



Regional Disability Advocacy Service

Your life. Your voice. Your Rights.

Policy Manual

Section 5: Service Management

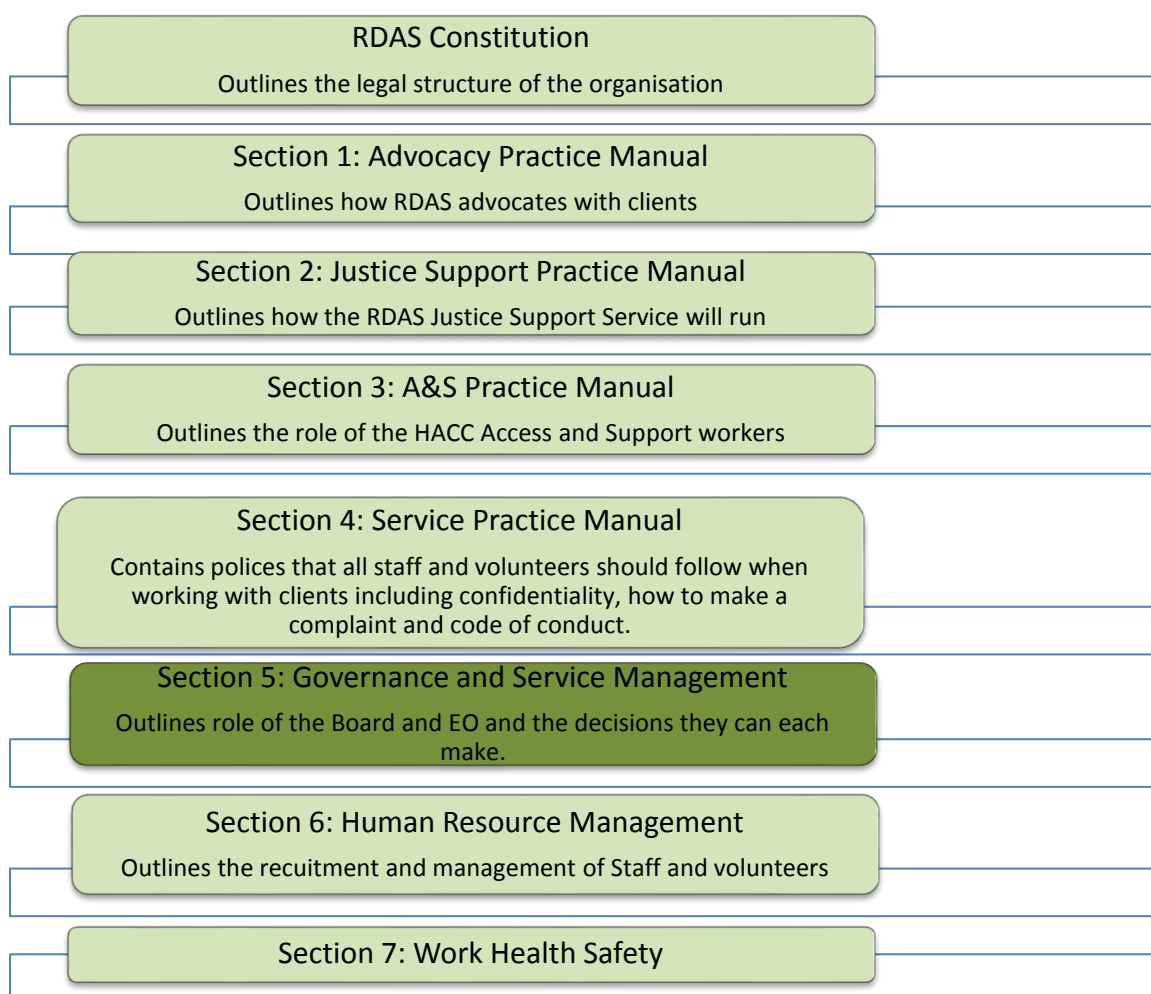
July 2017

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1. Policies

RDAS has a suite of Policies and Procedures that provide a framework on how RDAS will be run. This document makes up part of the suite of documents and it focuses on the responsibilities of the board and how RDAS as an organisation is managed.



The suite of policies and procedures have been developed to meet National Standards for Disability Services (NSDS), Victorian Human Service Standards, and Home and Community Care Standards, and to meet the requirement of the funding received from the Commonwealth, Victorian, and New South Wales governments. These policies are reviewed at least annually and developed to ensure ongoing quality improvement of RDAS.

All people receiving a service from RDAS will be offered a summary version of the RDAS policy document in the form of a handbook. Clients, parent/carers, service providers, members and the community can request a copy of any policy or look on

RDAS website: www.rdas.org.au/publications. Copies can be made available in large print, braille and audio formats on request.

Copies will be made available to all staff and board members. They will receive ongoing training to ensure they understand their roles and responsibilities in implementing the policies and procedures contained in this manual.

1.2 RDAS POLICY REVIEW

The policies of RDAS will be reviewed on a regular basis using a consultative process as part of its management practices with the Board, staff, clients, members and interested members of the community to ensure that it meets the changing needs of clients.

Review of specific policies will also occur at any time considered appropriate by the Board or Executive Officer for example after a complaint or feedback is received by a consumer or there has been a change in legislation.

The Executive Officer will be responsible for advising the Board about any areas of need for future policy development.

The Annual Quality Improvement compliance audits will provide targeted information in relation to policy review and provide concrete feedback on specific policy areas. A random sample of clients will be selected to take part in the self-assessment which will take the format of either written surveys, individual interviews, small focus groups or a combination of these methods.

Section	Title	Reviewed by staff	Endorsed by EO
Section 1	Advocacy Practice	July	July
Section 2	Justice Support Practice	July	July
Section 3	Access and Support Practice	July	July
Section 4	Service Practice	July	July
Section 5	Service Management	July	July
Section 6	Human Resource Management	July	July

2. About RDAS

Regional Disability Advocacy Service (RDAS) is an independent community organisation providing a voice and empowerment to people of all ages with all types of disability, and their carers, living in North East Victoria and Southern parts of New South Wales. RDAS advocates, informs, educates and resources individuals and organisations in human rights to enhance community participation by a diverse range of people by promoting, protecting and defending the welfare and right to justice of people with a disability.

2.1 Statement of Organisational Independence

As an independent community organisation RDAS is committed to the delivery of advocacy, and related support to people with disabilities that is free of actual, potential and/or perceived conflicting interests. RDAS does not accept that independence can be indicated by the partition of non-advocacy services from advocacy within an organisation.

RDAS will maintain its independence by:

- Not providing, non-advocacy related, direct services to people with a disability
- Not entering into agreements or partnerships with other organisations that may prevent RDAS from advocating effectively for people with a disability
- Support only one person involved in an advocacy issue.
- Ensuring Board members act independently from the Executive Officer or other management.
- Board members acting independently of their association with another organisation, including commercial dealings that may influence their decision making. Board members advising of any conflicts of interests.

