allow people to network.
- Ensure a substantial amount of time is allocated for the final session of each day (ie. 1 hour) to pull provide a definite conclusion and pull together the main discussion points, and explore the next steps.
- If planning to have policy development workshops these need to be run for longer than one hour.

Developing the conference program content involves deciding the topics of each plenary session and the workshop sessions. This should flow from the conference theme, and will also involve the identification of a number of subthemes to guide the topics of discussion groups and workshops. The program content will of course continue to evolve to some extent through-out the planning process but you should have a good idea of what will be addressed early in the piece to make the process easier. When planning the workshop topics consider repeating key workshop sessions.

Once an overview of the proposed workshop and plenary sessions is prepared the next step is to identify appropriate speakers for each session. There are two main approaches to use here - issuing a call for papers around the conference and workshop themes, and identifying key speakers on the topics and inviting them directly to present.

Issuing a call for papers has benefits in that it ensures that the presenters are keen to be involved which may bring benefits in that they require less chasing up. If utilising a call for papers this should be issued about 9 months beforehand, allowing 2-3 months for responses to be received. If choosing to target speakers for sessions it is advisable to try to have a couple of options for each session.

Planning the conference program also involves identifying who will open the conference. Previous conferences were opened by current Ministers or the Governor of Queensland.

Developing the conference program

Steps involved include:

- Contacting & confirming Keynote Speakers
- Contacting & confirming Workshop presenters
- Planning the workshop sessions in more detail
- Identifying chairpersons & facilitators
- Organising Welcome to Country

Contacting keynote speakers needs to commence at least 9 months beforehand, aiming to have the main keynotes confirmed 6 months beforehand. When inviting keynote speakers to participate consider first if you want them to submit papers to accompany their presentations. Even if you don't require a full paper, you will need at least an abstract or overview of their presentation to include in the conference program.

Contacting workshop presenters needs to commence between 6-9 months beforehand. Ideally all workshop presenters should be confirmed 2 months before the conference. Once they have confirmed send a letter / email of confirmation.

- Throughout this process you will need to develop a system for tracking the status of contact with speakers and the development of the program. This is particularly important where there are a number of people coordinating the development of the program. A suggested method is an excel spread sheet with the following fields:
 - Session info - eg. the purpose & format
 - Speakers contact details
 - Contact status – a running log of all contact with potential speakers, eg. confirmation & invitation letters sent, phone contact.
 - Actions required - eg. send letter of confirmation
 - Bio / paper / presentation overview / equipment requirements received
- Prior to and during the process of contacting workshop presenters you will also need to give more thought to the detail of the workshop sessions.

Considerations for *planning for workshop* sessions include:

- The format of the sessions ie. presentation only, or presentation followed by participatory discussion.
- Whether you expect presenters to provide a paper, or other resource to accompany their presentation. Again keeping in mind you will at least need an overview of their session to include in a workshop program to give delegates an idea of what their presentation will cover.
- What do you hope to achieve with each session. For example is it about informing people or consulting them in the areas of interest.
- What opportunities will there be for follow-up on the issues after the conference.

Identifying chairpersons & facilitators can commence 2 or 3 months beforehand and aim to confirm with them 1 or 2 months beforehand.

Traditionally most of the plenary session chairpersons and workshop facilitators are drawn from within QCOSS ie. are either employees or board members. However there may be key people you wish to involve around a specific topic area who are not speaking. Previous QCOSS conference attendance policy designates that QCOSS does not cover the costs of attendance for chairpersons and facilitators so it may be better to approach people who are already registered. This is also an opportunity to involve representatives of other peak organisations or key agencies with whom we have partnerships. Confirm their participation with either an email or letter detailing their responsibilities.

Organising Welcome to Country (1-2 months beforehand)

There is some contention in Brisbane as to the territorial boundaries of the two clan groups - the Jagera and the Turrbal. It is thought that the Turrbal mainly lived north of the Brisbane River, and the Jagera were mostly located south of the river however the exact boundaries are in question. This aspect needs handling with reference to the Reconciliation Action Plan.

Sponsorship

Key tasks involve:

- Developing a list of potential sponsors
- Developing a sponsorship kit outlining the different opportunities for sponsorship
- Preparing and sending a letter to potential sponsors along with the sponsorship kit
- Follow-up letter of invitation to sponsor
- Follow-up confirmed sponsors

Starting to seek sponsorship should happen as early as possible in the process, and can commence immediately after the conference theme, date and venue have been confirmed. Most organisations and agencies allocate money for sponsorship when their budgets are committed at the start of each financial year - starting to seek sponsorship early is the best way to tap into this cycle.

Ideally the conference sponsorship drive will happen in the broader context of QCOSS's existing partnerships rather than in isolation. That is, partner organisations may contribute to the QCOSS conference as part of an overall sponsorship package offered by QCOSS. Furthermore it is important to consider the relationships we already have with partner organisations and whether conference sponsorship is the best way to utilise their support.

When considering sponsorship you will also need to take into account what level of support you are prepared to seek from Government. Particularly sponsorship of any subsidy programs you will be running in conjunction with the conference (see *Subsidised Conference Registration* within Section 5: Registration). In previous years the Department of Communities has sponsored the Rural & Remote Conference Subsidy, as well as providing untied sponsorship of the conference. Approach Government departments for sponsorship in the very early stages due to the lengthy approval processes within government

Key considerations in the area of sponsorship include:

- Potential involvement of sponsors in the conference program, ie. participation in workshop sessions.
- Other opportunities for sponsorship rather than a financial contribution, for example an in kind donation of IT such as videoing or recording sessions, or providing teleconferencing.
- Organisations and agencies outside of the community services sector who might be interested in sponsoring the conference.

