



Living our  
Purpose &  
Values

.....  
C&K Code of  
Conduct



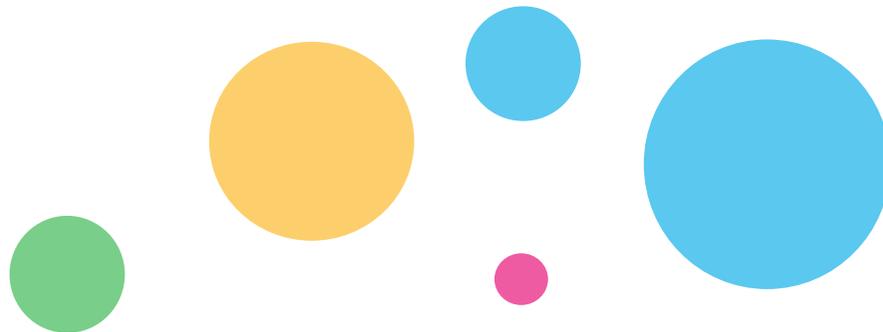
C&K acknowledges the Traditional Custodian of the lands on which our offices and centres across Queensland are located, and their continuing connection to land, sea and community. C&K also pays respects to all Elders- past, present and future.

# INTRODUCTION

C&K is a recognised leader in early childhood education and care supported by the contribution our people make in the lives of children each day. While we all have different roles at C&K, we each bring skills, knowledge and experience that directly or indirectly support children to realise their potential.

As we go about our jobs each day, it's important for us to have a frame of reference for the decisions that we make and the behaviours that we display. The C&K Code of Conduct ('the Code') has been developed to help enhance C&K's reputation for excellence in early childhood and care, and to ensure that acceptable legal, moral and ethical standards are met through our behaviours and choices.

Knowing, understanding, and living the C&K Code of Conduct is a fundamental part of how we work as professionals in the early childhood sector. When the Code refers to "we" "our" or "us", it is referring to each and every one of us at C&K.



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# What is expected of us

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C&K strives to create exciting, happy and dynamic workplaces that encourage collaboration, teamwork and creativity.

We value play as central for children, and we value professionalism in our workplaces. This means maintaining the highest of standards in everything we do, by performing our roles to the best of our ability and with the best interests of children and C&K's families and partners, in mind.

This Code is one of the many tools we have as C&K professionals. It is designed to help guide and frame our behaviour. It cannot and does not, cover every situation we may encounter. Rather it seeks to embed C&K values into our everyday behaviours, and to support our ethical decision making.

In this way, the Code describes a common set of expectations for our conduct, a key element being that we abide by relevant laws and regulations. Where any local law or regulation is more restrictive than this Code, that local law or regulation will govern. There are several C&K documents that complement the principles embodied in this Code which are available on the C&K intranet (<https://login.candk.asn.au>)

This Code outlines our responsibilities as representatives of C&K and the shared principles that should guide our workplace behaviour.

To support your success at C&K we ask that you:

## 1. READ & REVIEW THE DOCUMENT

Please read the Code to familiarise yourself with its content. If there is something you are unclear about, it is important that you seek clarification from either your manager, the People & Culture team or the Legal Risk & Governance team.

## 2. UNDERSTAND IT

It is important you understand the principles in this document, so that you can comply with the expectations on you to perform your role within C&K.