2.2 Strategic Direction

need to replace

RDAS will maintain a current strategic plan which will outline the general direction the organisation will take. The following is taken from the 2015/17 plan.

Your Life – Your Voice – Your Rights

Statement of Purpose

We assist people with disability to have fulfilling lives, strong voices
and their rights upheld by informing, empowering and educating.

Purpose

- Provide advocacy support to people with disability and carers in North East Victoria and Southern Riverina New South Wales.
- Promote positive change in the lives of people with a disability and their carers in the area.
- Improve and identify services for people with a disability by influencing all levels of Government and service providers.
- Empower individuals to advocate for themselves.
- Support disability-related groups and committees.
- Support people from disadvantaged and diverse groups to gain equal access to mainstream services.

Values

Life – We assist people to make informed decisions to enhance their life.

Voice – We work with people to be heard fairly, justly and respectfully.

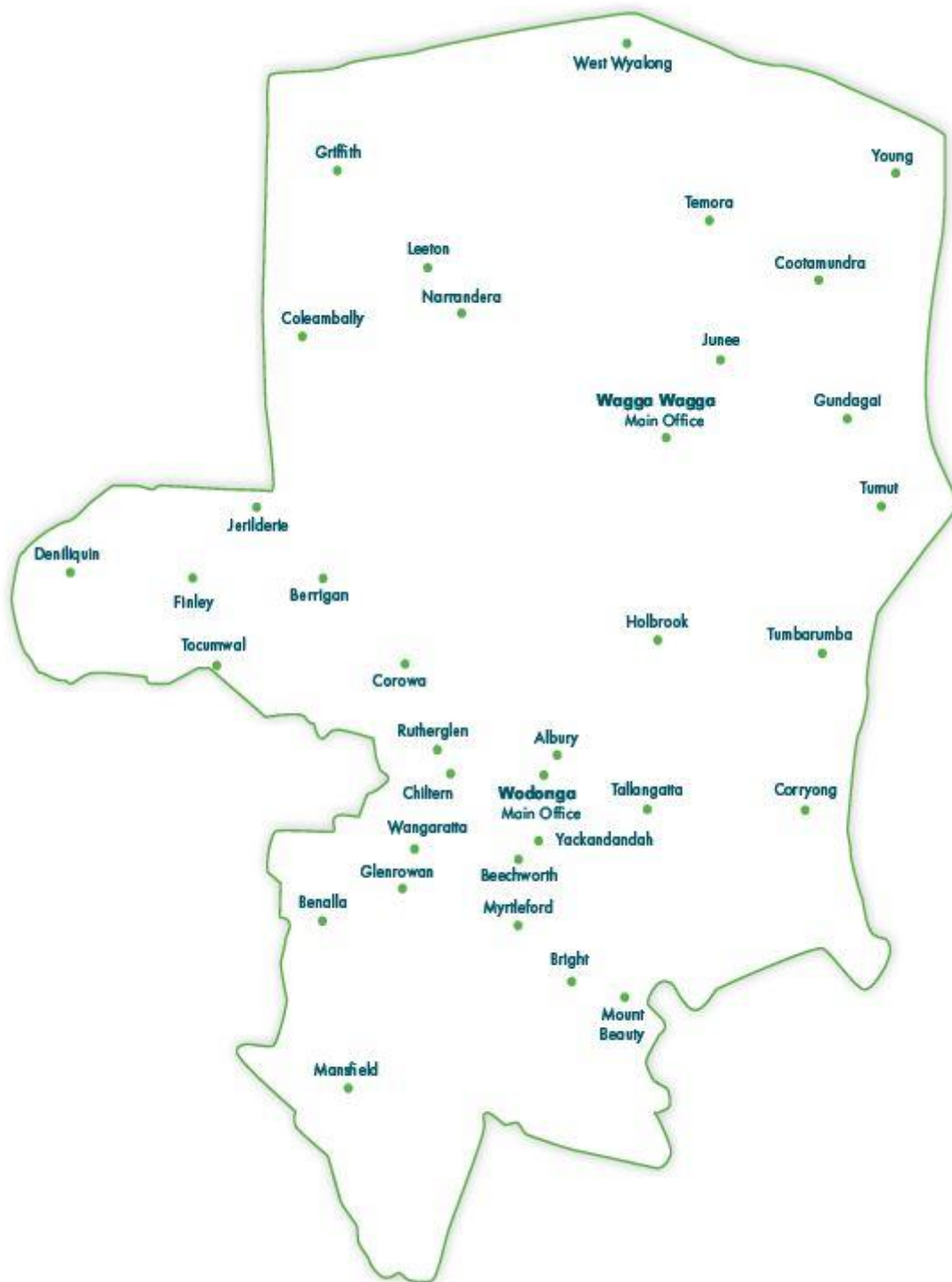
Rights – We promote the charter of human rights.

2.4 Regional Coverage

RDAS operates in North East Victoria including the major towns of Wodonga, Wangaratta, Mt Beauty, Bright, Myrtleford, Beechworth, Rutherglen, Corryong Tallangatta, Benalla and Mansfield.