Promotion

The main methods of promoting the conference are:

- Conference brochures
- Feature & lift out registration form in FQ magazine
- Utilising the e-newsletter to notify QCOSS members
- QCOSS database mailout

Once the conference program starts to come together work can commence on a promotional conference brochure. This document contains an overview of the conference themes and aims, the conference program (outlining where plenary and concurrent workshop sessions will take place) and a registration form. The brochure should contain at least one keynote speaker for each day and can highlight the topics of any proposed workshops.

Developing the conference brochure involves organising for the design and layout and the printing. A consideration here is whether the design or layout is undertaken in house or whether it is outsourced.

Traditionally QCOSS promotes the conference heavily to its membership through both QCOSS publications, and to its broader network through the QCOSS database.

It is also highly recommended that early in the planning (ie. once the conferences themes have been decided) some consideration is given to identifying opportunities for targeted promotion. For example, each employee remembers to target their networks, relevant networks / forums, and advertising in other peaks newsletters.

Registration

General Overview of Registration

Conference registration usually opens about 6 months before the conference with an early bird rate. In previous conferences both a super early bird and early bird rate were offered each for a 6 week period, with the full registration rate applicable from 10 weeks before the conference. Key considerations around registration include:

- Will you offer more than one increment of discounted registration?
- Cut off dates for the discounted registration.

Conference registration is available for the full two days of the conference as well as for single days. In addition to QCOSS offers discounted registration rates for QCOSS members.

Previously QCOSS has offered the following options for sharing of registrations:

- 2 day sharing can be shared by 2 people only, at the cost of the 2 day conference rate. *(one conference satchel / conference tag is given out and must be returned back to the registration desk for the other delegate to be collected for their attendance – must ensure that the satchel / conference tag is returned at the end of the day for the next day attendees)*
- Split day sharing can be shared by 2 people on the one day at the cost of the day rate. *(one conference satchel / conference tag is given out and must be returned back to the registration desk for the other delegate to be collected for their attendance)*

With regards to the attendance of employees, speakers, and other participants, QCOSS has used the following guidelines in previous years:

- Keynote Speaker and Primary Speakers of a workshop – do not pay on the day they present but if attending the other conference day then they must pay the registration rate.
- Chairpersons / facilitators and other participants in workshop sessions or other aspects of the conference (ie. poster displays) need to register and pay for attendance.
- QCOSS Board members – need to register and pay for attendance.
- QCOSS Employees – need to register and do not need to pay for attendance.

In previous years we have also allowed media persons to attend the conference free of charge, and have offered a special rate for MPs to attend for half a day (\$100).
Subsidised Conference Registration

Each Conference QCOSS endeavours to offer a range of subsidised places at the conference. In previous conferences the following options were available:

- Conference subsidy for rural and remote attendees
- Conference subsidy for people with a disability.
- Conference subsidy for unwaged delegates.

QCOSS has also previously offered a subsidised rate of attendance for full-time students in receipt of Austudy or Abstudy. This rate is generally calculated as the cost of catering.

Subsidy for rural and remote attendees

The Department of Communities has previously funded this subsidy. Need to check the current arrangements for this subsidy.

Subsidy for people with a disability

In previous conferences funding for this program was provided by QCOSS. In future conferences QCOSS may wish to approach DSQ to fund this program.

Considerations regarding this program:

- Eligibility - How is disability defined? Is limited to physical disability or on the basis of a disability pension, in which case it will include people with a mental illness.
- Allowances for carers accompanying the delegate. In previous years carers have been required to contribute the cost of catering for their attendance.
- Extension of the subsidy to include registration to the conference dinner
- Targeted promotion of the subsidy through disability peak bodies to encourage greater take up rate (only 2 subsidies were accessed in 2007)

Funded Conference Attendance for unwaged persons

In previous conferences QCOSS offered a number of funded places for unwaged persons. The places were offered to provide a developmental opportunity for unwaged persons who were either:

- Individual QCOSS members in receipt of a benefit or pension.
- Service users or volunteers of a QCOSS member organisation who participate in service development.

Considerations regarding this program:

- Inclusion of attendance at the conference dinner as part of the package.
- Limiting the number of awarded places to one per organisation. In 2007 a number of organisations submitted two applications. However it may be better to only allow one applicant per organisation to allow more organisations to benefit.

Final Preparation

After the program is finalised (ideally 2 months before the conference) there are a number of tasks:

- Production of a hard copy program
- Organising the conference satchels
- Briefing conference speakers
- Obtain equipment requirements from speakers
- Coordinate IT with the venue

- Briefing conference facilitators
- Allocating employees roles

Production of a hard copy conference program (1-2months beforehand)

The hard copy program is developed from the promotional glossy promotional conference 'brochure' which was produced earlier in the piece (see section on promotion). The deadline for having the information ready for the final conference program will depend on:

- Whether the design and layout is developed in house or outsourced. If it is outsourced the deadline is earlier than if it is developed in house.
- Whether you want to have hard copies of the full conference program available before the day of the conference to promote the conference.

In developing the hard copy program you will also need to consider how much information you wish to include, ie. do you want detailed information on the workshop sessions? In previous conferences the glossy conference program contained a broad overview of each day and a list of the concurrent workshop sessions. This was complemented by a 'workshop program' which provided an overview of each workshop session and a short bio of the presenter.

To enable the production of the final conference program you will need:

- Keynote speaker's photos and bios and an abstract from their paper or overview of their presentation.
- Workshop speakers - a short biography and an overview of their presentation.
- Develop engaging titles for each session.
- Allocate workshop sessions to rooms within the venue.