## 3. FOLLOW IT

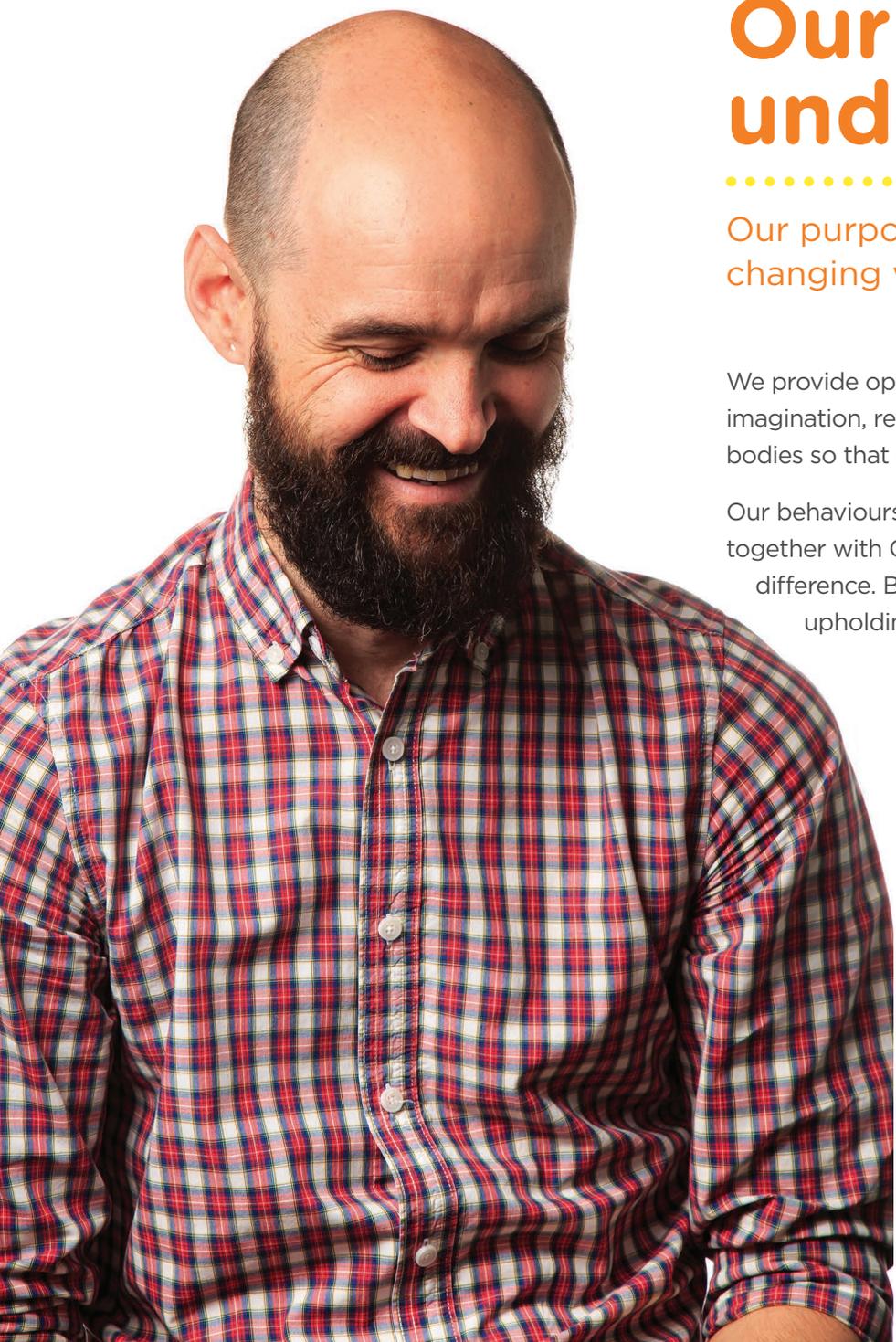
It is your responsibility to always abide by the Code and C&K's supporting policies and procedures. Failure to comply with these obligations may result in disciplinary action, including possible termination of your employment.

C&K is a great place to work when we all understand what informs "how we do what we do," and appreciate that our individual commitment to these principles, is greatly valued. Thank you for being a part of the C&K team.

## Our success at C&K

**To be successful at C&K we need to ensure that we:**

- Carry out our roles in good faith, following relevant policies and procedures and that we comply with the **Early Childhood Australia (ECA) Code of Ethics**
- Complete the training applicable to our roles and raise anything that is unclear, or that we are unsure about, with our direct line manager
- Behave in a professional manner and address the inappropriate behaviour of others by speaking up
- Promptly raise concerns or suspected breaches with our direct line manager and support their resolution



# Our purpose and values underpin all we do

Our purpose is to nurture and inspire children to succeed in an ever-changing world.

We provide opportunities for children to develop a lifelong love of learning that grows their curiosity, imagination, resilience and real-world knowledge and skills. We nurture happy and healthy minds and bodies so that every child can achieve their full potential.

Our behaviours and actions at C&K need to be guided by the C&K purpose and values. The Code, together with C&K policies and procedures, explains our responsibilities as C&K employees. You are the difference. By following the Code of Conduct you are maintaining C&K's reputation for excellence, and upholding our commitment to our values:



# Non-negotiables

We live the C&K purpose by doing what we know is right.

