

Barwon disAbility Resource Council

POLICY MANUAL

This Policy Manual is divided into the following parts:

Part 1 Governance

Part 2 Services (Operational)

- General Management
- Advocacy
- Disability Support Fund
- Green Pie plan management

Part 3 Staffing

Part 4 Occupational Health and Safety

PART 1 - GOVERNANCE

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CONTENTS: PART 1 - GOVERNANCE

1.	Introduction	Page 4
2.	Statement of purpose	Page 5
3.	Guiding principles	Page 6
4.	Mission statement	Page 6
5.	Indigenous Custodians acknowledgement	Page 6
5.1	Policy objective	Page 7
5.2	Definitions	Page 7
5.3	Principle/procedure for acknowledgement of Country	Page 7
6.	Policy review	Page 8
7.	Board of Management overview	Page 9
8.	Legal responsibilities of the Board of Management	Page 11
9.	Quality management, policy and planning	Page 11
9.1	Quality Improvement Plan	Page 12
10.	Finance	Page 13
11.	Staff	Page 14
12.	Other Board of Management responsibilities	Page 15
13.	Code of Conduct for all Board of Management members	Page 15
14.	Role of the Chairperson	Page 17
14.1	Responsibilities of Chairperson	Page 17
14.2	Other responsibilities and authority of Chairperson	Page 18
14.3	The Chairperson emergency decision making (Reserve Powers)	Page 18
15.	Role of the Deputy Chairperson	Page 18
16.	Role of the Administrative Secretary	Page 19
17.	Role of the Treasurer	Page 19
18.	Role of the Secretary	Page 20
19.	Tasks shared by all Board of Management members	Page 21
20.	Board meetings, documentation and decision making	Page 22
21.	Role of Executive Committee	Page 23
22.	Executive Committee Meetings	Page 23
23.	Responsibilities of the Executive Committee	Page 24
24.	Vacancies on the Board of Management	Page 24

25.	Policy development	Page 24
26.	Communication between Executive Committee and the Board of Management	Page 24
27.	Roles and responsibilities of Sub-committees, Advisory Committees and the Board of Management	Page 25
28.	Reimbursement of Board of Management members	Page 26
29.	Declaration of interests of Board of Management members	Page 26
30.	Membership of BDRC	Page 30
31.	Annual General Meeting	Page 31
32.	Accessibility	Page 32
33.	Board of Management Induction Kit	Page 31
34.	Board of Management Induction	Page 32
35.	Grievance	Page 32
36.	Organizational Chart – BDRC	Page 33
37.	Agency independence	Page 35
	Appendix 1: Privacy and Confidentiality Agreement	Page 36
	Appendix 2: Code of conduct	Page 37
	Appendix 3: Declaration of interests	Page 39

Introduction

This policy manual, and any attachments or procedures arising out of this manual is the property of Barwon DisAbility Resource Council Inc. and its divisions, Assert 4 All, A 4 All and Green Pie plan management.

BDRC's Board of Management, staff, and clients have developed this document in line with the Victorian Government's Disability standards, Mental Health standards and the National Disability Standards. These policies are regularly reviewed and developed by clients, staff and the BDRC Board of Management to ensure ongoing improvement of the service.

This policy document aims to:

- Empower people with disabilities, family and carers by clearly defining what standards they should expect when accessing support offered by the BDRC.
- Provide a basis to enact BDRC's statement of purpose, guiding principles and mission statement.
- Provide a basis for BDRC staff, members, and service users to jointly improve service quality.
- Assist BDRC to meet the principles and objectives of State and Federal disability legislation by clearly defining what is expected of them in terms of minimum service quality.
- Provide a means of satisfying government accountability requirements.

All persons accessing advocacy support will be offered a summary version of the BDRC policy document at service entry, and have access to the full document upon request. Copies are also available to all clients, parents/carers, Board of Management members, self-advocacy groups and the community, and can be made available in a range of formats such as

large print, Braille, audio or electronic formats.

All Board of Management, staff members, consultants and volunteers will be given a copy and will receive ongoing training to ensure they understand their roles and responsibilities in implementing the policies contained in this manual.

Policy will be explained to each new service user in a way that is understood by each individual or their carer, family member or nominee, if appropriate.

2. Statement of purpose

BDRC is an independent body formed for the following purposes:

- 2.1 To provide information and advocacy to people with disabilities, their families and carers in the geographical area of service covered by BDRC.
- 2.2 To promote positive change in the lives of people with disabilities, their families and carers in the area.
- 2.3 To promote equal access of people with disabilities into the community.
- 2.4 To address systemic issues affecting people with disabilities.
- 2.5 To assist in the planning and regional development of disability services with appropriate government departments and other service providers.
- 2.6 To assist individuals and groups to develop self-advocacy skills.
- 2.7 To identify, co-ordinate and implement appropriate community projects in advocacy, information, accessibility and other issues of relevance to local communities and in keeping with BDRC's mission.