Briefing speakers (1 month beforehand)

Make phone contact with all workshop presenters to ensure they are clear on our aims for the session and aware of their responsibilities. Speakers and facilitators involved in policy development sessions need a clear briefing to ensure the sessions are productive.

At this time also clarify what their equipment requirements are and what materials they will have to accompany the session (ie. paper, handouts), and notify them who will chair their session if they have not been previously advised.

If possible arrange a teleconference for keynotes and the chair.

Briefing Facilitators (2 weeks beforehand)

Remind the facilitators of their responsibilities and forward their facilitation packs containing a runsheet for the session, guidelines for facilitating the sessions, and bios of the speakers. Provide A hard copy of the pack on the day from the registration desk. Encourage facilitators to make contact with the speakers in their session.

Allocating employees roles (2 weeks beforehand)

Brief employees as to their role at least one week before the conference.

In addition to assisting with set-up, registration, and employees running the QCOSS stall, employees role include:

- Conference MC. The conference MC is an essential role to ensure there is continuity between both days of the conference and all sessions within the conference. The role of the MC is to introduce each plenary session, make links between previous and upcoming sessions, make any announcements at the end the session and manage the IT for the plenary sessions.

- Assisting people with special needs. Employees who assist people with special needs need to be aware of what the needs of the people they will be assisting are prior to the day of the conference.
- Scribes for key workshop sessions. Provide scribes with a standardised recording sheet to take notes on. Provide information on the follow-up process after the workshop. ie do they type up the notes themselves, or return the recording sheet to the registration desk.
- Photographer. Make sure someone is available to take photos during the opening session, plenary sessions, breaks and key workshop sessions.

Conference Dinner

Consider the purpose and feel of the conference dinner. For example Are there speakers with linkages to the conference program content, or is it an informal evening of fun, providing opportunities for networking.

Prizes are generally offered as part of the evening so organise these in advance.

Other considerations around the conference dinner include the policy for attending the dinner. In previous years QCOSS employees attended free of charge with a discounted rate offered for partners of employees members. Also international and interstate conference speakers were offered attendance free of charge.

3. Policy Process

A primary outcome area in the QCOSS Strategic Plan is social policy development and advocacy on issues affecting disadvantaged Queenslanders. QCOSS is a member based organisation and as such engages members in the policy development process. We strengthen consultation with research focussed on evidence of the issues and solutions. The Board ratifies QCOSS policy positions on a range of themes and these positions are advocated through a range of different activities.

Principles and Elements

The QCOSS social policy process is underpinned by the following principles:

- **Participation** - members and other stakeholders in discussing and refining policy positions.
- **Rigorous** and well researched – with **evidence** to support issues raised and solutions proposed. Final policy positions are subject to considerable debate with relevant stakeholders and finally within the Board.
- **Advocated respectfully** through engagement with decision makers, the media, broader community and business.
- **Well-written** and concise - publications are geared for optimal communication with multiple audiences including politicians, policy advisors, senior bureaucrats, the media, members and the broader community.
- **Relevant and strategic**
- **Constantly improving** – policy positions are regularly scrutinised and improved as a result of consultation, research and other strategic considerations.

The QCOSS social policy process includes the following elements:

- Consultation with stakeholders
- Research
- Discussion and decision making
- Advocacy
- Publications

Consultation with stakeholders

Consultation is designed to provide multiple entry points for members and stakeholders to participate to various degrees.

QCOSS Forums

One avenue of consultation is the QCOSS forums which are held across the state in response to issues raised by stakeholders. These issues may reflect issues of concern across both the Policy Advocacy and Sector Development outcome areas of the QCOSS Strategic Plan. Other Options for consultation Include:

- Members and stakeholders can make submissions to QCOSS in writing or in person to relevant employees.
- Submissions received by the end of August are considered as part of the State Budget Process.
- The submission process is opened in February and promoted in e-news.
- QCOSS holds many other events where engagement with members and stakeholders takes place. It is recognized that matters of social policy will be raised across many QCOSS forums and events and all QCOSS employees are invited to inform the policy team of ideas, issues and possible solutions that should be considered in policy submissions and advocacy processes.

- Working groups provide another engagement and consultation mechanism. Numerous working groups exist at any one time on a variety of issues. The Futures Forum may also represent opportunities to discuss matters of social policy from time to time.
- E-News, FQ and the website regularly post opportunities for engagement and consultation. Members and stakeholders often respond via email/phone call and if these responses are relevant to social policy questions at QCOSS they are forwarded to the policy team.

Research

QCOSS may engage with universities and other partners in undertaking research. Partners may include churches, unions, private sector bodies, members and philanthropists.

When partnering with other organisations QCOSS will seek to have clear agreement about who is the lead agency, an MOU, if that is agreed by both parties, to cover issues such as decision making processes, media processes, copyright and permission to use of the QCOSS logo. A project brief will clarify the scope and responsibilities of all parties. QCOSS enters into formal contracts with consultants.

QCOSS also undertakes library research to identify leading articles relating to topics that are to be researched. The Librarian role at QCOSS will involve providing search services to QCOSS employees to assist with the preparation of literature reviews and submissions.

Discussion and Decision Making

Wherever possible, partnering agencies and other peak bodies will be asked to comment on draft materials. The Board will discuss and decide final policy positions. These will be formally ratified at Board meetings particularly in the case of substantive documents such as the Budget Submission.

Members and other stakeholders can seek feedback about these decisions as part of a broader feedback procedure within QCOSS. Where QCOSS takes a position that is debated by another key stakeholder(s) we will take steps to communicate our rationale and the evidence base for our position as widely as possible (through e-news for example).

Advocacy

The Director and Board play a central role in directing advocacy involving members of parliament and directors' general. All delegations to MPs and DGs are attended by a board member.