This means we act with honesty and integrity in all that we do when we are representing C&K.

## Unacceptable conduct includes, but is not limited to:

- Being adversely affected by and/or under the influence of drugs or alcohol while performing work duties, representing C&K or when driving a C&K or private vehicle for work purposes
- Misusing prescription drugs or using, possessing or selling illegal or un-prescribed drugs, while performing work duties, working on C&K premises or at any C&K work location
- Using unprofessional or obscene language or gestures towards colleagues, children or families, or engaging in unprofessional or unsolicited conversations (e.g. gossiping, vexatious claims)
- Behaving in a fraudulent or dishonest manner
- Breaching any laws that govern the workplace
- Breaching C&K confidential and privacy policy guidelines
- Working in a way that places yourself and/or others at risk
- Failing to comply with the C&K Child Protection Framework
- Disregarding lawful and reasonable directives from management
- Engaging in behaviour which could be considered as, or constitute bullying, discrimination or harassment
- Making unauthorised statements or providing unauthorised information to the media or government officials
- Inappropriately using company information, systems or resources
- Making or posting inappropriate, false or malicious comments or materials online regarding C&K, its workplace, colleagues, children or families. This includes, but is not limited to social networking sites, emails and text messages.

## We expect you to:

Behave in a manner which is consistent with C&K's values, whether it is in your usual workplace or when performing work duties offsite, on social media, or when interacting with colleagues, families and other C&K partners.

# We connect positively with others

Our aim at C&K is to work together, with each other and with our families, to provide the best possible education and care for the children in our services.

We aim to create positive experiences by establishing a sense of belonging and being, while considering everyone's overall well-being.

We should be advocates for each other, our children and our families. We should help to educate communities and decision makers about children's rights. We should encourage children to actively take part in the decision-making processes that affect their lives and, where possible, to speak for themselves. We should work collaboratively with families and partner with organisations to protect and promote the rights of each child.

We celebrate the many languages, cultures and customs that represent Australia. We must listen to each other and value each other's perspectives. We aim to provide work and learning environments where our people feel safe and draw strength from their identity and culture.



# Partnering with our children and families

**We collaborate to establish a solid base for children's success now and into the future by:**

- Taking the time to welcome and know our children and families
- Watching, listening and planning how to make children's learning engaging and valuable
- Delivering the highest quality early education experience for each child
- Using our voice and expertise to advocate for the best outcomes for all children and families
- Championing the evolution of quality and practice in early education

# Being inclusive

**We create a positive and culturally-safe environment by:**

- Acknowledging Australia's First Peoples, highlighting our commitment to meaningful reconciliation
- Role modelling and supporting the rights, dignity and safety of others, including children, families and colleagues
- Acknowledging the social, economic, cultural, historic and behavioural factors influencing access to education and employment, both at individual and community levels
- Adopting practices that respect diversity, avoid bias, discrimination and racism, and that challenge beliefs based on personal assumptions
- Recognising the importance of collaborative partnerships with families and communities

# Partnering with each other

**We demonstrate our passion for working together by:**

- Always being welcoming, responsive and respectful
- Understanding the needs of our colleagues, children and families
- Advocating for children's rights and speaking out against social injustice
- Taking considered risks and allowing children to do so too
- Speaking up when something is not right
- Giving things a go and accepting that we might need to change course to achieve our goal
- Supporting one another through challenge and change
- Having courageous and respectful conversations
- Empowering others to make decisions

# Our approach to collaboration

**We truly collaborate with colleagues, children, families, the community and others by:**

- Valuing the knowledge and contribution of others
- Communicating freely and respectfully with each other
- Sharing insights and perspectives
- Engaging in shared decision making
- Behaving in a responsible and professional manner
- Treating others with courtesy and respect
- Listening and responding appropriately to the views and concerns of others
- Being fair and honest in all dealings with others
- Acting in the best interests of children, each other and C&K
- Building open and honest relationships with families and communities

We believe that our relationships provide the foundation for our work, and we commit to mutual respect.