3. Guiding principles

That in accordance with the UN Convention on the Rights of Persons with Disabilities, we recognize that people with disabilities are entitled to:

- Respect for inherent dignity, individual autonomy including the freedom to make one's own choices, and independence of persons;
- Non-discrimination;
- Full and effective participation and inclusion in society;
- Respect for difference and acceptance of persons with disabilities as part of human diversity and humanity;
- Equality of opportunity;
- Accessibility;
- Equality between men and women;
- Respect for the evolving capacities of children with disabilities and respect for the right of children with disabilities to preserve their identities.

4. Mission Statement

To promote rights, social and economic inclusion for all.

5. Indigenous Custodians acknowledgement

A central part of the Barwon disAbility Resource Council vision is our respect for the land we live in and our recognition of the indigenous custodians of this country. The BDRC vision is also one where as a community we have reconciled all injustices with Indigenous Australians. BDRC is committed to promoting the wellbeing of Indigenous Victorians and

their communities, and addressing the disadvantage they experience and to facilitate better relationships between Indigenous people and the wider community.

5.1 Policy objective

To acknowledge the original custodians of the land on which BDRC conducts business. This policy applies to all BDRC Board members and staff and should be practiced at all conferences, public meetings and training courses.

5.2 Definitions

Welcome to Country

Welcome to Country is a ceremony (speech or performance) whereby an Elder, or a spokesperson of the locally recognized Indigenous community, welcomes people to their Land.

Acknowledgment of Country

An Acknowledgement of Country is a way that non-indigenous people can show respect for the traditional owners of the Land.

5.3 Principle/procedure for acknowledgement of Country

At the commencement of a meeting the Chair or Speaker begins by acknowledging that the meeting is taking place on the land of the Traditional Custodians.

A formal acknowledgement should always be used for public meetings, such as the Annual General Meeting and may be used for internal staff and Board meetings if chosen.

Formal acknowledgment

“We acknowledge the Wathaurung tribe of the Kulin Nation of peoples as traditional owners of the land on which this meeting takes place. We pay our respects to Elders, past and present, and to all Indigenous people and recognise their continuing spiritual connection to the Land.”

Informal acknowledgment

An informal acknowledgment is appropriate to use at an internal staff and Board meeting only, where members of the general public or membership are not present.

“We acknowledge the traditional owners of this land and pay our respects to their elders, both past and present”

Welcome to Country

Where possible, an Aboriginal Elder or recognised Aboriginal spokesperson, should be invited to perform a Welcome to Country ceremony at major BDRC events. Content of the ceremony should be discussed with the Elder/spokesperson with regard to the nature of the event.

The Chair or speaker introducing the Elder or spokesperson should avoid using the word ‘welcome’ in their introductory comments or acknowledgment, as the task of welcoming should be performed by the person representing the traditional owners.

BDRC staff, Board or representatives **should not** perform a Welcome to Country ceremony.

6. Policy Review

The policies of BDRC will be reviewed on an annual basis in a consultative process as part of its management practices with the Board of Management, 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 of Management for example after complaint or feedback is received.

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

Annual self-assessment 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.

Client confidentiality will be maintained in the implementation of self assessment or any other quality assessment. Prior written consent will be obtained before clients participate in quality assessment.

Policies will be dated to show the last date of update/alteration or review.

7. Board of Management Overview

The Board of Management of BDRC is its governing body, comprised of between 8 and 10 members of BDRC elected by the members of BDRC, in accordance with the BDRC Incorporated Rules.

The Board of Management will govern BDRC according to:

- The Associations Incorporation Act 1981
- The purpose, objectives and rules set out in the BDRC Incorporated Rules
- Terms and conditions of contractual and service agreements
- BDRC Policy Manual, procedures and plans ratified by the BDRC Board of Management
- BDRC Organisational Framework.

The Board of Management will manage the organisation within the approved budget and in accordance with BDRC statement of purpose, policies and procedures as specified in this policy manual.

The Board of Management is responsible for policy development and strategic planning. The Board will focus on the overall services provided to ensure the most efficient and effective service programs, organisational structures and financial procedures are in place to meet the demands of clients and the funding bodies.

The Board of Management will ensure that:

- Staff, management and the Board members are suitably qualified, skilled and supported and that this is outlined in BDRC policy
- BDRC's practice is based on evidence and minimal restrictive options and complies with legislative, regulatory and contractual requirements
- BDRC documents, monitors and effectively uses management systems including work health safety, human resource management and financial management.
- BDRC has monitoring, feedback, learning and reflection processes which support continuous improvement.
- BDRC has a clearly communicated organizational vision, mission and values which are consistent with contemporary practice.
- BDRC has systems to strengthen and maintain organizational capabilities to directly support the achievement of individual goals and outcomes.
- BDRC uses person-centred approaches including the active involvement of people with disability, families, friends, carers and advocates to review policies, practices, procedures and service provision.
- BDRC meets all conditions of BDRC's registration with the Department of Health and Human Services as a provider of advocacy services
- BDRC meets all conditions of BDRC's registration with the Department of Health and Human Services as a provider under the National Disability Insurance Agency.
- BDRC meets all conditions of any registration arrangements, by itself or in partnership with other organisations.