QCOSS advocates jointly with others in the sector to develop resources and posts them on the QCOSS website. The QCOSS website has a Take Action Page which provides members and stakeholders with current information about QCOSS policy submissions and events.

Publications

Social policy processes will result in a variety of publications as a foundation for advocacy. Publications will include:

- Policy submissions – these are defined as documents that respond to Government or other requests for QCOSS input and positions on a particular issue, process, policy or law. These are catalogued on the website under the publications tab – submissions.
- QCOSS also produces a major submission to the State Budget process.

4. E-News

E-News is a weekly e-bulletin to all current QCOSS members providing concise information about news and events from QCOSS and from the broader working environment of community organisations in Queensland. E-News is at the forefront of how QCOSS engages with members and aims to provide the sector with current information on a range of trends, issues, resources and opportunities.

General Guidelines

- As a valued member benefit E-News is provided on a regular schedule. It is sent weekly except for the week before Christmas until mid January (48 editions per year). Information is intended to put members in touch with recent opportunities to link with events, information and trends that relate to service provision and policy development within the community sector.
- E-News is a member benefit and as such is not distributed further than current members by QCOSS. We upload each E-News edition to the QCOSS website 1 month after initial release. We acknowledge that E-News is often forwarded by other parties.
- Each section of E-News may include 6 to 14 articles.
- A clear table of contents outlines all articles at quick glance.
- E-News is well **structured** to reflect a simple logic grouping articles under headings that are used consistently. The formatting is simple with a focus on content rather than appearance. E-News text is entirely within an email and includes no attachments, however hyperlinks are encouraged.
- Paid advertising is available by booking with the Administration Supervisor (donettef@qcross.org.au). Paid advertising for an advertisement at the top of E-News in colour (100 words max) is \$254 (inc.GST). Please note, QCOSS will not include logos other than the QCOSS logo in the E-News publication.
- E-News complies with the requirements of the QMS and improvements are made in accordance with the Control of non conforming product, preventative and corrective action policy. Each article is no more than 2 paragraphs (100-200 words) with web-links to more information if needed. Web links and contact details will be provided to ensure that a member can find more information if available.
- E-News articles avoid reporting directly from one side of politics. Ministerial press releases are reported in terms of providing the sector with any relevant information about new funding, programs or policies.
- Articles drafted by individual team members (including the 'Tips' for the week) are to be forwarded to the 'QCOSS E-News' email address by Thursday each week.
- Occasionally, QCOSS will include an additional section in the E-News structure to provide information about events, issues or policies that are impacting on the sector. For example, QCOSS recently included a special section entitled 'Disaster Recovery and Assistance' in E-News to provide information to stakeholders about available supports and assistance after the Queensland Floods.

Structure

E-News is structured to include the following headings:

1. The week in review

Written by the Director unless otherwise delegated.

May include:

- Something topical
- News for sector in terms of government programs, policies, funding, trends etc.
- Policy/justice issue in the media
- The things want to draw to the attention of members and promote such as ACOSS campaigns.

2. QCOSS news

After that, articles will relate to any aspect of QCOSS work and may include a selection of the following:

- IPSU
- Update on ongoing sector development projects
- Multicultural policy news
- New QCOSS social policy positions
- New QCOSS resource on website
- QCOSS events/opportunities
- Membership – invitation, benefits
- Reports on events (seminars, conferences, budget breakfast)
- Reports on submissions we have written (either policy or sector development)
- Highlight any general additions to the website
- QCOSS media releases and ACOSS media release
- QCOSS vacancies.

These articles often contain links to QCOSS website which enhances member access to other information contained on the website.

3. Tips for Your Organisation

The first three articles will generally be:

- IT tip of the week (from the Admin Team)
- Sector development tip of the week (from the Sector Development Team)
- Community Door tip of the week (from the Sector Development Team)

4. General news

This section may include a selection of the following:

- ACOSS campaigns, publications
- Opportunities to have input to government/other policy processes
- Opportunities to link the sector with consultation/participation opportunities (inc. government, business, community sector, unions etc)
- Government policies, programs, funding etc
- Queensland statistics, trends and issues and other data that the sector might find useful
- Reporting on relevant press releases to the sector
- Innovation in the sector (worldwide)
- Resources for the sector (web and otherwise, worldwide)
- Report on any breaking research that is relevant to the sector

5. Events

- General events relevant to members or supplied by members
- Events from the website – list with hyperlinks back to the website
- Events that are for profit can be listed at a cost.

6. Australian Policy Update

- Information provided by the Australian Policy Online is included here.
- Articles that might relate to 'social justice' issues are often listed in this section as a title with a hyperlink.

7. Positions Vacant on the QCOSS Website

- Positions vacant on the website are listed as an additional benefit to members and for 'for profit' organisations who have paid to have positions listed.

5. Advertising, Sponsorship and Endorsement

QCOSS receives many requests for endorsement of products and services provided by not for profit and for profit vendors in Queensland. QCOSS does not generally endorse service providers or consultants. QCOSS does allow advertising in its publications and other media, sponsorship of its events and will maintain a consultant and service provider register for the information of the public.

QCOSS will not endorse a service provider or consultant without the express permission of the Executive or the Board. These requests will only be supported where there is a clear benefit to QCOSS in making the endorsement, the endorsement assists QCOSS achieve its strategic objectives and the endorsement presents no significant conflict of interest.

Advertising

QCOSS may permit service providers to advertise in QCOSS electronic or hard copy publications subject to the approval of the Director, compliance with any terms set and published from time to time and payment of the relevant fee, where applicable. Advertising does not constitute endorsement.

Sponsorship

QCOSS may seek or permit sponsorship for QCOSS events subject to the approval of the Director, compliance with any specific terms set by the Director and payment of the relevant fee, where applicable. Sponsorship does not constitute endorsement.

