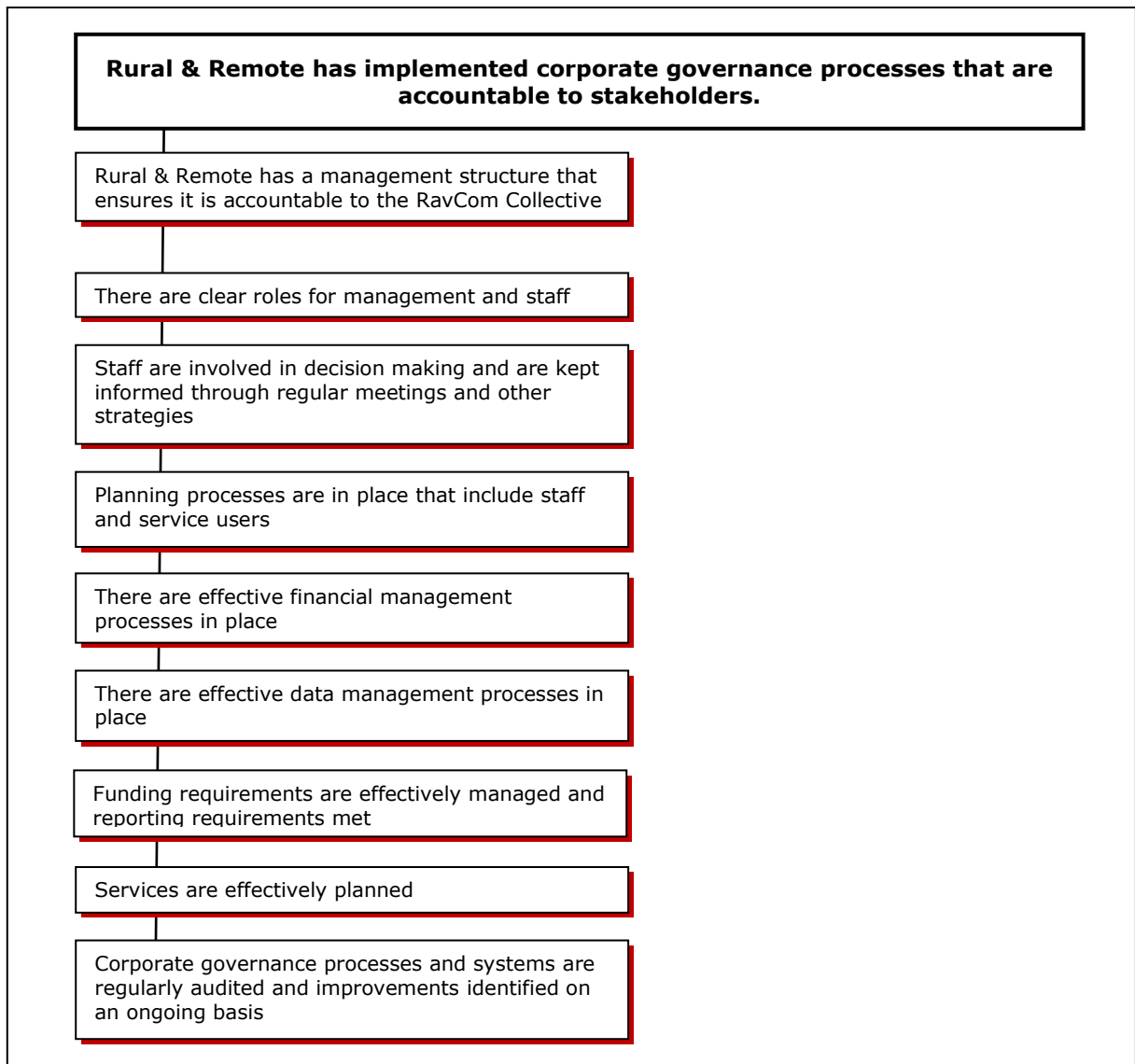


CORPORATE GOVERNANCE



FORMS AND RECORDS

Annual Report	Shared Drive
<i>Associations Incorporation Act 1987</i>	Internet
Constitution	Shared Drive
Certificate of Incorporation, Register of Members, Application for Membership	Shared Drive
Agendas and minutes of meetings	Shared Drive
Management reports including service delivery and financial monitoring reports	Program Manager/Finance Manager monthly program reports and Shared Drive
Financial management records and forms	Reckon, Finance Manager and Shared Drive
Strategic Plan, Improvement Plan and planning process information	Program Manager and Shared Drive
Corporate Calendar	Shared Drive

1.1 About Rural & Remote

Rural & Remote (R&R) is a sub-program of the not-for-profit organisation Ravenshoe Community Centre Inc. Rural and Remote provides a range of services to frail aged people, younger people with disabilities and their carers in the Tableland, Etheridge, & Croydon Shires, and also in the southern part of Cook shire. Services provided are funded by the Commonwealth Home Support Program (CHSP) from Department of Health, the Queensland Community Support Service program from the Department of Communities, Disabilities and Seniors, the Department of Veterans Affairs program, the National Disability Insurance Scheme (NDIS) and other brokerage arrangements e.g. Queensland Health, Spinal Life and RadCare.