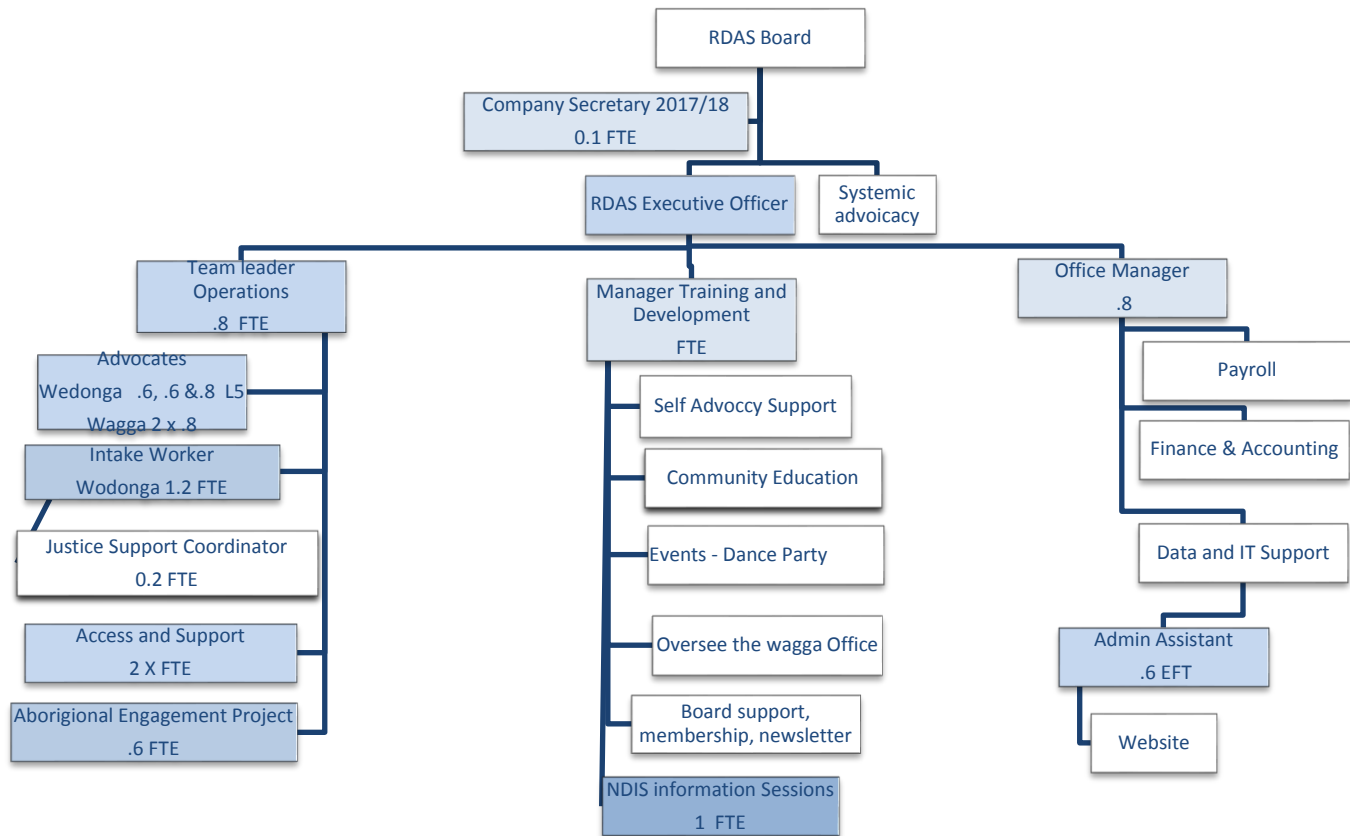
RDAS also provides advocacy across the Riverina and southern parts of NSW including the towns of Albury, Corowa, Wagga Wagga, Deniliquin, Leeton, Griffith, Gundagai, Tumut, Young, Finley, Jerilderie, Urana, Henty, Holbrook, Tocumwal, Temora, Cootamundra.

RDAS Coverage



2.4 Organisation Chart

RDAS Organisational Chart 2017/18



3. Code of Conduct

Key Concept

This Code of Conduct establishes the framework which is expected to be used by Disability Advocacy and Information Service Inc. (RDAS) Board, management, employees, members and volunteers (collectively titled workers) in the performance of their duties so as to ensure the highest standards of ethical behaviour and professional competence.

This code of conduct is an abridged version of RDAS Policy and Procedure manual which should be consulted for more detail of particular aspects of the code.

4.1 General Principles

1. Workers should serve the public interest and act in a manner which promotes confidence in the integrity of RDAS.
2. Workers will observe a high standard of ethics, probity and professional conduct.
3. Workers have a duty of care to their clients. A duty of care is the obligation that a sensible person would have in the circumstances when acting towards others and the public. If the actions of a person are not made with care, attention, caution, and prudence, their actions are considered negligent. Consequently, the resulting damages may be claimed as negligence in a legal action.
4. Ethical behaviour is not simply compliance with legal requirements or organisational procedures but extends to honesty, equity, integrity and social responsibility in all dealings. It is behaviour that holds up to disclosure and to public scrutiny.

4.2 Role Performance

1. Workers should be aware of, and implement the goals, priorities, policies and procedures of RDAS and collaborate in the development of the plans, policies and programs of the organisation.
2. Workers will act with due care and diligence, using sound judgment.
3. Workers will not undertake actions that are unlawful, or that are an improper use of the functions and/or powers of their role.
4. Workers should respect the value of relationships and be mindful of the importance of preserving and maintaining them..

4.3 Standard of Behaviour

1. When interacting with others, workers will do so with respect, courtesy, fairness and consistency.
2. Workers will interact sensitively, effectively and professionally with all people including those from diverse cultural and linguistic backgrounds or with special needs.

4.4 Privacy and Confidentiality

1. By signing this Code of Conduct workers are agreeing to maintain the confidentiality of RDAS business and its clients in accordance with the Privacy Dignity and Confidentiality Policy (See section 4, part 3).
2. Workers will take reasonable steps to maintain the privacy and confidentiality while at RDAS or when they leave the organisation.

4.5 Teamwork

1. Workers should conduct themselves in a manner which will promote cooperation and harmonious relations amongst all workers, creating a supportive, collaborative atmosphere conducive to the promotion of integrity in the workplace.
2. Workers will respect the diversity of personalities and work styles of other workers and will value, and utilise, the rich wealth of experience, knowledge and skills brought to RDAS by its individual workers.
3. Workers are encouraged to give support and guidance to each other, recognise each other's results and achievements and implement a mutual exchange of professional support through informal mentoring arrangements.
4. Communication between workers should at all times be open, frank and respectful.
5. If disputes arise between workers, both parties are encouraged to attempt to resolve disputes through communication. If the parties are not able to resolve the differences that the complaint and disputes policy (see section 4 part 6)

4.6 Professional Knowledge

In striving for effectiveness, sound judgment and quality of service, workers will be support by RDAS to seek to develop competence through professional development training.

4.7 Conflict of Interest

Also see conflict of interest policy (section 4 part 2)

Real or perceived conflicts of interest exist when it is likely that a worker could be influenced in the performance of their duties, or could be perceived to be influenced, because they have a private or personal interest in the matter. Conflicts of interest may lead to biased decision-making which may constitute corrupt conduct.

RDAS may have a conflict of interest when workers are supporting 2 people involved in the same issue.

1. While RDAS is encouraging and supportive of workers involving themselves in external community interests, workers must be mindful of the potential for conflicts of interest to arise.
2. Workers must declare their involvement in external activities related to their work which may give rise to a potential conflict of interest.
3. Workers are required to work with management to plan how to best manage potential conflicts of interest when they arise.
4. RDAS will not normally involve itself in a worker's private lives however, if a conflict of interest arises where:
 - workers engages or is likely to engage in activities, or
 - is likely to advance personal or other interests at the expense of RDAS interests, the interests of other workers, or the interests of RDAS' clients RDAS may then intervene.

4.8 Acceptance of Gifts and Benefits

As a general rule workers should not receive gifts from clients for performing their duties however to refuse a gift may cause offence. The following guide should be used.

1. Workers should not accept a gift or a benefit if it could be perceived by third parties knowing the full facts, as intended, or likely to, cause the worker to:
 - perform their job in a particular way, which the worker would not normally do, or
 - deviate from the proper or usual course of the worker's role or duty
2. Workers may accept unsolicited token gifts or benefits of nominal value if there is no possibility that the worker might be, or might be perceived to be, compromised in the process. As a general rule, gifts valued at \$50 or less would be considered nominal.