Register of Service Providers

QCOSS will maintain a register of Service Providers and Consultants that provide services direct to community sector organisations, which will be published on the QCOSS website. Permission to advertise on the register is subject to the approval of the Director and compliance by the service provider or consultant with the conditions outlined in the procedures below. Permission to advertise on the register does not constitute endorsement, and may be withdrawn at any time. Where recommendations for consultants or service providers are sought from QCOSS employees they will be referred to the register.

QCOSS will not permit advertising, sponsorship or registration on the Consultant/Service Provider register where it would bring QCOSS into disrepute, where a significant conflict of interest arises or where it is otherwise considered to be inappropriate to do so.

Where the Director refuses permission for a vendor to advertise in QCOSS online or hardcopy publications, sponsor an event or advertise on the register, and the service provider or consultant disagrees with that decision, they may make a complaint in accordance with the QCOSS complaint handling procedures.

The following procedures will apply

- *Endorsement:* Service Providers and Consultants seeking endorsement can apply in writing to the Director, who will refer the request to the Executive or the Board for determination.
- *Advertising:* Service Providers and Consultants can advertise their services, events and vacant employees or board positions via FQ magazine, E-News, the QCOSS website or some other means. The rates will be set and adjusted from time to time and published on the QCOSS website. QCOSS members will be permitted to advertise at discounted rates or free of charge. Service providers wishing to advertise should contact QCOSS reception or check the QCOSS website for more details.
- *Sponsorship:* QCOSS may from time to time seek and obtain sponsorship for QCOSS events. All sponsorship arrangements are subject to the approval of the

Director. Sponsorship terms, conditions and fees will be agreed prior to the event and formalised in writing.

- *Service Provider/Consultant Register.* The QCOSS Service Provider/Consultant website will be published on the QCOSS website. Registration shall be subject to the following conditions:
 - Sole trader consultants wishing to register must be individual members of QCOSS. Companies, partnerships or incorporated associations wishing to register must be organisational or associate members of QCOSS as appropriate. Registration shall only be permitted where the service provider or consultant provides services directly to community sector organisations.
 - Registration shall be free of charge. Registration will not be permitted where it may bring QCOSS in to disrepute. All registrants must hold an ABN, provide it to QCOSS and agree to display it in the register. Registrants must agree to publication of their trading name, the name of the principal or CEO, email details, postal address, fax details, phone details, a short summary of the service they provide, and their ABN. Registrants may also display their website in the register, where applicable. Registrants must immediately notify QCOSS of any investigations by taxation, securities, fair trading or other government regulators. Registration may be suspended pending the outcome of those investigations.
 - This policy does not apply to the management of the Community Door Website, which is governed by a separate set of policies.

6. Complaints Handling policy

QCOSS recognises that from time to time members and stakeholders may wish to complain to QCOSS over a range of issues including a perceived lack of response to member and stakeholder needs. QCOSS recognises that collecting and analyzing information around complaints is one way for the organisation to improve its services. This in turn will enhance the level of satisfaction which members and stakeholders have in the performance of QCOSS as an organisation.

The Complaints handling policy aims to provide a simple and transparent process for members and stakeholders and will include the steps which the organisation will take to collect, analyse and report on this information.

This policy will be posted on the website, disseminated in QCOSS publication media as appropriate.

Definitions

- A complaint is any expression of dissatisfaction or concern made to QCOSS by, or on behalf of, an individual, group or member of the public, related to the QCOSS's services, policies or processes. A complaint may be about the organisation, an employee or the Director.
- QCOSS has a commitment to efficient and fair resolution of complaints. All employees will be properly instructed in complaints handling policy and procedures. All employees may receive a complaint.

Principles

Complaints will be handled according to the following principles of fairness:

- The right of the complainant to be heard.
- To have access to QCOSS policies and procedures and relevant material.
- To be informed of the reasons for decisions, and avenues for further review.
- Complaints may be delivered and will be received either verbally or in writing, informally or formally.
- A complainant has a right to be consulted during the resolution process and to participate in deliberations as appropriate.
- QCOSS recognises, protects and promote the rights of employees to lodge a complaint. Industrial complaints, which related to an entitlement under an industrial instrument, may be better dealt with using the Grievance Procedure in the QCOSS/QSU Certified Agreement 2009.
- QCOSS will collect sufficient information about the complaint to enable it to properly investigate and respond to the complaint.

Procedures

In relation to all complaints the person receiving the complaint will advise the complainant of this policy and procedures and the timelines around response.

The nature of the complaint will determine how it is addressed:

- A simple complaint is about some matter that is immediately correctable and will usually be the result of error rather than from a systemic problem. The procedure for making and handling a complex complaint is described below.
- A complex complaint may require consultation and review of systems and consultation with the Board. The procedure for making and handling a complex complaint is described below. A complex complaint will include:

- A complaint about an employee is about the behaviour of an employee in the course of their duties as a representative of QCOSS. The procedure for making and handling a complaint about an employee is described below.
A complaint about QCOSS as an organisation may include a failure to address what the complainant sees as a pressing issue. The procedure for making and handling a complaint about the QCOSS as an organisation is described below.

How to make a complaint

Direct complaints

Many simple complaints can be resolved informally and efficiently, and these types of complaints should be addressed through personal contact verbally with a staff member in the first instance. Should this be considered inappropriate by the complainant then complaints may also be made directly to the Director or a member of the Board. The complaint or request will then be recorded in the complaints register.