8. Legal responsibilities of the Board of Management

The Board of Management is required to ensure that:

- BDRC operates in line with
 - BDRC Incorporated Rules
 - the Associations Incorporation Act 1981
 - National Disability Insurance Scheme Act 2013
 - State Government Funding and Service Agreements
 - Commonwealth Funding and Service Agreements
 - Other relevant funding and service agreements.
- In accordance with legislation and the relevant industrial awards, the following occurs:
- Staff employment agreements are complied with, that proper tax is deducted, proper superannuation paid and safe working conditions are provided.
- BDRC has adequate insurance cover.
- The service operates within relevant Federal, State and Local Government laws and regulations including incorporation, insurance, permits, licences, copyright, defamation, employment, equal opportunity and human rights, privacy, occupational health and safety, and taxation.

9. Quality management, policy and planning

The Board of Management is required to ensure that:

- BDRC has clearly defined goals
- Plans are developed and reviewed on an annual basis, including Strategic Plan and Risk Management Plan.
- High quality and effective services are delivered to clients

- This policy and procedure manual is kept up-to-date and is put into practice.
- Quality Management is operated under a continuous improvement model and all BDRC services are subject to quality improvement monitoring by the Board of Management and as appropriate delegated to the Executive Officer.
- BDRC will comply with funding body requirements for independent reviews against the appropriate Service Standards, as deemed necessary by the relevant funding body.

9.1 Quality Improvement Plan

The process of continuous improvement at BDRC is outlined in the Quality Improvement Plan, as follows:

- An up to date Policy register is kept
- Timetable of policy review and ratification
- All policies are signed by the Chairperson and ratified by the Board of Management.
- All policies must meet BDRC's Mission "Promoting rights, social and economic inclusion for all", its statement of purpose and guiding principles.
- All policies must comply with legislative requirements.
- All policies must comply with funding and service agreements.
- All policies are reviewed annually and the next review date is shown on policies.

- Policy workshops are conducted at Board level and the Governance policies are reviewed at specially convened Board meetings
- Policy discussions occur at Staff meetings, Advocacy Team meetings and Green Pie team meetings. Staff actively participate in policy review, development and reflection. It is stressed that policies are “living” documents and that practice needs to reflect policy.
- Client exit surveys are provided to clients on exiting the service and all efforts made to encourage completion (providing verbal, other language or other response methods)
- Client random surveys are provided to clients
- Surveys for other stake-holders are placed in BDRC/Assert 4 All newsletters or website or other suitable method, for feedback
- Self-assessments are conducted annually.
- People with disabilities are involved in the continuous improvement process.

10. Finance

The Board of Management is required to ensure that:

- BDRC has an approved budget for the year, and that expenditure is within the budget
- BDRC has sufficient income to meet budget requirements
- The conditions of all funding Agreements are adhered to, and
- Funds are properly accounted for and a financial audit is completed every year.

Other financial responsibilities include applying for funding, establishing and monitoring budgets, preparing financial statements and audits, negotiating funding and service agreements and reporting to the appropriate areas of government, funding bodies and to BDRC members on the use of all funds received.

Board of management members must avoid a conflict of interest and act in good faith at all times. Nominated individuals on the Board of Management are to be bank signatories, along with the Executive Officer.

The Board of Management is required to ensure that it is responsible for the capital assets of BDRC, ensuring that premises, facilities, records and physical resources are provided and maintained so that services may be provided appropriately, safely and efficiently.

The Board of Management has responsibility for ensuring the provision of appropriate administration systems and practices (including financial provision for depreciation of assets).

11. Staff

The Board of Management is the employer of staff, responsible for ensuring the development of job descriptions, and that the appropriate policies and procedures are in place for staff recruitment and orientation, training, supervision and support, discipline and dismissal. The Board of Management also is responsible for the use of volunteers within BDRC ensuring that appropriate policies exist to clarify their roles and responsibilities.

Staffing responsibilities can be delegated to the Executive Officer for the day-to-day operation of BDRC. The Board of Management employs the Executive Officer and should provide clear instructions as to the relevant duties, responsibilities, accountabilities and authority of the Executive Officer. These instructions are provided in the Executive Officer position description and the Strategic Plan, Risk Management Plan, BDRC Policy Manual and other relevant documents.

The Executive Committee makes recommendations to the Board of Management on the appointment of staff, including the Executive Officer. The Executive Committee is responsible for matters relating to the employment conditions of the Executive Officer and other staff, including performance appraisals. Tasks can be delegated to the Executive Officer.

12. Other Board of Management responsibilities

Board of Management members should:

- Ensure that BDRC has a strong membership and strong community support and is a strong viable organisation.
- Have a good understanding and be familiar with the BDRC vision, purposes and guiding principles.
- Represent the organisation and promote the profile of BDRC. This includes the development of good community relations.
- Asset Management – Board of Management members are responsible for the protection and maintenance of all BDRC assets. The asset register should be kept updated. Any funds invested should be invested in a high interest account held by BDRC's bankers with the investment guaranteed.

13. Code of conduct for all Board of Management members

The Board of Management is accountable for all activities of the organisation.

Board of Management members will:

- Conduct themselves in a professional manner at all times when representing the organisation.