4.9 RDAS Facilities and Equipment

1. Workers should take all possible care in the use of RDAS property, goods, services and information and ensure they are used efficiently, carefully and honestly.
2. Staff are able to use RDAS resources including photocopier, cars and phones for minimum private use. Workers should obtain permission from the Executive Officer prior to using RDAS property, goods, services and information for private use.

4.10 Appropriate Use of the Internet

1. Workers must ensure appropriate use of internet at all times. Unacceptable use which may result in disciplinary action includes accessing pornographic, terrorist, racist and other illegal, immoral or subversive sites on the World Wide Web.

4.11 Public Comment and Use of Official Information

1. Workers must obtain permission from management prior to commenting publicly on matters pertaining to the business of RDAS and/or its clients and workers.
2. Workers must adhere to the requirements detailed in RDAS Media Policy. (see section 4 part 9)

4.12 Social Medias

RDAS understands that some employees participate in social networking sites (e.g. Facebook, My Space, Twitter, YouTube, and LinkedIn) and chat rooms, and create and maintain personal websites, including blogs. RDAS respects workers' online social networking and personal Internet use. However, your online presence can affect RDAS as your words, images, posts, and comments can reflect or be attributed to RDAS.

RDAS has adopted the following guidelines that workers must observe when participating in social networking sites and/or engaging in other forms of Internet use on and off duty

1. Anything that may harm the goodwill or reputation of RDAS or any disparaging information RDAS.
2. Any disparaging, discriminatory or harassing information concerning any client, employee, vendor or other person associated with RDAS. RDAS policies prohibiting harassment apply online as well as offline.
3. Any confidential information, or intellectual property of RDAS obtained during your engagement, including information relating to finances, research, development, marketing.
4. Any private information relating a clients, employee or volunteers of RDAS.

4.13 Health Work Safety

See section 7 Health Work Safety

All workers have a legal duty to take care to protect their own health and safety and to avoid adversely affecting the health and safety of any other person.

In line with Section 28 of the WHS Act 2011 - Duties of workers and Section 25 of the Victorian OHS Act 2004 – Duties of employees.

While at work, a worker must:

- a) take reasonable care for his or her own health and safety; and
- b) take reasonable care that his or her acts or omissions do not adversely affect the health and safety of other persons; and
- c) comply, so far as the worker is reasonably able, with any reasonable instruction that is given by the person conducting the business or undertaking to allow the person to comply with this Act; and
- d) Co-operate with any reasonable policy or procedure of the person conducting the business or undertaking relating to health or safety at the workplace that has been notified to workers.

All workers have a responsibility to:

- cease work if a threat to the health or safety of themselves is imminent or immediate, whilst accepting other safe duties while the threat is removed, as per sections 84 to 87 of the Australian WHS Act 2011
- report any incident or hazards at work to their team supervisor;
- carry out their roles and responsibilities as detailed in the relevant health and safety policies and procedures;
- obey any reasonable instruction aimed at protecting their health and safety while at work;
- use any equipment provided to protect their health and safety while at work;
- assist in the identification of hazards, the assessment of risks and the implementation of risk control measures;

- consider and provide feedback on any matters which may affect their health and safety;
- ensure they are not affected by alcohol or another drug which may endanger their own or any other persons' health and safety.

All workers are responsible for their own personal safety. They must:

- communicate with the team supervisor over any issue which may be considered a hazard
- complete all risk assessment requirements
- not misuse any equipment
- cooperate with the PCBU/person with management or control and supervisors over health and safety issues
- actively participate in WHS training and staff talks
- follow safety procedures and guidelines
- report any incident or injury as soon as possible and not put themselves or others in danger

4.14 Discrimination and Harassment

See Harassment and bullying policy section 7 Part 6

Workers must not harass or discriminate against any person on any grounds including race, sex, marital status, disability, homosexuality, age, criminal convictions, and transgender nor on the grounds of political or religious conviction.

4.15 Alcohol Consumption and Drug Use

See Alcohol and Other Drug Policy Section 7 Part 5

Workers must during work hours or when attending events outside normal work hours at a function of their role with RDAS, act responsibly when consuming alcohol and/or using non illicit drugs.

Breaches of the Code

Serious breaches of this Code of Conduct by workers will be deemed misconduct and may lead to disciplinary action. Disciplinary action taken will be dependent on the nature of the breach.

Sanctions include:

- counselling
- actions as prescribed under the award
- suspension
- laying of criminal charges or civil action

Training

Workers will receive training on this Code of Conduct at the beginning of their engagement with RDAS. Workers will receive ongoing follow up training.

CODE OF CONDUCT AGREEMENT

Board members, Staff, Volunteer Students on Placement and Contractors

I, _____ of _____

as a person who carries out paid or voluntary duties for Disability Advocacy and Information Service Inc., understand, accept and agree to each statement below:

1. I have received, read and understood this Code of Conduct and agree to undertake my duties within this code.
2. That I will not accept gifts or benefits for performing my duties except for what I am entitled to or what has been approved by RDAS management.
3. That I will not directly or indirectly disclose information I have acquired about the affairs of any other person through the performance of my duties without the express permission of the person to whom the information relates.
4. That this agreement continues to apply even after my association with RDAS has ended.

Signature of Declarant

____ / ____ / ____

Date

Witness by RDAS

____ / ____ / ____

Date

5. Financial Management Policy

KEY CONCEPT

The Board is committed to ensuring that the organisation has proper expenditure controls in place and that employees have delegation authority to expend funds up to a maximum limit without prior authorisation.

Each board member has an understanding of their legal responsibility to manage RDAS funds appropriately, and within the available resources.

5.1 Annual Budgets

Before the beginning of each financial year a projection of income and expenditure for each funding project will be prepared by the Executive Officer in consultation with the finance committee. These budgets will be presented to the Board for approval.

The budgets will cover expenditure in the following categories:

- Central operating expenses common to the service (including rent, loan repayment, power, phone, wages, stationery, petrol, vehicle maintenance etc)
- Equipment purchases and contracts for use by the service (including office equipment, furniture, lease of office, motor vehicle)
- Discretionary Expenditure – those expenses incurred in the course of delivering the objectives of the organisation (including printing, postage, hiring of venues, travel, training and conferences).

5.2 Contracts

All formal legal contracts must be approved by the Board including the Executive Officer.

Authority to enter into new contracts of greater than \$10,000 per annum for the supply of goods and/or services (such as leases, hire of equipment, service contracts, utilities etc) may only be given by the Board at a Board meeting where the decision will be recorded in the minutes of that meeting, and any contract will be stamped with the common seal of the organisation in accordance with the provisions of the constitution.