Formal written and email complaints

- A formal written complaint differs from the above because the complainant may expect to receive written acknowledgement and a written response to their complaint. A written complaint may be lodged with the Director via mail, email, or fax.
- It should provide specific details about the nature of the complaint, contact details of the complainant being: address, phone number and where available, email address.
- And identify any aspects of the complaint that need to be treated as confidential.
- If confidentiality is requested with regard to the matter as a whole, mailed complaints must be marked clearly on the envelope with the word 'CONFIDENTIAL'. Emailed complaints should include the words 'CONFIDENTIAL COMPLAINT' in the subject box and should be directed to the current email address of the Director.
- A complaint about an employee should be directed in the first instance to the responsible Manager and the matter will be handled according to the procedure below. Or if a complaint about the Director it will in the first instance be referred to the President and the matter will be handled according to the procedure below.
- A complaint about QCOSS as an organisation (eg. a failure to address what the complainant sees as a pressing issue) will be referred in the first instance to the Director for appropriate consideration by the Executive/Board. The Executive/ Board will take appropriate action and communicate with the complainant until the issue is resolved, or until such time as all appropriate action has been taken. The procedure for making and handling a complaint about the QCOSS as an organisation is described below.
- All formal written complaints will be acknowledged by mail, telephone or email within one week of receipt. All formal written complaints will be referred to the Director who will then delegate a Manager to conduct an investigation, or will decide if the matter requires escalation to the Board for resolution.
- The Manager will collect necessary information, undertake analysis of the complaint and submit it and refer it to the Director with recommendations for resolution. Relevant documents to assist with the analysis may include policies and procedures, guidelines and legislation. The complainant will be provided with a written response.

Simple complaint

- If the complaint is about a matter which is immediately correctable without reference to others then the staff person will take the necessary action. It will be corrected and the complainant or person seeking clarification informed. Corrective action will take place in accordance with the Quality Manual.
- The staff person will then record the action in the QMS Quality Improvement Form

Complex complaint

- If a complaint is complex it should be referred by the person taking the complaint to the appropriate manager who will record the details in the QMS Quality Improvement Form
- The procedure to be followed is outlined in the Quality Manual for control of non-conforming product

A complaint about an employee

A complaint about an employee may be made to the Manager of that staff person or to the Director. The Manager will collect necessary information, undertake analysis of the complaint and submit it to the Director with recommendations for resolution. If the complaint is related to performance it will be taken into account in the Performance Development and Review process. These complaints will not be recorded in the complaints register. The complainant will be informed of the results of the resolution of that complaint. Response to the complainant may be either verbal or in written form, and will depend on the seriousness of the complaint, the ease with which it is rectified and the desires of the complainant.

A complaint about the Director

A complaint about the Director will be referred to the President who will decide on an appropriate course of action. Such complaints may be discussed and recorded by the Executive. These complaints will not be recorded in the complaints register. The complainant will be informed of the results of the resolution of that complaint. Response to the complainant may be either verbal or in written form, and will depend on the seriousness of the complaint, the ease with which it is rectified and the desires of the complainant.

Complaints may be made by telephone or in person

If the complaint or request for clarification comes by telephone or in person the staff member will keep a record and discuss it with their manager in order to identify if there are systemic or other problems which need to be considered by management and the Board. The Manager or Director will contact the person making the complaint in accordance with the policy mentioned above.

Avenues of appeal

If the issue is still not satisfactorily resolved, the complainant should raise the issue with a member of the Executive of QCOSS who will in the first instance refer the matter to the Executive and if necessary to the Board.

Collection, monitoring and reporting of Information

Information will be collected in accordance with the policy mentioned above and recorded as per the policy

7. Media Policy

QCOSS uses media professionals and media outlets as a key part of its proactive strategy to shape policy, advocate to politicians, inform the community, influence public opinion and respond to key social issues and advertise events.

QCOSS strives to present a credible, authoritative and coordinated image to media and the general community. This is critical not only for the image of QCOSS but also to ensure policy priorities are articulated clearly, accurately and with maximum effect.

QCOSS fosters positive working relationships with all media. It recognises the important role media outlets can play in highlighting policy priorities within the QCOSS strategic plan.

QCOSS media activities will be underpinned by the following key principles:

- **Evidence based** – Media releases and statements draw on strong evidence based research, documents and policy submissions. QCOSS media activities avoid speculation and unsubstantiated opinion
- **Accurate** – QCOSS relies on published research and other sources of evidence. We ensure all statistics and quotes are accurate and can be verified.
- **Clear** – media statements are concise and use simple language without jargon. We constantly work to refine the clarity of our core message.
- **Strategic** - Media opportunities are evaluated in relation to strategic opportunities and how they progress core policy platforms.
- **Integrity** – Media opportunities are carefully evaluated to avoid risk of harm to people - particularly people who are disadvantaged. We actively avoid programs and publications with a reputation for sensationalism and stereotyping. QCOSS media activities enhance our reputation for responsible comment respectful of all stakeholders including people who are disadvantaged.
- **Proactive** – QCOSS will also work at setting our own agenda through media coverage. While we will respond to media opportunities we also create our own. We view media as an opportunity for communication as well as influence.
- **Challenging** – QCOSS will challenge policy, decision makers and public opinion on matters affecting disadvantaged Queenslanders and the community sector.

This policy should be read in conjunction with the Memorandum of Understanding between QCOSS and ACOSS.

Use of the Standard Format

The standard format of media releases is one A4 page. This can be greater from time to time but mostly will be one page.

Media and Communications officers have developed templates to ensure that media releases are developed using this standard format. Formats are available for:

- A media release template
- A media advisory template
- A community service announcement template

Authorised Media Spokespeople for QCOSS

- The President and the Director are the two nominated spokespeople for QCOSS.
- The nominated spokespeople may delegate authority to appropriate persons to give comment.
- Other members of the organisation do not represent themselves as spokespeople unless authorised.