- Maintain confidentiality in regard to activities of the organisation including business discussed in Board of Management meetings, and grievances associated with staff, clients or Board of Management members.
- Respect other people's opinions and allow alternative viewpoints to be expressed.
- Support the Executive Officer and staff in their roles within BDRC.
- Identify issues of concern and raise these with the Executive Officer in the first instance.
- Encourage the development of a team approach to the operations of BDRC and actively participate as a team member.
- Separate personal dealings with the organisation as a client from the role as a member of the Board of Management. Where possible Board of Management members should seek advocacy, if required for personal issues, from another appropriate service.

In the event that an issue is raised in relation to the adherence to the above, the BDRC Grievance Policy Procedure will initially be used to address issues. If it is substantiated that a Board of Management member has refused or neglected to comply with these rules, or has been guilty of conduct unbecoming a member or prejudicial to the interests of the Association, the Board of Management may:

- a) Remove a member from the Association; or
- b) Suspend a member from membership of the association for a specified period;

BDRC Incorporated Rules will be referred to before taking any of the above action to ensure that the process relating to an appeal of the decision is strictly adhered to.

14. Role of the Chairperson

14.1 Responsibilities of Chairperson

It is the responsibility of the Chairperson to ensure that the following tasks are carried out:

- ◆ develop and prepare the agenda (in discussion with the Executive Officer) of Board and other relevant meetings;
- ◆ to open, manage and close meetings;
- ◆ to prioritise the business of the meeting, including adjourning the meeting or deferring items;
- ◆ to deal with any issues around a quorum;
- ◆ to keep the meeting focussed on the topic under discussion;
- ◆ to encourage participation from all members;
- ◆ to ensure the efficient time management of the meeting;
- ◆ to summarise discussion and bring it to a close;
- ◆ to deal with any conflict which is unproductive to the course of the meetings;
- ◆ to ensure that members are aware of the decisions being made;
and
- ◆ to ensure the accuracy of the minutes.

14.2 Other responsibilities and authority of Chairperson

The Chairperson, as the official head of BDRC, also has the following responsibilities and authority:

- ◆ to sign official documents, such as funding agreements and property contracts, any documents which requires the affixing of the Common Seal,
- ◆ to participate and/or lead delegations to Government and key community organisations and individuals;
- ◆ to speak publicly about the philosophy and policy positions of BDRC; and
- ◆ to participate in the tasks assigned to the Board of Management.

Please note that in practice the day-to-day performance of some of these responsibilities may be delegated to BDRC's Executive Officer under the supervision of the Chairperson.

14.3 The Chairperson emergency decision making (Reserve Powers)

In a crisis, the Chairperson has the authority to make appropriate decisions or to take action on behalf of BDRC. It is expected however that this reserve power would not be used lightly. It is expected that every effort would be made to consult with the Office Bearers, and, if possible, to call an extraordinary meeting of the Executive Committee or the full Board of Management.

Any decision that the Chairperson considers to require the use of the reserve power must be ratified by the full Board of Management at the earliest possible opportunity.

15. Role of the Deputy Chairperson

This person assists the Chairperson in carrying out his or her role, as required and as appropriate. The Deputy Chairperson takes on the role of

Chair of Board of Management meetings and other meetings as appropriate, when the Chairperson is unavailable. The Deputy Chairperson should communicate with the Chairperson after such meetings, to ensure continuity of governance matters, and to keep the Chairperson informed of all relevant matters.

16. Role of the Administrative Secretary

The responsibilities of the Administrative Secretary are as follows:

- i) ensure that a Register of Members is maintained in accordance with the BDRC Constitution;
- ii) ensure that notices of all meetings are forwarded to Members in accordance with the BDRC Constitution;
- iii) record, in proper form, minutes of the proceedings and resolutions of all General Meetings, Board of Management Meetings, Executive Committee meetings and the reports and recommendations of any sub-committee; and
- iv) be responsible for dealing with correspondence of BDRC and for the proper custody of all books, documents and securities of BDRC, in accordance with any directions given from time to time by the Board of Management.

Please note that, in practice, the day-to-day performance of some of these responsibilities may be delegated to BDRC's Executive Officer and staff.

17. Role of the Treasurer

Responsibilities include ensuring:

- Proper records of account are kept and that these records show all monies received and all monies paid

- The financial management requirements of funding bodies are met
- Financial reports are produced and are presented at monthly Board of Management meetings or as required
- Board of Management members understand the financial reports
- An annual budget is prepared at the beginning of each financial year
- An independent audit of the account books is prepared each year
- The accounts of the service, showing the financial position at the end of the preceding financial year, are submitted to members at the Annual General Meeting
- Funds are managed according to proper accounting standards. There should be evidence that money received is banked and documentation should be provided for all money paid out
- That funds are identified for training of staff and Board of Management Members
- The Treasurer should be one of the signatories to the BDRC bank accounts.

Please note that, in practice, the day-to-day performance of some of these responsibilities may be delegated to BDRC's Executive Officer and staff, under the supervision of the Treasurer.