Rural and Remote refers to services delivered within the scope of the abovementioned funded programs and also the Ravenshoe Community Support Service – Centre Based Day Respite Program.

1.1.1 OUR VISION & MISSION STATEMENT

Our vision for Rural & Remote is to provide an efficiently managed, consumer focused service with a level of funding that enables effective response from a competent, caring team. The project aims to address any identified service gaps throughout the geographic target area, once the remote areas are fully serviced.

Our mission statement is to enhance the independence of our eligible clients by providing a flexible responsive service which enables people to remain living safely in their own homes.

1.1.2 OUR OBJECTIVES

Our objectives are:

- To support people who are frail aged or have disability to remain in their own home
- To support family or other primary care givers in their role, and
- Operate the organisation in an effective, efficient and accountable manner.

1.1.3 OUR PHILOSOPHY

Rural & Remote is committed to access and equity within a social justice framework, and to:

- The right of people to make choices and maintain their independence in their own lives
- The right of people to dignity, respect, privacy and confidentiality
- The right of people to be valued as individuals
- The right of people to access services on a non-discriminatory basis
- The right of the community to receive accountable and responsive services.
- Actively work with other providers in the broader aged care service system towards the elimination of barriers to equitable access (especially in rural & remote areas, which will have priority of claims on available funding).

1.1.4 TARGET GROUP

The target group for our services is people who have a functional disability or limited functional capacity that precludes them from carrying out tasks of daily living resulting in a risk of premature or inappropriate institutionalisation. Our target group also includes the carers of these people.

1.1.5 KEY RESULT AREAS

Rural & Remote has identified a range of key result areas to ensure our vision and objectives are achieved.

Ensure continuous improvement

R&R strives to continually improve our services through seeking ongoing feedback about our services from all stakeholders including clients, their families and advocates, staff and the community. We conduct ongoing reviews of our procedures and processes to ensure that they are meeting the requirements of the clients and the organisation and ensure that our practice is reflective.

Our success in this is measured by the proportion of feedback resulting in the identification of an improvement, the proportion of improvements implemented and the success of the improvements. (see Section 5: Continuous Improvement).

Funding and other accountability requirements are met

R&R is continuously improving systems and processes to monitor and meet the accountability requirements of incorporation and funding providers including contracted output agreements.

Success in this is measured by the extent to which we meet the requirements, and this is monitored on an ongoing basis via program reports (see 1.9.2 Monitoring Funding Requirements and Service Delivery).

A skilled and efficient workforce is maintained

We will recruit and maintain a skilled and efficient workforce to deliver high quality and effective services.

Success is measured by service user feedback, the number of compliments and complaints received against staff (the proportion of complaints which are successfully resolved), the amount of training provided and the outcomes for staff from the training, staff turnover and staff satisfaction (see Section 7: Human Resource Management).

1.1.6 SERVICES PROVIDED

R&R is funded to provide services under the following programs:

- Commonwealth Home Support Program (CHSP) over 65
- Queensland Community Support Service (QCSS) under 65
- Dept of Veterans Affairs (DVA)
- National Disability Insurance Scheme

Specific support services provided by R&R under the above programs include:

- Domestic assistance
- Personal care
- In Home Flexible Respite care

- Social support- Individual
- Centre Based Day Respite
- Meal preparation and delivery
- Counselling/support, information and advocacy (carers and care recipients)
- Lawn Mowing (Home Maintenance)

See 3.4 Service Delivery Information for a description of the different services.

1.1.7 OUR STAFF

The following staff are employed by RCC Inc (Ravenshoe Community Centre) to support the R&R Program:

- Program Manager
- Team Leader/Intake Officer
- 3 x Cluster Team Leaders
- In-Home Support Workers
- Finance Manager
- Administration/Finance Assistant
- Respite Program Supervisor
- Respite Program Assistant
- HRO (Human Resource Officer)

See 1.6 Management Structure and Figure 1.1: R&R Care Management Structure.