- It is recommended that all spokespeople and policy team members undergo professional media training.
- Regional board members may be called upon to support a QCOSS comment with a local angle. They will do this as a spokesperson in their own private capacity or the organisation they work for and not as a QCOSS spokesperson.
- The Media & Communications Officers or Senior Manager Communications & Membership will ensure the spokesperson has a hard copy of the release and other documentation.
- Occasionally QCOSS will issue a joint or collaborative media release with another organisation or stakeholder. Other organisations can only issue a release with a QCOSS logo or with QCOSS being mentioned if it is signed off and approved by the Senior Manager Communications & Membership and Director.

Media Initiated Contacts

- Media professionals often contact QCOSS for media comment. They sometimes contact the President or Director directly. Or they will contact a member of the Communications & Membership Team with their request.
- The President or Director themselves will often determine if it is in the best interests of QCOSS to make public comment. The Communications & Membership team member who is contacted will also often determine, in consultation with the Director or President, if it is in the best interest of QCOSS to comment. They also decide if the organisation is to comment what the response should be.
- The Senior Manager of the Communications & Membership team is notified of all media contacts. This can happen after the event.
- In certain cases the media seek instant responses from QCOSS. If all nominated spokespeople are unavailable employees operate within QCOSS priorities and timetable so as not to succumb to outside pressures.
- In most cases media comments on national policy are directed to ACOSS for their comment to ensure consistency with the national message. QCOSS will provide and seek advice from ACOSS about media opportunities on federal issues.

Procedures when writing Media Releases

- Always use the QCOSS templates.
- Write, proof and edit the release. The Media Communications Officers primarily drafts media releases. The Senior Manager Communications and Membership provides backup for drafting documents and can delegate to other members of the policy team if needed.
- The 1st proof goes to the Senior Manager Communications and Membership
- The 2nd proof goes to the Director
- The 3rd proof goes to the President
- One of these proofing processes can be missed if the relevant person is on leave or unavailable for other reasons. Either the Director or President must be involved in this process unless this has been delegated.

Distribution

- To designated media outlets through Media Monitors. Contact details for media monitors are: 07 3259 2101, 1300 787 007, media@mediamonitors.com.au
- To relevant ministers, parliamentary secretaries, Directors General of other areas of government.
- Posted onto the QCOSS website.
- To the QCOSS Board via a general group email.
- To QCOSS Employees via a general group email.

- To others involved in the process such as peak organisations or partners working with QCOSS on the project or issue.
- A brief email news article written and forwarded to the E-News author.
- General email distribution list <Q:\Policy and Advocacy\Advocacy\Media\Contacts\Media distribution email list.doc>

Media Kits

Key media events and campaigns will be supported with a hard copy media kit. This is distributed to media outlets before an event and also at the event. The kit should contain:

- Relevant media releases and media advisories
- Background papers, information and reports
- A copy of relevant one-page fact sheets
- A copy of the most recent *FQ* magazine
- QCOSS membership information, strategic plan or other promotional material

Media events media conferences and door stops

From time to time key media campaigns will be supported by holding a media event, media conference or door stop media opportunity. To gain media interest it is best to hold the event sometime between 10am and 1pm. The event should be short and to the point. A media advisory should be sent out several days before the event and also on the day. The Media & Communications Officers should also ring all key media outlets a few hours before the event to ensure the media advisory has been received and to encourage attendance

Follow Up Media Monitoring and Reporting

- Contact targeted media people to ensure they have received the release and are aware of the issues. Offer any help they may need
- QCOSS monitors media in four ways
 - Monitoring of electronic radio and television media is part of a national deal arranged by ACOSS with Media Monitors. Reports are sent as they occur to the Media Officer, Policy and Communications Manager and Director. Periodically the Media Officer generates a report through using <http://www.mediaportal.com.au/app/Newsfeeds.aspx>
 - Monitoring of print articles is part of a national deal arranged by ACOSS with AAP. Reports are found by going to <http://aap.newscentre.com.au/acoss> and searching by day. Periodically the Media Officer compiles all relevant items and generates a report.
 - The Media Officer subscribes the free Google news alert service on <http://www.google.com/alerts?hl=en&t=1> Alerts are sent as they occur. The Media & Communications Officers save relevant items. Periodically the Media & Communications Officers compile all relevant items and generates a report. The media report should function to provide the board with a reliable picture of media coverage of QCOSS comments, issues and events. The media report should highlight key examples of coverage and also highlight and raise for discussion issues relating to QCOSS media processes such as:
 - Increased coverage through commercial channels
 - Issues relating to misrepresentation or inaccuracy
 - Future opportunities and trends for consideration and the implications for QCOSS media policies and procedures.
 - The Media & Communications Officers also make a note of any coverage they see, hear or read as well as items they are told about by others if time permits in relation to other priorities for this position.
- There are two key media report summaries prepared by the media communications officers. The media report is not intended to document absolutely every example of coverage but rather to document the highlights, to produce a minimum picture of

media coverage over each 12 month period and to track issues and decisions for consideration by the Board.

- The Board – before each board meeting the Senior Manager, Communications and Membership compiles a report of highlights, trends and issues since the last Board meeting. This is compiled into one document in chronological order with most recent first. Depending on other priorities this report may include only sources of media easily accessible and already compiled through media monitors. The Media & Communications Officers also write a brief summary at the beginning of the report that gives details of major achievements, milestones, spread of coverage or other relevant information. This report is also sent to all employees. This report is not intended to chronicle all media coverage but to provide the Board with highlights, trends and issues. A copy of known media coverage is kept on file.
- Annual General Meeting: The Annual Report includes a brief report outlining the known number of media hits and a summary of trends, issues and highlights. This report will be 2-3 paragraphs.
- From time to time reports about specific events or campaigns are also compiled. These are distributed to relevant stakeholders and participants who are part of the event or campaign.