The Treasurer is not individually responsible for financial planning. The Treasurer should, however, ensure that this planning occurs with the Board of Management and Executive Officer.

18. Role of the Secretary (formerly Public Officer)

The Secretary ensures compliance with all legal obligations of the

organisation. This includes ensuring that any changes to the Incorporated Rules are forwarded to the Office of Consumer Affairs.

The Secretary should be fully aware of the Rules of the organisation and all legal obligations of the organisation.

19. Tasks shared by all Board of Management Members

Each Board of Management member is expected to:

- attend Board of Management meetings and be punctual;
- read minutes, agendas, reports and papers for Board of Management meetings;
- assume responsibility for assigned tasks and report back to the Board of Management on those areas;
- take part in sub committees, advisory committees and planning days as required;
- participate in planning and evaluation processes;
- be open and frank with ideas and information;
- declare any conflict or potential conflict of interest;
- discuss and critique ideas and issues, but not individuals;
- listen to the views of the other Board of Management members;
- keep the discussions and deliberations of Board of Management meetings confidential (All Board of Management members should complete the BDRC “Privacy and Confidentiality Agreement” form);

- take opportunities to inform members and others about the work of BDRC;
- act as an ambassador for BDRC and promote it within the community;
- work as part of a committed team with other Board of Management members;
- act in the best interests of BDRC at all times;
- ensure the viability of BDRC through maintaining community support and membership
- ensure compliance with legal responsibilities, especially the Associations Incorporation Act and relevant Commonwealth and State disability services legislation
- represent BDRC and act as spokesperson if authorized.

20. Board meetings, documentation and decision making

The agenda and attachments, together with the minutes of the previous meeting, for the Board of Management meeting will be emailed at least one week prior to the Board of Management Meeting, to enable Board to read the papers and to seek clarification on any matter prior to the meeting. If a Board member does not have an email address, the documents will be mailed.

BDRC will endeavour to provide Board of Management members with appropriate support required to attend meetings and interpret documents, as required. Any Board of Management member requiring additional support should discuss their needs with the BDRC Chairperson or Executive Officer.

Board of Management members are expected to examine the papers and the recommendations, and, where possible, to come to the meeting having formed preliminary views on the Agenda items. It is in the interests of

BDRC and the Board of Management to ensure that decisions are made in an informed and timely manner.

The Board of Management will meet at least 6 times per year. An annual calendar of meeting will be drawn up. Meetings do not generally take place in July or January, with the October Annual General Meeting replacing the Board of Management meeting.

Board of Management members are expected to attend as many meetings as possible and notify the Chairperson, via the BDRC office, of any intended absence.

Further information on obligations of Board members at meetings is detailed in the BDRC Incorporated Rules.

21. Role of the Executive Committee

The Executive Committee constituted only of Office Bearers of the Board of Management and reports directly to the full Board of Management, making recommendations for Board of Management's consideration and endorsement.

The Executive Committee has the authority to act without the approval of the full Board of Management in special circumstances which must be reported to the next meeting of the Board of Management.

22. Executive Committee meetings

The Executive Committee meets on an as needs basis. Meetings are scheduled at least 8 times per year and held to prepare for Board of Management meetings and to complete tasks.

The Chairperson of BDRC is chair of the Executive Committee. Two members of the Executive, together with the Executive Officer, constitute a quorum. The Executive Officer may request an Executive Meeting and attends all Executive Meetings, other than those, or parts thereof, convened for the purpose of discussing issues related to the employment conditions of

the Executive Officer, and complaint and disciplinary matters directly concerning the Executive Officer.

23. Responsibilities of the Executive Committee

The Executive Committee acts on issues referred to it from the Board of Management or the Executive Officer and may act on behalf of the Board of Management in emergency situations. The Executive committee will make recommendations to the Board of Management.

24. Vacancies on the Board of Management

The Incorporated Rules empowers the Board of Management to appoint any eligible person to be a member of the Board of Management, as per the BDRC Rules. The Board of Management must endeavour to ensure that any vacancies are filled promptly, and that nominations are considered by the Board of Management in a prompt and fair manner.

25. Policy development

The Executive Committee may also consider significant policy matters, usually with a view to making recommendations to the Board of Management. On occasions, however, it may be necessary for the Executive Committee to take actions which should be submitted for ratification at the following Board of Management meeting. The Executive Committee also handles matters which have been referred to it from the full Board of Management.

26. Communication between Executive Committee and the Board of Management

Reports from the Executive Committee meeting are provided to each member of the Board along with the usual Board of Management meeting papers. They are an item on the agenda of Board of Management meetings, and any motions will be presented to the full Board of Management for discussion and voting. Members of the Board of Management are free to

question any matter discussed at the Executive meeting. In the event that the Board of Management disagrees with a proposed motion of the Executive, the view of the full Board of Management shall prevail.

27. Roles and responsibilities of Sub-committees, Advisory Committees and the Board of Management

The Board of Management may at any time appoint any sub-committee (consisting of members of the Board of Management) it thinks fit, and may prescribe the functions of any such sub-committee. The Board of Management shall have the power to co-opt persons to serve on a sub-committee in an advisory capacity, but no such co-opted member shall be entitled to vote. The Chairperson shall be ex-officio members of all sub-committees. The quorum for meetings of any sub-committee shall be one-third of its members and not less than two people.