Where time factors impact on this process occurring, the Executive Officer, in consultation with the Executive, will make decisions on such matters and advise the Board at the next Board meeting.

If the Common Seal is affixed, it must be countersigned by two members of the Executive.

5.3 Approval of expenditure

Authority to pay accounts for pre-approved operating expenses and equipment may be given by the Executive Officer, Chairperson or Treasurer, on the basis that it does not exceed the amount prescribed in the budget for that item or the amount considered reasonable in accordance with annual budgeted expenditure for that item.

Where accounts are in excess of the amount previously identified, or appear to indicate that the annual allocation for that item may be exceeded, the discrepancy must be referred to the Board via the Profit and Loss monthly statement explanatory notes or compliance report.

The staff have authorisation to make purchases on behalf of the organisation, without the prior approval of the Executive Officer, up to an amount of \$250, provided that the purchase is within approved budget and is in line with the Fees, Charges and Reimbursement schedule listed below.

- Staff amenities including tea, coffee, milk etc.
- Refreshments for Board meetings, training and seminars.
- Booking, and securing a bond, for reasonable accommodation to attend meetings and training.
- To pay for reasonable cost of meals while working away from home, (Alcohol is at staff's own expense).
- Office stationery and supplies.

5.4 Discretionary Expenditure

Approval for the expenditure of funds in this category will be given by the Executive Officer, Treasurer or Chairperson on the basis of:

- excess funds being available for this purpose, and
- the Board, taking advice from the Executive Officer, determines that the expenditure proposed is the most appropriate use of the available funds.

5.5 Use of Corporate Credit Card and Store Cards

RDAS will maintain a corporate credit card, with a limit of \$2,000, fuel card and Store Card (Officeworks) to be used by staff to purchase approved items on behalf of RDAS. The credit or store cards will be used when other methods of payment, including obtaining an invoice and paying via direct debit or cheque, is not appropriate or not time effective.

The credit card and pin number will be securely stored at the RDAS office. Staff wishing to use the card will sign a register stating the times the card is in their possession, the purpose for which the card will be used and that they understand the terms of use set out in this policy.

Staff will be personally responsible for purchases placed on the cards until they produce a tax invoice and the purchase has been approved by the Executive Officer or Office Manager.

The misuse of the credit card or store card will be considered as misconduct and action will be taken in accordance with Staff Discipline Policy No. 5.

5.6 Procedure for use of Credit Card or Store Card

- Staff may use the corporate credit card or store card for pre-approved activities listed in section 5.3. Permission is to be obtained from the Executive Officer to purchase items not listed above prior to the cards being used.
- A purchase claim form will be completed by the staff member outlining the date of purchase, item purchased and price.
- A Tax Invoice will be provided by the staff member and given to the Office Manager for processing.
- The Executive Officer, Office Manager or authorised signatory will authorise all claims forms. Individual staff members can not authorise their own purchase claim forms.
- Processed claim forms will be filed in Claims Form folder in filing cabinet.

5.7 Purchasing Procedures

- Obtain price, delivery and payment terms.
- Obtain 2 or 3 written quotations if purchase over the amount of \$1,000.
- Office Manager to obtain approval from the Executive Officer or Treasurer.
- Place order if required.
- Payments can be made as follows:
 - In accordance with Payment of Account Procedures or
 - Pay for items using the corporate credit card/store card and obtain a tax invoice or
 - Pay for items with own money and request a tax invoice and reimbursement following Reimbursement procedures.

5.8 Procedure for Payment of Account

- Check the invoice or delivery docket has been provided.
- Check that the quantity, item specification and price on invoice agrees with original order and quotation.
- Check that account has not been paid previously.
- Office Manager to complete Payment Voucher.
- Office Manager to fill out cheque or electronic payment.

- Two (2) Authorised Board members, who are signatories, or the Executive Officer can authorise the electronic payment or sign the cheque payment. The accompanying Payment Voucher is to be initialled by said signatories. The Office Manager can also counter-sign a cheque payment.
- Request receipt from supplier upon payment.
- File in Accounts folder in cheque number or Electronic Funds Transfer (EFT) receipt order if payment made by cheque or EFT payment.

5.9 Authorising Cheques and Electronic Payments

The Board will nominate up to three (3) representatives who will authorise payments made by cheque or electronically once procedures with bank have been completed.

The Executive Officer is the approved staff representative eligible to authorise cheques and electronic payments.

Where no authorised Board signatory is able to be obtained, the Executive Officer and the Office Manager will be the two signatories for a cheque.

The Office Manager and Administration Assistant will be authorised to 'load' electronic payments.

Anyone who loads payments will not be able to then authorise payments.

5.10 Reimbursement of staff expenses

Staff will be reimbursed for out of pocket expenses incurred while performing their duties including representing RDAS at out of region activities. The maximum reimbursement is set out in table 5.1 on page 35.

Staff will be reimbursed for expenses related to overnight travel including accommodation, meals and incidental expenses. Prior approval for overnight travel must be provided by the Executive Officer.

Expenses incurred for approved day trips longer than 8 hours will be reimbursed upon receipt or at the daily incidental rate.

Any other additional expenses for work related travel will be considered by the Executive Officer on a case by case basis.

RDAS will not reimburse the cost of alcohol consumed by staff.

5.11 Reimbursement for Board Members and other volunteers

Board members and other volunteers will be entitled to reimbursement of expenses to undertake RDAS business including attend board or committee meetings, provide justice support, sit on RDAS interview panels or attend official functions on behalf of RDAS. The rate of reimbursement will be in accordance with table 5.1 below.

Expenses include:

- Kilometres travelled
- Actual taxi or bus fares.
- Telephone or video conference costs.
- Approved training.
- Meals (where the engagement is more than 5 hours).
- Child minding or carer's fees for duration of the meeting if negotiated and pre-approved by the EO .

Procedure for claiming staff, volunteer and board expenditure

Staff, volunteer and board members will be reimbursed for expenditure in the following circumstances:

- Permission is to be obtained from the Executive Officer for the purchase of items prior to purchase or for a pre-approved activity listed in section 5.4, or above the rates listed in table 5.1 .
- A purchase claim form will be completed outlining the date of purchase, item purchased and price.
- A Tax Invoice will be provided by the staff member and attached to the purchase claim form.
- Completed purchase claim forms will be given to the Office Manager.
- The Executive Officer, Office Manager or authorised signatory will authorise all claims for reimbursement. Individual staff members can not authorise their own purchase claim forms.
- The Office Manager will reimburse claims in accordance with accounts processing.
- Processed claim forms will be filed in Claims form folder in filing cabinet.

5.12 Fundraising

In an attempt to remain as an autonomous and independently run organisation, RDAS limits its fundraising activities to written submission processes. These include government grants and philanthropic trusts.