1.2 Incorporation Requirements

1.2.1 REQUIREMENTS OF INCORPORATED GROUPS

The key requirements of the Queensland *Associations Incorporation Act 1981* are:

- Maintain proper records of accounts showing the financial position of the group and present these at the AGM
- Maintain an up-to-date Register of Members and Register of Elected Officers of Management Members and make it available to members
- Maintain the constitution up-to-date and make it available to members
- Hold an AGM within three months after the end of the organisation's financial year
- Advise the Department of Fair Trading of any changes to the constitution or rules of the association.

See also 1.12 Registration as a Charity for the accountability requirements related to a charity.

1.2.2 REGISTER OF MEMBERS AND REGISTER OF BOARD OF MANAGEMENT MEMBERS

The Secretary of Ravenshoe Community Centre Inc maintains a Register of Members and a Register of Elected Officers of Management Members referred to as the Management Committee.

1.3 The Constitution

The constitution underpins all of Ravenshoe Community Centre Inc operations and services and specifies the legal framework in which it operates.

1.3.1 FAMILIARITY WITH CONSTITUTION

Management Committee members, the Finance Manager and the Program Manager of R&R are familiar with the details of the constitution, and make sure that all policies and practices are consistent with the constitution. In particular, the Management Committee makes sure that the legal requirements specified in the constitution and the Associations Incorporation Act 1981 are met.

1.3.2 REVIEW OF CONSTITUTION

The constitution is reviewed by the Management Committee every three years to ensure that it is up-to-date and relevant to the changing environment in which Ravenshoe Community Centre operates.

1.4 General Meetings

1.4.1 ANNUAL GENERAL MEETING

See Table 1.1: Ravenshoe Community Centre Inc Management Meetings.

1.4.2 GENERAL MEETINGS

See Table 1.1: Ravenshoe Community Centre Inc Management Meetings.

1.5 Board of Management

Ravenshoe Community Centre (RCC) Inc is managed by an elected Management Committee comprised of:

- Chairperson
- Vice Chairperson (non-compulsory)
- Treasurer
- Secretary
- 2 other Collective members (may include elected Executive Officers)

1.5.1 ROLE OF THE MANAGEMENT COMMITTEE

The Management Committee (and RavCom Collective) provides strategic direction to and monitors the operations of all programs of RCC Inc to ensure that it:

- Meets its objectives as specified in the constitution
- Remains a viable organisation, and
- Meets legal requirements including those related to incorporation, funding, contractual arrangements, the employment of staff and the provision of services.

The Management Committee is responsible for ensuring RCC Inc operates within its approved budget and in accordance with the policies and procedures set down by the Management Committee.

Working with the RnR Program Manager

The Management Committee meets its responsibilities by working in partnership with the Program Manager of R&R who is responsible for implementing the directions and decisions of the Management Committee and for providing them with the information necessary to effectively monitor the operations of R&R.

The Program Manager implements the directions and decisions of the Management Committee by ensuring day to day operations of the service are managed in accordance with the policies and procedures.

Issues that are not covered by established policies and procedures are referred to the Aged and Disability subgroup and Management Committee for consideration and direction.

Involvement in day to day management

The Management Committee is not directly involved in the day to day management of R&R and Management Committee members cannot direct the staff or volunteers of the service unless authorised by a meeting of the RavCom Collective to do so. The Management Committee may nominate a member to liaise with the Aged and Disability subgroup and R&R Program Manager on an ongoing basis.

1.5.2 RESPONSIBILITIES OF THE MANAGEMENT COMMITTEE

Specific responsibilities of the Management Committee are:

Legal responsibilities

Ensure that R&R operates within relevant Federal, State and Local Government laws and funding provider requirements including:

- The Constitution of the Organisation
- The *Associations Incorporation Act*
- The terms and conditions of the CHSP, QCSS, NDIA, Veterans and other Brokered Funding Agreements
- Aged Care Act 1997
- Disability Services Act 2006
- Veterans' Entitlements Act 1986

Complies with all legislation in relation to the employment of staff and volunteers including:

- Minimum conditions of employment, the NES (National Employment Standards) and any relevant Award conditions that may apply
- Income tax requirements
- Workplace health and safety requirements
- Equal employment opportunity legislation
- Workers compensation
- Superannuation
- Has adequate insurance cover, and

Complies with the Privacy Act and regulations, the Working with Children/Vulnerable people legislation and any other relevant legislation or regulations pertaining to the delivery of services

- Aged Care User Right's Principles – Charter of Rights and Responsibilities

Policy and planning

Make sure that:

- R&R has clear and relevant objectives that guide the operations of the organisation

- An Improvement plan is developed and reviewed each year and identified priorities are implemented
- High quality and effective services are delivered to service users in line with the relevant Standards and relevant funding program guidelines
- This policies and procedures manual is kept up-to-date and is adhered to.