8. Project Management Framework

QCOSS is currently in the process of developing a Project Management Framework that will meet our needs for all our project work regardless of size or complexity. As it is developed the Project Management Framework will link with the newly established Customer Relationship Management System

EXAMPLES/TEMPLATES/TOOLS

In the interim relevant tools, templates and examples can be found in the Administration Manual

9. Community Door Policies

QCROSS manages the Community Door website. This website provides resources and an opportunity for sector organisations to participate in discussion forums. The website also is a repository for documents and materials. Government agencies may also use the facilities available on Community Door.

Community Door Policies are approved by Community Door Reference Group. This group consists of representatives from QCROSS, QUT, Peak organisations and sector organisations from across Queensland.

The policies at the links below are the basis for the management of the Community Door Website. These policies are created and approved by the Community Door Reference Group and promulgated on the Community Door Website. After review of these policies any changes are notified immediately by the Chair of that group to the Deputy Director in order that they are included in this manual.

The policies include:

- Community Door conditions of use for people uploading content. www.communitydoor.org.au/legal
- Community Door privacy policy www.communitydoor.org.au/privacy
- Community Door disclaimer www.communitydoor.org.au/disclaimer
- Community Door copyright policy www.communitydoor.org.au/copyright -

10. Annual Report

QCOSS reports annually to its members and other stakeholders on its activities, financial performance and financial position. The report provides an opportunity to showcase our achievements and draw the attention of our members and stakeholders to our important work.

Annual Report Content

The annual report will include (at a minimum) –

- President's report
- Director's report
- Clear statements of aim, vision, objectives
- List of achievements – and challenges
- List of activities/programs
- Statement on governance (management frameworks / compliance / risk / quality)
- Case studies that demonstrate practical results
- "Statement of intent" (ie . portraying a forward-thinking organisation with an eye to future success)
- List and acknowledgement of grants, donors and sponsors/supporters and helpers/board and committee members.
- Dealings with media (shows activities are newsworthy and therefore effective marketing)
- Detail on locations of activities (offices, visits, maps)
- Ideas on how readers can help (ie. petitions, volunteering, donations, events, partnering)
- **Financial Statements** including Treasurer's and Auditor's reports

The inclusion of numbers, graphs and photos (appropriately and relevantly) is important, as are clear contact details (physical address and PO Box, phone number, fax number, website and e-mail address).

Approval

The Board will approve the financial statements and text of the Annual Report prior to layout and publication. The Director will approve the final laid out version of the report prior to printing.

Quality Benchmarking

The Australasian Reporting Awards provides best practice guidance on the development and contents of annual reports. The minimum information required for inclusion in the Annual Report is outlined in this policy, and where appropriate, more information may be included in line with that best practice guidance.

Promulgation and Archiving

An electronic or hard copy of the Annual Report will be:

- published on the QCOSS website for at least 12 months
- provided to all members and AGM attendees
- provided to relevant funding, regulatory and archival authorities in accordance with service agreements and legislation
- kept indefinitely in the QCOSS archive

11. Member Benefits

The role of QCOSS members in participating in campaigns aimed at addressing social and income inequality and unjust wealth distribution is crucial. QCOSS is committed to increasing the spread of our services across the State, whether it is through convening policy forums or undertaking sector development activities.

Membership fees

Membership fees make up a critical proportion of the QCOSS annual budget, and are set annually by the Board.

Member Services

While much of our work is publically available, by joining QCOSS, members can:

- Participate in campaigns and other work
- Stay informed through newsletters and updates
- Receive the FQ magazine quarterly
- Gain access to QCOSS research, advice and support
- Develop skills and knowledge using member discounts to attend QCOSS events and conferences
- Promote jobs and events free on our website (also included in our weekly e News bulletin)
- Network to share ideas and support each other through forums and events across the state
- Obtain a 15% discount off Management support Online (MSO) accessible through the Community Door Website (a joint QCOSS QUT project) www.communitydoor.org.au

Use of QCOSS meeting facilities – Townsville and Brisbane

QCOSS Members are able to use the meeting rooms free of charge, but non-members are charged at \$60 half day and \$80 full day. Meeting room bookings are only allowed during normal business hours eg 8.30am – 5pm Monday through Friday. Staff members must be present on premises.

External people using the meeting room must supply their own milk, tea and coffee, biscuits or other catering requirements. Once the meeting has concluded they must clean and tidy the room – with chairs straightened, and all cups/plates etc to be washed and put away.

12. Member and Stakeholder Survey

Background

A key measure of QCOSS' performance is member and stakeholder satisfaction. While there are many tests of member and stakeholder satisfaction which should be evaluated throughout the year, QCOSS will survey its members and stakeholders annually on the matter.

Method

The survey will be:

- Conducted during August and September
- Delivered online via an electronic survey tool
- Delivered by a university or other independent partner
- Provided on paper for attendees at QCOSS Conferences to complete

Currently, the Queensland University of Technology delivers the survey as a by-product of our relationship with the Australian Centre for Philanthropy and Non-Profit studies.

Questions

The questions will be developed by QCOSS staff and approved by the Board. While some questions will change from year to year to take account of recent and time-limited activities and projects, consistency should be maintained to enable progress over time to be tracked.

.Analysis

While budget and consultant availability will sometimes prevent it, it is preferred that a detailed analysis of the survey results is conducted by an external provider. The report will be provided to the Board and the Department of Communities and published on the QCOSS website.

The Management team should analyse the results of the survey and the report to inform service and advocacy modifications and in setting priorities as part of the operational planning process.