## How we do, what we do, every day

**We approach what we do every day by:**

- Understanding the needs of others
- Bringing others along on the journey
- Co-designing programs and projects with colleagues, children, families and communities
- Engaging children in meaningful participation
- Seeking out different perspectives
- Undertaking self-reflection on our own practice
- Supporting professional growth for all

# Our leaders

**We expect our leaders to create a positive culture and empower others by:**

- Allowing for respectful debate and discussion
- Encouraging everyone to freely share opinions in a constructive manner
- Proactively communicating and role modelling standards of expected behaviour
- Developing productive and respectful working relationships
- Providing regular and respectful performance feedback
- Setting realistic and achievable performance goals, standards and deadlines
- Rostering and allocating work hours fairly and equitably
- Addressing unsatisfactory work performance in an honest, fair and constructive way
- Holding self and others accountable
- Giving credit to others for their ideas, work and commitment
- Acting in the best interests of children, employees and C&K

# We act with integrity

We expect all employees to behave in a professional manner and to work responsibly and as part of a team while at work.

We encourage all employees to assume responsibility for their work, their actions, behaviours and attitudes in line with the [ECA Code of Ethics](#) and C&K Code of Conduct and values.

We will provide a safe and harmonious work environment that is free of bullying, discrimination and harassment. We are all responsible for fostering an environment where everyone is treated with dignity, courtesy and respect.

## How we behave

### We demonstrate appropriate workplace behaviour by:

- Avoiding behaviour that may be perceived as bullying, discrimination or harassment
- Providing opportunities to every child and their family to access, engage with and participate fully in all services
- Supporting the rights of all cultures, beliefs, gender identities, sexualities and experiences
- Complying with the laws and principles of human rights
- Respecting the ideas and beliefs of others
- Celebrating the diversity, talents and abilities of others
- Basing employment decisions and career development opportunities on merit
- Prohibiting decisions based on attributes unrelated to job performance or enrolment eligibility criteria, such as race, disability, gender, sexuality, age or family responsibilities
- Using social media responsibly
- Adhering to C&K dress standards



# We show our professionalism by taking pride in our physical appearance

## This includes:

- Dressing and presenting appropriately, professionally and to a standard that reflects the nature of our work during work hours and when representing C&K outside of work
- Remembering that if we wear clothing that identifies us as C&K employee outside of work hours, we behave in accordance with the C&K Code of Conduct, values and **ECA Code of Ethics**
- Being clean, tidy and maintaining good personal hygiene
- Wearing appropriate personal protective equipment (PPE) as we undertake our role
- Wearing a name badge while working at a C&K centre or when representing C&K at external events
- Wearing appropriate footwear in good condition suitable for our role
- Wearing suitable jewellery which does not pose a risk to colleagues or children as we work

# Conflicts of Interest

We expect all employees of C&K to declare to their direct line manager, any situation that may give rise to a potential conflict of interest. In some instances, our individual interests may be in direct conflict with the interests of C&K, with the potential to adversely affect our own and C&K's reputation in our community. These interests may change over time.

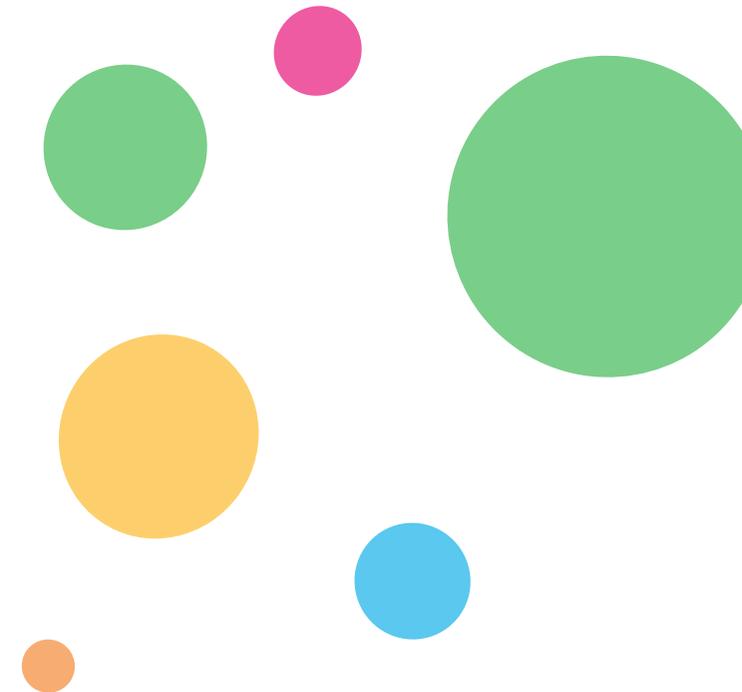
## We will disclose situations such as:

- Doing business with, or performing work for, another company that is a competitor of C&K
- Being offered or potentially accepting a role on a board or committee of an external organisation
- Directly working with immediate family members\*
- Offering a role or entering into a contract for services with a family member

*\*This includes parents, siblings, spouses, partners or other relatives*

# We avoid bias at work

We acknowledge that employees may participate in professional associations, industry bodies, charities, service organisations and political activity. Employees are to ensure that these activities do not impede work performance and that there is no specific or implied C&K endorsement of the activity without C&K's prior approval.



# We champion a safe workplace

## At C&K we believe that safety is everyone's responsibility.

The safety and well-being of all employees, children, and visitors is paramount to creating a culture where we:

- Minimise hazards and risks to prevent injuries from occurring
- View every incident as an opportunity to prevent reoccurrence
- Recognise that every injury is a result of behaviour

Every employee, regardless of role, title or level of responsibility, is expected to take immediate action when a hazard or risk is identified. If we see a situation that could put others at risk, we must report it immediately. To protect our health and the health of others, we will comply with C&K's Health and Safety policies and procedures at all times.

## Safety is everyone's responsibility

### We take care of ourselves and others by:

- Actively securing our own safety and the safety of others
- Meeting professional, legal and moral obligations to protect our children
- Acting when we see hazards, risks or unsafe behaviours
- Adhering to C&K's safety rules
- Applying sun protection measures for ourselves and the children in our education and care
- Using equipment safely and wearing personal protective equipment (PPE) where appropriate
- Reporting all incidents and injuries immediately
- Encouraging and supporting our colleagues to seek support through our Employee Assistance Program (EAP)

## Keeping our children safe

### We are committed to keeping our children safe by:

- Considering their safety in all our decision making
- Maintaining a current 'working with children' check
- Undergo a National Police Criminal History Check upon recruitment or when required by C&K to do so
- Participating in Child Protection training
- Raising awareness and importance of Child Protection with C&K families and the community
- Working collaboratively with statutory authorities and family support agencies

# We use information appropriately

C&K is a not-for-profit organisation that receives government funding to provide education and care to children. It is paramount to ensure that we comply with relevant legislation and that we conduct our affairs ethically.

## Behaving ethically

### We conduct our affairs ethically by:

- Complying with all laws, professional ethical codes and C&K policies and procedures
- Respecting people's privacy and confidentiality
- Promptly disclosing any potential or actual conflicts of interest
- Complying with the [Gifts and Hospitality Policy](#)
- Using all C&K resources and equipment ethically and legally for the purposes of C&K business
- Avoiding conduct that could amount to fraudulent behaviour, for example, never intentionally concealing, altering, falsifying or omitting information
- Making statements or providing information to government officials only if authorised to do so



# Using traditional & Social Media

At C&K we connect with our families and the broader community by providing information and promoting our services through social media platforms and other forms of media.

**We responsibly contribute to C&K's media platforms and online communities, in a way which promotes and enhances the business and reputation of C&K by:**

- Making statements or providing information to traditional media (print, radio, television) or social media, only if authorised to do so
- Understanding our responsibilities when using social media in both a professional and personal capacity
- Adhering to all C&K rules associated with media and social media
- Seeking authorisation to comment before engaging as a representative of C&K
- Not posting or responding to material that is offensive, obscene, defamatory, threatening, harassing, bullying, discriminatory, hateful, racist, sexist, infringes copyright, that constitutes a contempt of court, breaches a Court suppression order or is otherwise unlawful
- Not making any comment or post any material that might otherwise cause damage to C&K's reputation or bring it into disrepute.

# Privacy and Confidentiality

We respect the privacy and confidentiality of our colleagues, children, families and partners, and handle their personal information with care. Personal information is any information that could be used to identify someone, either directly or indirectly.

Regardless of whether confidential information is received verbally, on paper, in an email or in any other form, our ability to protect its confidentiality is paramount to our reputation.