Any decision to pursue or accept income of any kind will take into account the autonomy factors of the organisation and the perceived alliance issues that may be created by accepting particular funding sources.

Any fundraising activity will take into consideration the image of people with disability ensuring that they are depicted in a positive manner.

All opportunities for funding will be explored before "charity fundraising activities" are considered to be appropriate.

RDAS will maintain its registration as a Public Benevolent Institution (PBI) and Deductible Gift Recipient (DGR) in order to maximise its opportunity for fundraising through grants.

Table 5.1 Fees, Charges and Reimbursements

Fees, charges and reimbursements	
2015/16	
Reimbursement for use of personal car	
Paid staff (industrial award rate)	78 cents per km
Board Members and other volunteers	55 cents per km
Overnight travel for staff and board members on official business	
Accommodation	\$140 per night
Reimbursement for meals:	
Breakfast	\$20
Lunch	\$15
Dinner	\$20
Incidental expenses claim per day	\$20
Use of facility	
Personal use of photocopier	
B&W single side	3c per sheet
B&W double sided	5c per sheet
Colour one side	10c per sheet
Double sided	20c per sheet
Outside groups hire of meeting Room	
Half day (up to 3 hours)	\$15
Full Day	\$25
Local phone calls	.40c
Charges	
Training where the majority of the participants have a disability	Free
Community awareness	Free
Staff development type training	\$120.00 per hour

These fees, charges and reimbursements are approved by the board as a guide. They may be varied on a case by case basis at the discretion of the Executive Officer.

6. Motor Vehicle Policy

RDAS vehicles are to be used effectively, efficiently, responsibly and in the best interests of the organisation.

6.1 Pool car

- Most vehicles will generally be garaged at a RDAS office and be available for use by RDAS staff or volunteers to use to undertake business of RDAS.
- The Executive Officer may approve a vehicle to be taken home occasionally by staff. Approval will generally be granted if a staff member is required to start work early or finish late. Taking a car home may attract a Fringe Benefit Liability (see 6.9)

6.2 Securing of RDAS pool vehicles at night

- a) Pool vehicles will be garaged at a designated parking spot close to the RDAS offices seven days per week.
- b) All staff are responsible for ensuring that each vehicle is clean and securely locked at the completion of each working day.

6.3 Transporting clients or other passengers on RDAS business

As a general principle RDAS will encourage clients to make their own way to and from appointments as this promotes independence.

From time to time it may be necessary to offer transport to clients. For example, when the staff member and clients need to attend 2 appointments during one meeting or lack of transport is a barrier to resolving the issue.

When transporting clients or other passengers, the driver will consider the risk assessment and Work Health Safety matters. Only clients with a risk assessment profile of one or two will be considered appropriate to transport.

Transporting mobility aids should only happen if they can be easily lifted into the vehicle and safely stored in a way that they are not a hazard.

Staff are asked to use their professional judgment when deciding when and if to transport clients and the driver can refuse to transport a passenger at any time provided that the passenger is not left stranded and at risk.

Under no circumstances is it appropriate for Justice Support Volunteers to transport clients to and from any destination and for any purpose.

6.4 Private use privileges

The Board may approve an individual staff member, like the Executive Officer, to have private use of a car as part of their salary package with the understanding that:

- The vehicle may be used for full private use including to and from work, on weekends and when staff member is on leave.
- The vehicle will be used for work related travel.
- The vehicle will be considered a pool car for all staff to use between 9:00am and 5pm during normal working days.
- The vehicle will be considered a fringe benefit and attract a fringe benefit liability.

6.5 Responsibility of Drivers

- a) Staff members will provide proof of holding a drivers licence to the Officer Manager to record on staff members record.
- b) All traffic infringements including parking, speeding and red light fines will be the responsibility of the driver and they will be responsible for the full payment of the infringement notice within the specified time and accept the loss of any demerit points.
- c) Smoking is not permitted in RDAS vehicles.
- d) RDAS will maintain road side assistance (either RACV or through a car manufacture's scheme) for each of its vehicles. In the event of a breakdown, the road side assistance service should be contacted by the driver. The membership card will be kept in the owner's manual in the glove box.

6.6 Accident or damage to vehicles

- a) In the event of an accident involving another vehicle, the driver of the RDAS vehicle will first assist any other person injured in the accident. When it is safe to do so, they will record the name and address, registration number, insurance and owner details of all cars involved. Police must be called to an accident where the person is injured or vehicle is towed. All accidents will be reported to the Executive Officer or Office Manager within one working day.
- b) The Office Manager will contact the insurance company to organise repairs to the vehicle.

6.7 Priority use of RDAS Vehicles

A booking system will be used to plan the priority use of vehicles. The staff member who books the car first will have priority over the booking. Any proposed changes to the booking will first be negotiated with the staff member concerned.

If all vehicles are booked the following priority will be set.

- a) Staff with personal use privileges will have priority when on leave.
- b) Staff who are required to undertake overnight travel.

- c) Travel out of town including attending Outreach.
- d) Modified vehicles available to staff that need it.
- e) Transporting clients to appointments.

If a RDAS vehicle is not available at the time required, staff members will consult with the Executive Officer regarding alternate arrangements including:

- a) Staff using their personal vehicle and be reimbursed at award rates.
- b) Use of public transport (Air, rail or bus).
- c) Car hire.
- d) Use of taxis.

The choice of option will generally be the most cost effective and time efficient method.

6.8 Use of Personal Vehicle for RDAS Activities

Wherever possible, RDAS vehicles will be utilised for work related activities.

Staff members may use personal vehicles for trips if it will reduce time wastage and increase work productivity. Staff will be reimbursed the difference in kilometres between home and work, and home to meeting/appointment. For example, if a staff member's travel from home to work is 30km's and if their home to appointment is 40km's, the staff member would be reimbursed for the 10km's difference. The maximum reimbursement without approval in advance will be up to 50km.

Staff will be reimbursed the cost of the full trip if they have been asked to attend an event on a day they would not normally work and they are not taking another day in lieu.

Any exception to this will only occur with approval from the Executive Officer.

Use of personal vehicles for work related activities will only be authorised in the following circumstances:

- a) All methods of public transport have been considered and the use of a personal vehicle is considered to be the most efficient and economical solution to the transport issue.
- b) A copy of the certificate of registration and full comprehensive insurance is provided to RDAS when using personal vehicles. Proof must be provided that the vehicle is insured for occasional "business use".
- c) If a driver's licence is required for the vehicle then a copy of the drivers licence must be sighted.
- d) Work related usage will be reimbursed in accordance with the Victorian SACS Award.

- e) Any transport of clients in personal vehicle is to be authorised by the Executive Officer prior to travel.

RDAS will not be responsible for any personal property which may be stolen or damaged whilst utilising a personal vehicle for work related purposes.