Any sub-committee appointment by the Board of Management should have a nominated Convenor or Chair, and the membership should be agreed to by the Board of Management. Proposed members should be approved by the Board of Management before a formal invitation is offered. Terms of Reference will specify the tasks of the sub-committee, together with any powers delegated from the Board of Management. Sub-committees will generally make recommendations for the consideration of the Board of Management. Sub-committees may be ongoing or time limited. This decision should be made early in the life of the sub-committee. The BDRC Executive Officer or another appropriate member of staff will normally sit on any sub-committee to provide appropriate support, but shall not have voting rights.

Advisory committees are limited in their life, are established to carry out a specific task, and may be comprised of people other than Board of Management members, although they should preferably be convened by a Board of Management member or the BDRC Executive Officer.

Reports of any sub-committees and advisory committees shall be made regularly to the full Board of Management.

28. Reimbursement of Board of Management members

Board of Management members cannot be employed on a permanent or contract basis. If a Board of Management member wishes to apply for a vacant position at BDRC, they may do so but would need to resign from the Board of Management and not participate in any discussions regarding the vacant position. Any vacant position will be advertised to the general public and appropriate selection procedures will be followed.

Reimbursements for the following expenses can be made to Board of Management members in carrying out volunteer activities for BDRC, as bona fide compensation for services rendered or expenses incurred on behalf of BDRC:

- Travel expenses
- Meeting support, eg attendant care, communication assistance.
- Other expenses related to participation in BDRC projects.

Any reimbursement will be made at the discretion of the Executive Officer and must be reasonable expenses associated with the activity.

29. Declaration of interests of Board of Management members

No member of the Board of Management shall be appointed to or retain any paid office of BDRC whilst he or she is a member of the Board of Management.

No member of the Board of Management shall directly or indirectly supply goods or services to BDRC where such goods or services can be satisfactorily obtained elsewhere locally.

Any member of the Board of Management who has a financial interest in any contract or arrangement made or proposed to be made with BDRC shall disclose his or her interest at the first meeting of the Board of Management at which the contract or arrangement is first taken into consideration. If he or she becomes interested in a contract or arrangement after it is made or

entered into, he or she shall disclose his or her interest at the first meeting of the Board of Management after he or she becomes so interested.

To protect individual members of the Board of Management as well as BDRC, all Board of Management members should declare their interests in advance. If a potential conflict arises, it should be declared as soon as possible. If some financial, political or personal benefit is potentially involved, the member should do one of the following:

- state that they are also involved in another organisation or activity and that the Board of Management should be aware of this fact; or
- state their other involvement and ask that they not take part in discussion or decisions about the issues where there could be conflict; or
- state their other involvement and ask that the Board of Management rule on whether they should remain involved, or how they can participate without compromise; or
- state their other involvements and that they believe they should resign from the Sub-Committee because of this ongoing conflict.

Each member of the Board of Management should complete a confidential "Declaration of Interests" form upon joining the Board of Management and to update it as necessary. The forms are kept securely, and may only viewed by BDRC Office Bearers, the Executive Officer and the Administrative Officer.

The most relevant issues arise in answer to the following questions:

- Do you own property or land which BDRC uses or is likely to use?
- Do you derive income from activities which BDRC may wish to purchase or may also wish to pursue?

- Are you involved with companies or trusts with which BDRC either does business or is likely to do business?
- Are you a member of any other organisation or group which work with or compete with BDRC?
- Are you associated with any organisation which funds BDRC, or which competes with BDRC for funds?
- Are you associated with any organisation which makes decisions directly affecting BDRC?
- Do any of the above apply to any of your relatives or to those with whom you live?

A positive answer to any of these questions does not mean that a person should resign from the Board of Management, but that the person must be particularly sensitive to any potential conflict and take the appropriate action.

Conflict of Interest will be an agenda item at each BDRC Board meeting and the Chairperson will ask this question at each meeting. Members are to advise the Board at each Board meeting if there is a conflict of interest to declare.

30. Membership of BDRC

The membership of BDRC is free and voluntary and is open to all people in the regions covered by the BDRC service area.

The Board of Management will receive all applications for membership on an ongoing basis and will approve membership as detailed in the BDRC Incorporated Rules.

Membership of BDRC is representative of the communities in which BDRC operates and includes a wide range of diversity.

Benefits of membership of BDRC include:

- Sharing in the BDRC Mission Statement: Promoting rights, social and economic inclusion for all
- Invitation to BDRC events, including the Annual General Meeting
- Opportunities to participate in forums, training programs and other initiatives offered by BDRC
- Receiving and input to the BDRC Newsletter
- Opportunity to nominate for a position on the BDRC Board of Management and/or to participate in subcommittees
- Opportunity to give feedback and suggestions for improvement in BDRC's work and participate in continuous improvement of BDRC.

A person does not need to be a member of BDRC to avail her/himself of BDRC services.