The Privacy Act 1988 and C&K [Privacy Policy](#) prescribe how we responsibly collect, store, use, share, transfer and dispose of records of personal information. Sharing personal information without the person's consent, even by accident, is a very serious issue. For further information about personal information and privacy, please speak to your manager or the C&K Legal, Risk and Governance team.

**We all play a role in protecting confidential information entrusted to us, and at C&K we do this by:**

- Accessing approved software systems and applications in our work
- Safeguarding confidential information including when using social media
- Being mindful of where we hold conversations of a confidential nature
- Taking care to secure physical copies of confidential information e.g. employee or children's records and keep this information for the prescribed period of time
- Only sharing confidential information with those authorised to see that information during employment and post-employment
- Acting promptly when we identify any unintended disclosure of confidential information and escalate this within C&K as appropriate

# Information Systems Access

**As we utilise technology to undertake our role we do this by:**

- Using our own unique account usernames and passwords which are not used by others
- Remembering that any information stored, received, communicated or sent on information systems is owned by C&K
- Understanding that any material stored, received communicated or sent on C&K online systems including email, instant messaging, internet and intranet, may be monitored

# Keeping accurate records

**We keep accurate records by:**

- Following the principles, practices and outcomes outlined in Listening & Learning Together: C&K'S curriculum approach and the Early Years Learning Framework/My Time Our Place when documenting, planning and assessing children's learning
- Writing objective reports including employee performance reviews
- Recording financial transactions supported by relevant documentation to support our auditing and compliance obligations

# We safeguard C&K property

In our roles we may have access to C&K resources and assets including cash, credit cards, motor vehicles, educational equipment/resources, furniture, intellectual property and company information, computers and software, including passwords.

**We take care of C&K property by:**

- Not removing C&K property from the workplace unless we are authorised to do so
- Using C&K property and business tools for their intended business use and not for personal use, unless authorised
- Following all C&K policies related to resources, intellectual property and assets
- Not assuming damaged or expired stock is not wanted or valuable to C&K
- Returning all C&K property, including documents held in hard and soft copy, when we leave C&K

*If you believe that theft or damage is taking place, you should report it immediately to your manager. Theft or wilful damage of C&K property is a criminal offence. C&K reserves the right to monitor the use of its resources.*

# Fraud

Fraud is committed when C&K resources are misused, or if information is intentionally concealed, altered, falsified or omitted for personal gain or the benefit of others. Fraud may be motivated by the opportunity to gain something of value, such as meeting a performance goal or obtaining a payment, or to avoid negative consequences, such as discipline.

**Examples of fraud may include:**

- Using C&K funds to buy goods or services for personal gain
- Presenting false medical information to submit a WorkCover claim
- Falsely reporting work hours to earn more pay or to avoid being disciplined for being late for or absent from work
- Not submitting appropriate leave requests
- Stating false financial information

*Even the appearance of fraud should be avoided. For example, never spend C&K funds without proper approval. Similarly, never enter into an agreement on behalf of C&K unless authorised to do so. If you suspect a case of fraud, report this immediately to your manager or the Legal Risk and Governance Department.*

# Gifts and Hospitality

At C&K we recognise that from time to time our suppliers may extend tokens of goodwill including gifts or hospitality.

## We comply with the gifts and hospitality policy by:

- Disclosing gifts or offers of hospitality valued at over \$100
- Recording in the gifts and hospitality register, the acceptance or refusal of such gift or hospitality
- Not accepting gifts or offers of hospitality if it would give the appearance of something improper even if it is within the acceptable value limits set out in the policy

At C&K it is inappropriate to ask for a gift, meal or entertainment or offer a gift, meal or entertainment that has not received appropriate authorisation. We encourage you to follow the “GIFT test” to determine whether to accept or decline a gift.

**G**IVER

### Who is providing the gift, benefit or hospitality and what is their relationship to me?

Does my role require me to select contractors or enrol children into our services?  
Could the person or organisation benefit from the decision that I make?

**I**NFLUENCE

### Are they seeking to influence my decisions or actions?

Has the gift, benefit or hospitality been offered to me publicly or privately?  
Is it a courtesy, a token of appreciation or highly valuable?  
Does its timing coincide with a decision I am about to make?