6.9 Use of private vehicle due to access issues

The following points apply to employees who are required to use their own private vehicle on a regular basis due to needing a modified or accessibility vehicle:

1. The vehicle will be required to hold full comprehensive car insurance with proof that the vehicle is insured for occasional “business use”.
2. The Comprehensive insurance will cover the replacement of a windscreen.
3. The general wear and tear and general upkeep of the vehicle will be the responsibility of the owner.
4. Expenses for tyre punctures incurred whilst directly undertaking RDAS related activities will be covered by RDAS. RDAS will not be responsible for replacement of tyres.
5. The vehicle will be registered and kept in a road worthy condition at all times.

It is the responsibility of individual staff members to check with their own insurance companies as to their level of insurance coverage for work related travel. RDAS will not be responsible for the excess amount for any claim, nor will it cover any out-of-pocket expenses that the insurance company does not cover other than those listed above.

RDAS waives any responsibility for any other expenses incurred in the use of a private vehicle other than those already dealt with in this policy.

6.10 Fringe Benefits Tax and Vehicles

Each time a RDAS vehicle is used for personal use or taken home overnight it attracts a fringe benefit tax liability. RDAS will manage its fringe benefit liability within guidelines set out by the Australian Tax Office (ATO). Individual staff members may be liable for Fringe Benefit Tax liability if they take the car home for more than a set number of nights.

Fringe Benefit and Not For Profits

As a registered Public Benevolent Institution (PBI) for tax purposes, RDAS is entitled to offer staff Fringe Benefit Tax (FBT) exemption where the total grossed-up value of certain fringe benefits for each employee during the FBT year is **\$30,000** or less.

If the employees receive grossed-up benefits above this threshold, RDAS is liable for FBT on the excess (or the aggregate non-exempt amount).

FBT and cars

A car fringe benefit most commonly arises where the employer makes a car they own or lease available for the private use of an employee (or the car is treated as being available).

The car available for private use by an employee on any day that either:

- the car is actually used for private purposes by the employee
- the car is available for the private use of the employee

attracts FBT liability.

A car is treated as being available for private use by an employee on any night that either:

- the car is not at the employers premises, and the employee is allowed to use it for private purposes
- the car is garaged at the employee's home

attracts FBT liability.

A car that is garaged at an employee's home is treated as being available for the private use of the employee regardless of whether they have permission to use it for private purposes. Similarly, where the place of employment and residence are the same, the car is taken to be available for the private use of the employee.

In simple terms, travel to and from work is private use of a vehicle therefore every time a car is taken home it is considered a fringe benefit.

Minor Benefit

A minor benefit is a benefit which is **both**:

- less than \$300 in value **and**
- Un-reasonable to treat as a fringe benefit.

A minor benefit is a benefit which has a 'notional taxable value' of less than \$300. The notional taxable value of a minor benefit is, broadly, the amount that would be the taxable value if the benefit was a fringe benefit.

When determining if the notional taxable value of the benefit is less than \$300, benefits provided to associates are not included.

RDAS will use the **statutory formula method** to calculate minor use of motor vehicles – the statutory formula rate is 20% of the base value of the car regardless of kilometres travelled. The taxable value of the car fringe benefits is the statutory rate multiplied by the car's base value.

6.12 Replacement of Motor Vehicles

- a) Vehicles will be replaced, taking into consideration, changing operational needs, market values, road worthy condition and cost effectiveness but would normally be no longer than 100,000 km or 5 years, whichever occurs first.
- b) Obtain two (2) quotations from different dealers for similar vehicles.

- c) When choosing an appropriate vehicle RDAS will take a number of items into consideration including operational requirements, resale value, comfort, safety, and efficiency.
- d) If the vehicle is provided to a staff member as part of their salary package, the staff member's personal requirements may also be taken into consideration.
- e) Accessories, including bonnet and light protectors and floor mats will be fitted to protect the vehicle. Reverse sensors or mobile phone kits may be fitted to improve safety.
- f) Accessories requested by a staff member for their personal use, including a tow bar, may be fitted at the staff members own cost. Approval by the Executive Officer is required prior to accessories being fitted.

6.13 Disposing of Motor Vehicles

After the trade-in price has been determined RDAS vehicles will be offered as private sale. The offer will be \$500 above trade-in price of the successful quote. (This will ensure that the costs of selling the vehicle privately are covered including roadworthy certificate costs).

RDAS vehicles will be offered via a call for expressions of interest in the following order:

1. Current staff of RDAS
2. Board members
3. If time permits cars will be offered to clients, volunteers and members via the RDAS newsletter.

If no expressions of interest are received, the vehicle is sold either by trade-in or via auction.

Potential purchaser will be required to view the car before accepting the offer. It is the responsibility of the purchaser to organise and pay for RACV check should this be desired. It is recommended that this type of check takes place.

The purchaser will sign a written declaration to say that they will accept the vehicle in the condition it was in at the time of viewing and the sale price will not be renegotiated. RDAS will not be held liable for any repairs or defects that occur after sale.

RDAS will attend to the legal requirements as the seller for the vehicle for sale ie Road Worthy, registration etc.

The vehicle will be sold after the replacement vehicle has been delivered to RDAS.

7. RISK MANAGEMENT POLICY

Key concept: Risks are an inherent part of any organisation or activity. Board Members, Management, Staff and Volunteers will take steps to identify, report, and put controls in place to reduce risk.

RDAS will take reasonable measures to prevent loss, harm or injury to the organisation, workers (paid and unpaid) and all other stakeholders.

Risk is the chance of something happening that will have an impact on achieving objectives. It is measured in terms of consequences (the outcome) and likelihood (the rate of occurrence) and if the risk will have a positive or negative impact. AS/NZS 4360:2004.

Risk Management is the culture, processes and structures that are directed towards realising potential opportunities while managing adverse effects. AS/NZ 4360:2004.

Risk management strategies in relation to financial management, asset management, work health safety, client management, complaint management and conflict of interest have all been dealt with in other policies.

All people involved with RDAS have a responsibility for managing risk.



All risks identified must be documented. Any risk that cannot be managed in normal operations or may impact or damage the reputation of the organisation will be reported to the EO. Risks identified in the High or Extreme range will be reported to the Board at the first possible opportunity.

The Board will receive a risk management report every 3 months.

Level of risk	Action	Reporting
E – Extreme risk	detailed action plan required	Board
H – High risk	needs Executive officers attention	Board
M – Medium risk	specify management responsibility	Executive Officer
L – Low risk	manage by routine procedures	Managed within work teams

7.1 Procedures for Developing a Risk Management Plan

Step 1 Establishing our Goals and context (ie our risk environment)

The purpose of this stage is to understand the environment in which RDAS operates. That is, to thoroughly understand the external and internal environment and context.