31. Annual General Meeting

The Board of Management is responsible for the calling of the Annual General Meeting (AGM) each year, and the setting of the time and place.

The purpose of the AGM is to:

- Confirm the minutes of the previous AGM and of any general meeting held since that meeting
- Receive reports from the Board of Management upon the transactions of the BDRC during the last preceding financial year

- Elect members of the Board of Management
- Appoint the financial auditor for the next financial year.

The Board of Management will ensure, with assistance from the Executive Officer that:

- Planning for the AGM occurs at Board of Management meetings (at least 4 months in advance)
- Guest speakers and marketing initiatives for the AGM are implemented
- Financial records have been audited
- Notice of the AGM to members and the general public is sent out
- Nomination forms for Board of Management members are prepared and received by the Public Officer
- The AGM report is completed and ready for the AGM
- Following the AGM, the Annual Report is forwarded to the Office of Consumer Affairs and any relevant funding and other interested parties, as agreed or upon request.

32. Accessibility

In keeping with BDRC's commitment to accessibility for all, the following will be adhered to:

- Every effort will be made to ensure accessibility of all Board of Management and other meetings, forums and events held by BDRC. This could include personal attendant care or communication support.
- Every effort will be made to ensure accessibility of all documents and publications of the BDRC. All documents will be in minimum font of

Arial 14. Board documents will be in minimum font of Arial 16. Any request for large print, Braille or Easy-English will be acted on immediately. (Please see the BDRC Style Manual for further information).

- Every effort will be made to ensure accessibility of the BDRC Website.
- Every effort will be made to ensure accessibility of the BDRC buildings and any capital or other works will be carried out in accordance with, or above, the Australian Standards for accessible environments.
- Appropriate accessibility audits will be carried out on any proposed works to BDRC buildings and environment.
- Any request for accessibility requirements will be attended to immediately and if there is any issue with supply, the Executive Officer will be informed and all steps taken to rectify the situation.

33. Board of Management Induction Kit

Each Board member will be provided with a Board of Management Induction Kit. This will be updated as necessary.

The Board of Management Kit will include:

- Welcome letter from Chairperson
- Annual Board Meeting date calendar
- BDRC Incorporated Rules
- BDRC Policy Manual
- List of all current Board of Management members and their positions

- List of all current Sub-Committees and Advisory Committees and their membership
- Privacy and Confidentiality Agreement (for signature by Board member)
- Declaration of Interests form (for completion and signature by Board member)
- Code of Conduct (to be signed by Board member).
- Latest Annual Report
- Latest BDRC Newsletter
- Copy of BDRC promotional material

34. Board of Management induction

The Board of Management induction process includes the following:

- Invitation to prospective Board member to attend a Board meeting as an observer
- Meeting with the Chairperson or nominee and the Executive Officer – familiarization and background of BDRC
- Provision of induction kit, providing written information on organisation and signing of all necessary paperwork

35. Grievance

35.1 Grievance by Board of Management member

All attempts will be made to resolve the issue between the complainant and the respondent. The Chairperson and one other member of the Executive

will meet with the aggrieved party. If this does not resolve the situation, the Grievance procedure outlined in the Incorporated Rules, for Board of Management members, will be followed accordingly.

If the complaint or grievance is about or by the Chairperson, the Deputy Chairperson will handle the issue.

35.2 Grievance by staff member

All attempts will be made to resolve the issue between the complainant and the respondent. The Executive Officer will meet with the aggrieved party, and another person (eg Board Chairperson or another staff member) to attempt to resolve the issue. If this does not resolve the situation, the Grievance procedure outlined in Part 3 – Staff, will be followed.

35.3 Grievance by client or any other party

All attempts will be made to resolve the issue between the complainant and the respondent. The Chairperson and the Executive Officer will meet with the aggrieved party to attempt to resolve the issue. If this does not resolve the situation, the Grievance procedure outlined in the Part 2 – Services (Operational), will be followed.

36. Organizational Chart – BDRC

Organizational Level	People	Major Role / Responsibilities
Level 1: Board of Management	Chairperson Deputy Chairperson Secretary Treasurer Board members	<ul style="list-style-type: none"> • Legal duties, obligations and responsibilities • Funding, service and contractual requirements • Policy • Planning – Strategic and Risk Management

		<ul style="list-style-type: none"> • Continuous Quality Improvement • Organisational performance and financial viability • Adherence to Mission, Purpose and Objectives
Level 2: Executive Officer	Executive Officer	<ul style="list-style-type: none"> • Management of staffing and resources to enable service delivery • Implementation of policy and planning • Management of public relations with clients, members and community • Participation in networks.
Level 3: Staff members in Project Officer or Advocacy roles	<ul style="list-style-type: none"> • Disability Support Fund Project Officer • Advocacy Project Officers • Green Pie Support workers 	<ul style="list-style-type: none"> • Program/service development, delivery and contribution to evaluation • Client contact in program or service delivery
Level 4: Staff members in other roles	<ul style="list-style-type: none"> • Marketing Officer 	<ul style="list-style-type: none"> • Client contact in program or service delivery

	<ul style="list-style-type: none"> • Administrative Officer • Volunteers 	<ul style="list-style-type: none"> • Specific tasks in implementing Board ratified policy and planning
Level 5: Consultants	<ul style="list-style-type: none"> • Consultants or advisors 	Delivery of contracted services

For more detailed position descriptions of the Executive Officer and Staff, see Policy Manual, Part 3 – Staffing.