**F**AVOUR

### Are they seeking a favour in return for the gift, benefit or hospitality?

Has the gift benefit or hospitality been offered honestly?  
Has the person or organisation made several offers over the last 12 months?  
Would accepting it create an obligation to return a favour?

**T**RUST

### Would accepting the gift or benefit diminish public trust?

How would I feel if the gift, benefit or hospitality became public knowledge?  
What would my colleagues, family, friends or associates think?

## Privileged Information

At C&K we may come across sensitive information that is not in the public domain. This “inside information” is any information known by us that is not generally available and that, if it were generally available, a reasonable person would expect it to have a material effect on C&K’s business operations or competitors. This may include, but is not limited to, financial pricing information, contractual negotiations, licensing agreements and new service openings and closures.

### We must ensure we protect privileged information by:

- Keeping that information confidential by not disclosing such information to anyone not authorised, including family members
- Avoiding disclosure for our own, or anyone else’s gain
- Refrain from any act which may create a potential breach of fair trading laws

# We establish the right balance

We are committed to continuously improving the way we do our work at C&K. Whether this is better efficiencies or extending a child's learning, we urge you to explore new possibilities, challenge yourself and others to reach new heights and evaluate options responsibly.

At C&K we consult and collaborate to create, innovate and take smart risks. Sometimes, it can be challenging to “establish the right balance” of complying with our legal obligations while championing innovation and creativity. We encourage exploration, reflection and learning to find the best way to do what we do every day.

We encourage you to envision what is possible, to create moments of learning, to explore new ways of thinking and doing, and model responsible risk taking and decision making, as you develop solutions to support our commitment to excellence in all we do.

## Leading through change

### We embrace continuous improvement by:

- Using the risk management framework to guide our decision making
- Eliminating any identified hazards and risks
- Considering what actions could be taken to perform our activities safely
- Using evidence to determine the best way

### We support positive change by:

- Recognising that each person experiences and embraces change differently
- Encouraging understanding around how we each experience change
- Understanding what constitutes changing and how we can be ‘change ready’
- Sharing as much information as possible regarding change
- Providing opportunities for feedback during periods of change





# We listen and take action

Speaking up is crucial to our culture and our long-term success as an organisation.

It is an example of living our values. Speaking up when something doesn't seem right demonstrates our integrity and that we have the courage to do the right thing.

Speaking up helps to prevent mistakes and misconduct and fosters innovation and continuous improvement. Speaking up shows that we care about each other and our service. Speaking up helps us to get things right or keep them on track and helps us live up to our commitment to deliver excellence in all that we do.

We recognise that each employee has the right and responsibility to raise concerns where a situation may breach this Code, C&K values, policy, procedure or the law. We acknowledge that you may not be directly affected by, or involved with, a concern in order to raise it.

We will support any employee who is acting in good faith and who reports a breach of this Code or any wrongdoing. We will not subject any employee to disciplinary or retaliatory action for raising genuine concerns.

Anybody who violates the C&K Code of Conduct or policies and procedures will be held accountable. Managers are responsible for addressing matters that are brought to their attention in a timely manner. If any C&K employee directs or approves violations or has knowledge of such breaches and does not promptly move to correct them, they will be held accountable.

We are all responsible for resolving concerns and cooperating during the investigation process, and for answering questions truthfully, accurately, completely, and with integrity.

# What we expect you to do

Something doesn't seem right? Facing a dilemma?  
Have a question that leads to more difficult questions?  
Need advice?

Address your concern. Pick up the phone.  
Send an email. Set up a meeting.

## Speak up.

Each of us, no matter what our level or role, is empowered to speak up when responding to a behaviour or facing a situation that doesn't seem right. Each of us has a responsibility to report and express our concerns, and to do so fairly, honestly, and professionally.

Do not ignore it. Do not stay silent.  
Let your voice be heard.

For more information refer to the C&K [Grievance Procedure](#) and [Whistle Blower policy](#)

## SPEAK UP

### We will “speak up” when we:

- See an imminent risk to the health and safety of others
- Suspect fraud, corruption or illegal activity
- Believe there may be a situation involving bullying, harassment, discrimination or victimisation
- Think there may be a breach of the Code or C&K's policies and procedures
- Identify a better way to drive excellence in all we do



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*Where children come first*



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