The establishment of the context and culture is undertaken through a number of environmental analyses that include:

- a. A review of the relevant corporate documents including Strategic Plan, annual reports, compliance audit report, funding agreements, and policy and procedure manual.
- b. Completing Analysis including stakeholder Strengths, Weaknesses, Opportunities and Threats (SWOT) and Political, Economic, Societal and Technological issues (PEST) Analysis.

Step 2 identifying our risks

Identifying risk is an important part of the process. It involves using information gained from establishing the context stage to answer the following questions:

- What can happen?
- How and why can it happen?
- How can it impact on achieving our objectives / outcomes?

Step 3 Analysing the identified risks

This step of the risk assessment process requires that for each risk, you identify the current controls and their effectiveness in preventing the risk from eventuating or minimising its impact should it occur.

Likelihood and Consequence Matrix

For each risk, define its profile using likelihood and consequences criteria (see the risk Matrix).

Ask the questions?

- What is the likelihood of the event occurring?
- What is the potential impact?

The risk level is determined by intersecting the *likelihood* and *consequence* levels on the Risk Matrix (see end of the policy).

Step 4 Assessing or evaluating the risks

This step requires an assessment of the level of risk as acceptable or unacceptable.

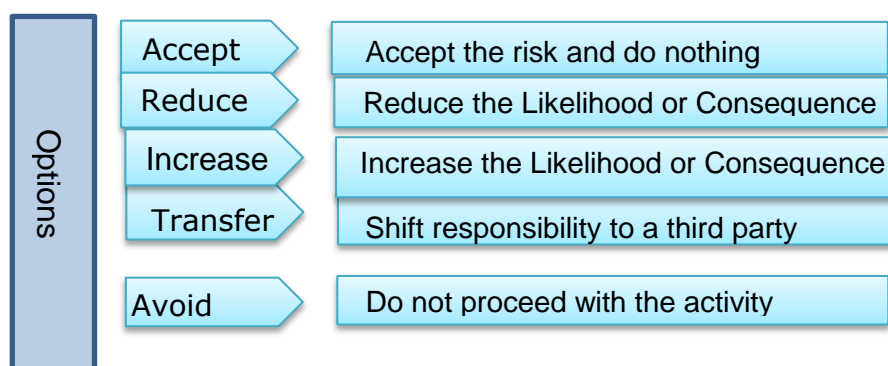
The decision of whether a risk is acceptable or unacceptable is taken by the relevant level of management. A risk may be considered acceptable if for example:

- The risk is sufficiently low that treatment is not considered cost effective,
- A treatment is not available, eg a project terminated by a change of government,
- A sufficient opportunity exists that outweighs the perceived level of threat.

Where practical, the reasons for accepting a risk as acceptable needs to be documented by the person making the decision.

Step 5 Treating or managing the risks

The objective is to develop cost effective options for treating the risks. Treatment options are driven by outcomes that include:



Step 6 Monitoring and reviewing the risks and the risk environment regularly

Risks and their priorities do not remain constant. The currency of identified risks needs to be regularly monitored. New risks and their impact on the business need to be established.

Step 7 Continuously communicating and consulting with stakeholders

Unacceptable risks and their treatment strategies are to be entered into the Risk Management Register Report to the Board every 3 months.

References:

Australian Capital Territory _____ 2004

National Disability Services Victoria _____

E – Extreme risk – detailed action plan required

H - High risk – needs senior management attention

M – Medium risk – specify management responsibility

	Potential Impact	<div> <div></div> Consequence </div>				
Work Health Safety	Health and safety to staff/client or other stakeholders	Injuries or ailments not requiring medical treatment	Minor injury or First Aid Treatment Case	Serious injury causing hospitalisation or multiple medical treatment cases	Life threatening injury or multiple serious injuries causing hospitalisation	Death or multiple life threatening injuries.
Human Resource	Lack of skilled or trained people to undertake activities	Minor absentee or skills gap with no impact to service delivery	Minor staff absenteeism with low impact to service delivery	Significant staff absenteeism/ Unavailability of skills, some impact to service delivery	Resignation in a key skill area resulting in permanent loss of knowledge. Unavailability of critical skills or personnel	Resignation in 2 key skill areas resulting in permanent loss of knowledge. Protracted lack of critical skills/people
Reputation	Reputation to RDAS and its ability to deliver services	Internal Review	Scrutiny required by Board or internal audit to prevent escalation	Scrutiny required by external body including CRRS, Ombudsman, Human Rights Commissioner	Intense public, political and media scrutiny. Eg: front page headlines, TV, etc.	Inquiry by funding body into financial viability or compliancy.
CORPORATION Business Process & Systems	System failure or breach of RDAS policy Including accounts, payroll staff training security	Minor delay in systems or processes requiring corrective action, No impact on service delivery	Inability to provide key support service or occasional breach of policy. Little impact on service	Minor non conformities in one or more systems. Moderate delay in processes or service delivery.	Major non conformities in systems. Significant delay in core processing system. Significant impact on service delivery.	Critical process/ system failure. Inability to perform. Ongoing non-compliance. Business severely affected.
Financial	Impact on RDAS financial viability	1% of Budget or <\$5,000	2.5% of Budget or <\$12,000	> 5% of Budget or <\$25,000	> 10% of Budget or <\$50 000	>25% of Budget or \$25 000

Insignificant Minor Moderate Major Catastrophic

Likelihood ↑	Probability:	Historical:			1	2	3	4	5
	>1 in 10	Is expected to occur in most circumstances	5	Almost Certain	M	H	H	E	E
	1 in 10 - 100	Will probably occur	4	Likely	M	M	H	H	E
	1 in 100 – 1,000	Might occur at some time in the future	3	Possible	L	M	M	H	E
	1 in 1,000 – 10,000	Could occur but doubtful	2	Unlikely	L	M	M	H	H
	1 in 10,000 – 100,000	May occur but only in exceptional circumstances	1	Rare	L	L	M	M	H

8 INSURANCE POLICY

RDAS will comply with all legal requirements with respect to insurance.

The type of insurance cover and level of insurance cover will be decided by the Board as part of its risk management strategy and after consultation with an insurance broker covering both NSW and Victorian jurisdictions.

Insurance will include as a minimum:

- Public Liability to the value of \$20,000,000 (currently covered by DHS Service agreement)
- Workers Compensation
- Building and contents – fire
- Contents - theft and burglary (replacement cost)
- Vehicle Insurance
- Professional Indemnity
- Volunteer workers insurance
- Directors insurance.

Students

The Executive Officer will ensure that any students on placement are covered by their University or TAFE. If not, students will not be accepted on placement.

Staff Vehicles

The Executive Officer will ensure that staff vehicles are covered by their own comprehensive insurance policy prior to personal vehicles being used for work related travel.

Insurance Register

An insurance register will be maintained listing the policies held, policy numbers, the insurance company, what it covers, the premium, the date paid and the expiry of cover.