

# Governance, Safety and Your Workforce: one-day Online Masterclass for Charity and NFP Leaders

Online - Thursday 3 September 2026

Vic, NSW, ACT, QLD, Tas: 9:00am to 4.40pm

SA and NT: 8:30am to 4:10pm

WA: 7.00am to 2.40pm

- Strengthening Governance and Accountability
- The ACNC's Updated Guidance on Public Benevolent Institution Registration
- The Accountability Gap: What Bird v DP & the AA Cases Mean for Charities and NFPs
- Classifying Workers, Contractors and Volunteers Under the New Section 15AA Framework
- Proactive Prevention of Sexual Harassment in the Charities and NFP Sector
- Managing Psychosocial Hazards in Charities and NFPs



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| 9.00 – 9.10am   | <b>Introduction and Welcome</b><br><br><b>Chair: Murray Baird, Principal Murray Baird Advisory and Consultant Prolegis Lawyers, Melbourne</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 9.10 – 10.00am  | <b>Session 1: It's a Matter of Trust: Strengthening Governance and Accountability</b><br><br><p>Strong governance is the foundation of every trusted charity and NFP. The ACNC's six governance standards go beyond compliance; they define how an organisation is led, how decisions are made, and how accountability is maintained to donors, beneficiaries and the public. This session unpacks what these standards mean in practice and how to embed them into everyday governance to safeguard both mission and reputation. It covers:</p> <ul style="list-style-type: none"> <li>• Governance fundamentals including leadership and accountability through cognitively diverse boards</li> <li>• Practical tips for navigating governance including the six ACNC governance standards</li> <li>• The consequences of non-compliance with tax laws and the ACNC governance standards</li> <li>• The importance of implementing accountability measures ensuring accurate and timely reporting to stakeholders including the ATO and the ACNC</li> <li>• How to ensure Leaders including ACNC Responsible People can fulfill their duties</li> <li>• Ways to improve operational efficiency through governance frameworks which safeguard the organisation's mission and values</li> <li>• The need to conduct regular governance health checks to evaluate governance practices</li> </ul> <p><b>Speaker: Dr Matthew Turnour, Chairman, Neumann &amp; Turnour Lawyers, Brisbane, Qld</b></p> |
| 10:00 – 10.10am | <b>Questions and Discussion</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 10.10 – 11.00am | <b>Session 2: A Sigh of Relief? The ACNC's Updated Guidance on Public Benevolent Institution Registration</b><br><br><p>Following the decision in <i>Equality Australia Ltd</i>, the ACNC updated its PBI statement, clarifying how charities can achieve PBI registration through contemporary methods of delivering benevolent relief. This session will examine the updated guidance, including:</p> <ul style="list-style-type: none"> <li>• The three essential elements of PBI registration post the <i>Equality Australia Ltd</i> decision</li> <li>• What constitutes "benevolent relief" beyond the traditional categories</li> <li>• The need to demonstrate sufficient connection between activities and benevolent purposes</li> <li>• Delivering benevolent whilst maintaining the required nexus to people experiencing benevolent need</li> <li>• Meeting the heightened evidentiary expectations under the updated CIS</li> <li>• Understanding stronger language around "causal connection" and requirements to "effectively relieve" benevolent needs</li> <li>• Maintaining PBI registration for currently registered charities under the updated CIS</li> <li>• Tax concessions that flow from PBI registration</li> </ul> <p><b>Speaker: Dr Mark Fowler, Fowler Charity Law, Sydney, NSW</b></p>                                                                                                                                                                              |
| 11.00 – 11.10am | <b>Questions and Discussion</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

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| 11.10 – 11.30am   | <b>Morning Break</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 11.30am – 12.20pm | <p><b>Session 3: The Accountability Gap: What <i>Bird v DP</i> &amp; the <i>AA</i> Cases Mean for Charities and NFPs</b></p> <p>The High Court's decisions in <i>Bird v DP</i> and <i>AA v The Trustees of the Roman Catholic Church for the Diocese of Maitland-Newcastle</i> have widened the accountability expectations placed on organisations working with children and vulnerable people, even when those organisations are not directly at fault. For charities and NFPs, the cases highlight the urgent need to re-examine governance structures, volunteer management, and the scope of legal duty. This session explains what the rulings really mean in practice, helping boards and executives understand where their exposure lies and how to strengthen protections. It covers:</p> <ul style="list-style-type: none"><li>• Understanding the practical implications of the High Court's decision in <i>Bird v DP</i> through the lens of charities and not-for-profits</li><li>• How the decision in <i>Bird v DP</i> affects non-religious charities and NFPs with volunteers and contractors in child-facing roles</li><li>• The High Court's decision in <i>AA v The Trustees of the Roman Catholic Church for the Diocese of Maitland-Newcastle</i> and potential implications for the sector moving forward</li><li>• What role the law of non-delegable duty might play in future claims concerning historical sexual abuse</li><li>• The importance of implementing proactive risk management strategies</li></ul> <p><b>Speaker: Luke Geary, Partner, Mills Oakley, Brisbane, Qld</b></p> |
| 12.20 – 12.30pm   | <b>Questions and Discussion</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 12.30 – 1.15pm    | <b>Lunch Break</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |



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| 1.15 – 1.20pm   | <b>Introduction and welcome</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 1.20pm – 2.10pm | <p><b>Session 4: Labels Matter: Classifying Workers, Contractors and Volunteers Under the New Section 15AA Framework</b></p> <p>The introduction of section 15AA to the Fair Work Act has reshaped how organisations must determine whether a person is an employee or an independent contractor, a shift that has significant consequences for charities and NFPs that rely on diverse workforce arrangements, including volunteers. Misclassification brings real risks: unpaid entitlements, unexpected tax and superannuation obligations, unfair dismissal claims and regulatory scrutiny. This session provides a practical roadmap for navigating the new landscape and ensuring your organisation correctly identifies every type of worker engagement. It covers:</p> <ul style="list-style-type: none"> <li>• Understanding section 15AA and what the revived multi-factorial test requires in practice</li> <li>• Identifying the “real substance” of a working relationship and weighing the key indicators of employment versus contracting</li> <li>• Distinguishing genuine volunteers from unpaid employees, and managing documentation and expectations to avoid unintentionally creating employment relationships</li> <li>• Navigating the contractor high-income threshold and avoiding exposure to unfair contract and sham contracting claims</li> <li>• Knowing when workers, including low-paid contractors, may be entitled to minimum wages, leave, superannuation or unfair dismissal protections</li> <li>• Implementing practical, defensible systems to ensure your worker classifications are accurate across both paid and unpaid cohorts</li> </ul> <p><b>Speaker: Denise O'Reilly, Principal Lawyer, O'Reilly Workplace Law, Gold Coast, Qld</b></p> |
| 2.10 – 2.20pm   | <b>Questions and Discussion</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 2.20pm – 3.10pm | <p><b>Session 5: Safeguarding Your Mission: Proactive Prevention of Sexual Harassment in the Charities and NFP Sector</b></p> <p>The positive duty to take proactive and meaningful action to prevent sexual harassment necessitates cultural change addressing the unique dynamics of mission-driven environments. In this session, attendees will gain an understanding of how to implement comprehensive prevention strategies across their organisation, including:</p> <ul style="list-style-type: none"> <li>• The intersection between equality, anti-discrimination and work health and safety laws as they apply to both employed staff and volunteers</li> <li>• The positive duty to prevent sexual harassment under the <i>Sex Discrimination Act 1984</i></li> <li>• The preventative and proactive nature of the positive duty to prevent sexual harassment</li> <li>• How to implement measures required to satisfy the duty including risk assessments, codes of conduct and training programs</li> <li>• Stop sexual harassment orders and the implications for organisations that fail to meet their prevention obligations</li> <li>• Best practice for creating a safe workplace culture</li> </ul> <p><b>Speaker: Bridget Nunn, Partner, Thomson Geer, Adelaide, SA</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 3.10 – 3.20pm   | <b>Questions and Discussion</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 3.20 – 3.40pm   | <b>Afternoon Break</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

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| 3.40 – 4.30pm | <p><b>Session 6: Hidden Dangers in Plain Sight: Managing Psychosocial Hazards in Charities and NFPs</b></p> <p>Charities and NFPs face unique psychological safety challenges that distinguish them from traditional workplaces, with staff and volunteers often working in emotionally demanding roles supporting vulnerable communities whilst operating under resource constraints and mission-driven pressures. In this session, we will examine how organisations can identify, assess and control psychosocial risks for both employees and volunteers, including:</p> <ul style="list-style-type: none"><li>• Understanding psychosocial hazards specific to charitable and not-for-profit environments including vicarious trauma and compassion fatigue</li><li>• The importance of implementing systematic risk identification and assessment to capture the full range of psychosocial risks</li><li>• Developing effective control measures and intervention strategies tailored to the charities and NFPs context</li><li>• Creating policies and reporting frameworks that establish clear channels for employees and volunteers to report psychosocial hazards without fear of reprisal</li><li>• Building comprehensive training programs on workplace psychosocial hazards</li><li>• Establishing monitoring and continuous improvement systems that allow for responsive adjustment of psychological safety measures</li></ul> <p><b>Speaker: Greg McCann, Partner, HWLE Lawyers, Sydney, NSW</b></p> |
| 4.30 – 4.40pm | <b>Questions and Discussion</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 4.40pm        | <b>Masterclass Close</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |



## **GENERAL INFORMATION**

### **Masterclass Registration Fee**

The registration fee includes attendance at the live online masterclass and associated technical materials.

### **Masterclass Papers**

Access to the papers and PowerPoints will be available online to all delegates in the lead-up to the masterclass (as they become available). The materials will be available in .pdf format for easy download.



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## Registration Form

**REGISTRATION IS SIMPLE:** complete the form below and fax or post your registration to us or register online.

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**Phone** (03) 8601 7700

**Enquiries:** Contact our Event Manager, Jenna Pickrell ([jenna@tved.net.au](mailto:jenna@tved.net.au)) – phone: 03 8601 7729

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Please register me for the **Governance, Safety and Your Workforce: A One-Day Online Masterclass for Charity and NFP Leaders** to be held online on Thursday – 3 September 2026. [code: MGSSEP26]

[ ☐ ] **Early Bird Registration – for registrations paid on or before 14 August 2026 - \$880** (\$800 + \$80 GST)

[ ☐ ] **Full Price Registration – \$1100** (\$1000 + \$100 GST)

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