37. Agency independence

Assert 4 All, as the advocacy service of Barwon Disability Resource Council maintains its independence from service provision, and this is incorporated in its structure. Green Pie plan management is a division of Barwon Disability Resource Council and is separate from the advocacy service and maintains client records and other information.

If any conflict of interest occurs, or is perceived to occur, the Board of Management and/or the Executive Officer will immediately address the issue. If necessary and appropriate, clients will be referred to another organization for advocacy provision, or provision of plan management services. All staff members can assist individuals with a list of other suitable agencies.

The Board of Management will be informed of any such occurrences, as soon as practicably possible.

Appendix 1

Privacy and Confidentiality Agreement

PRIVACY AND CONFIDENTIALITY AGREEMENT
for
Board of Management Members, Staff,
Students on Placement and Volunteers

I, _____ of _____

as a person who carries out paid or voluntary duties for Barwon disAbility Resource Council, agree;

1. 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.
2. that I will not directly or indirectly disclose information I have acquired about the confidential affairs of Barwon disAbility Resource Council without the express permission of the Chairperson or Executive Officer.
3. that this agreement continues to apply even after my association with Barwon disAbility Resource Council ceases, and that I will not directly or indirectly disclose information I have acquired about the affairs of Barwon disAbility Resource Council at any time after our association has ended.

Signature of Declarant _____

Date _____

Witness _____

Date _____

Appendix 2

Code of conduct

Barwon Disability Resource Council February 2015
Code of conduct for all Board of Management members

The Board of Management is accountable for all activities of the organisation.

Board of Management members will:

- Conduct themselves in a professional manner at all times when representing the organisation.
- Maintain confidentiality in regard to activities of the organisation including business discussed in Board of Management meetings, and grievances associated with staff, clients or Board of Management members.
- Respect other people's opinions and allow alternative viewpoints to be expressed.
- Support the Executive Officer and staff in their roles within BDRC.
- Identify issues of concern and raise these with the Executive Officer in the first instance.
- Encourage the development of a team approach to the operations of BDRC and actively participate as a team member.
- Remain aware of the professional boundaries that should be exercised when using social media, eg facebook and twitter.
- Separate personal dealings with the organisation as a client from the role as a member of the Board of Management. Where possible Board of

Management members should seek advocacy, if required for personal issues, from another appropriate service.

In the event that an issue is raised in relation to the adherence to the above, the BDRC Grievance Policy Procedure will initially be used to address issues. If it is substantiated that a Board of Management member has refused or neglected to comply with these rules, or has been guilty of conduct unbecoming a member or prejudicial to the interests of the Association, the Board of Management may:

- a) Remove a member from the Association; or
- b) Suspend a member from membership of the association for a specified period;

BDRC Incorporated Rules will be referred to before taking any of the above action to ensure that the process relating to an appeal of the decision is strictly adhered to.

Signed: _____
Board of Management member

Full name: _____
Board of Management member

Date: _____

Witnessed by –

Signed: _____
Witness

Full name: _____
Witness

Date: _____

Appendix 3

Declaration of Interests

Barwon Disability Resource Council

Board of Management

February 2015

Confidential

Declaration of Interests (as per Governance Policy)

In addition to this form, the Chairperson of BDRC shall ask at each Board meeting if any Board member has any conflict of interest to declare, and act accordingly.

Board Members/Prospective Board Members - please answer the following questions:

1. Are you involved in another organization or activity and the Board of Management should be aware of this fact (ie it is relevant to advocacy)?

Yes

No

If Yes, please name the organization and your role:

Organisation: _____

Role: _____

To avoid conflict of interest, the Board of Management may request that you absent yourself or do not take part in discussions or decisions that may be perceived as conflict of interest. The Board of Management may also ask you to resign from a particular subcommittee, if there is ongoing conflict of interest. The Board of Management may also ask that you resign from BDRC or the other organization, if there is perceived to be ongoing conflict of interest. If this last situation arises, full consultation will be made with you.

2. Do you own property or land which BDRC uses or is likely to use?

Yes

No

3. Do you derive any income from activities which BDRRC may wish to purchase or may also wish to pursue?

Yes

No

4. Are you involved with companies or trusts with which BDRRC either does business or is likely to do business?

Yes

No

5. Are you a member of any other organization or group which work with or complete with BDRRC?

Yes

No

6. Are you associated with any organization which funds BDRRC, or which competes with BDRRC for funds?

Yes

No

7. Are you associated with any organization which makes decisions directly affecting BDRRC?

Yes

No

8. Do any of the above apply to any of your relatives or to those with whom you live?

Yes

No

A positive answer to any of these questions does not mean that a person should resign from the Board of Management, but that the person must be particularly sensitive to any potential conflict and take the appropriate action.

END OF GOVERNANCE SECTION