Financial

Ensure that:

- R&R has an annual budget that is approved by the Management Committee, and that expenditure is within the budget
- R&R has sufficient income to meet the budget requirements
- The conditions of the CHSP – Commonwealth Home Support Program (Department of Health) and QCSS – Queensland Community Support Service (Department of Communities), NDIS – National Disability Insurance Scheme & Veterans Affairs Funding Agreement are followed
- Funds are properly accounted for and that an audit is completed every year.

Staff management responsibilities

- Ensure the recruitment of the most suitable staff
- Provide staff with support, direction, supervision and industry relevant training
- Ensure that volunteers are effectively recruited and trained and are provided with support, direction and supervision.

Other Management Committee responsibilities

- Make sure that RCC Inc has a strong membership and community support and is a sustainable and viable Organisation
- Represent the Organisation to the public in a positive manner.

1.5.3 MANAGEMENT COMMITTEE MEMBER RESPONSIBILITIES

The responsibilities for each position are clearly communicated to members of RCC Inc prior to the election of Management Committee members to ensure prospective members understand their responsibilities. Following successful election to a Management position, members are provided with an Induction Manual and provided with orientation by a nominated outgoing member. By accepting a position on the Management Committee, members agree to carry out the responsibilities of their position, as defined by the Association Incorporation Act 1981 and the RCC Inc Constitution.

General responsibilities

All elected Management Committee members agree to accept responsibility for:

- Meeting the requirements specified in the Constitution and the *Associations Incorporation Act 1981*
- Meeting the requirements of funding agreements
- The consistent delivery of quality and effective services
- The management, supervision and support of staff
- Making sure that membership support of RCC Inc is maintained
- Making sure that policies and procedures defined and agreed to by the Management Committee are followed.

Responsibilities of other RavCom Collective general members

The responsibilities of other members include:

- Assisting the Chairperson, Secretary or Treasurer to undertake their duties
- Acting as a spokesperson when requested by the Management Committee
- Manage and support staff when requested by the Management Committee
- Be a member of and/or chair subgroups /task groups as required
- Sign letters or documents on behalf of RCC Inc as required
- Assist with any other tasks that may arise.

1.5.4 CODE OF BEHAVIOUR FOR MANAGEMENT COMMITTEE MEMBERS

The following Code of Behaviour for Management Committee and RavCom Collective general members has been developed.

Members agree to:

- Abide by the philosophy of RCC Inc
- Observe all the rules of RCC Inc including those specified in the Constitution, the *Associations Incorporation Act 1981* and any others set by the Management Committee or the membership of RCC Inc
- Follow any policies and procedures set down in the RCC Inc Policies and Procedures Manual
- Attend monthly meetings whenever possible, and, if unable to attend, to send apologies
- Not act on RCC Inc matters without the consent of the Management Committee,

including not interfering in the day-to-day operations of RCC Inc

- Adhere to all the accounting procedures of RCC Inc
- Represent RCC Inc in a positive way
- Not discuss confidential issues with people outside of RCC Inc or with staff or members of RCC Inc without the consent of the Management Committee
- Follow any grievance procedures set down by the Management Committee to resolve any conflicts with staff or members of RCC Inc
- Not abuse, physically or verbally, staff, volunteers or members of RCC Inc.

Conflict of interest

Members and staff of RCC Inc act in the best interests of the Organisation. If business or personal interests or affiliations of members conflict with (or may be perceived to conflict with) the interests of the Organisation the procedures, as specified in the *Associations Incorporation Act 1981*, apply.

Failure to abide by the Code of Conduct may result in the expulsion of a Management Committee member.

See Sections 21 and 22 of the *Associations Incorporation Act 1981*.

1.5. 5 MEETINGS

See Table 1.1: RCC Inc Management Meetings (General meetings and AGM), Disability and Aged Services Subgroup, Cluster Team Leader Meetings, In Home Support Team Staff Meeting and Management Group Meeting (CQI).

1.6 Management Structure

The management structure for R&R is shown in Figure 1.1: R&R Management Structure.

1.6.1 REPORTING PROCESS

All reporting is based on the management structure in Figure 1.1 R&R Management Structure. Specifically:

- All home care support staff report directly to their Team Leader/s
- Team Leaders report to the Program Manager
- The Program Manager reports to the Management Committee
- The Respite Program Supervisor and Assistant report to the R&R Program Manager

These lines of reporting are not varied except where expressly stated in these policies and procedures or with the agreement of the R&R Program Manager and/or the Management Committee.

Figure 1.1: R&R Management Structure

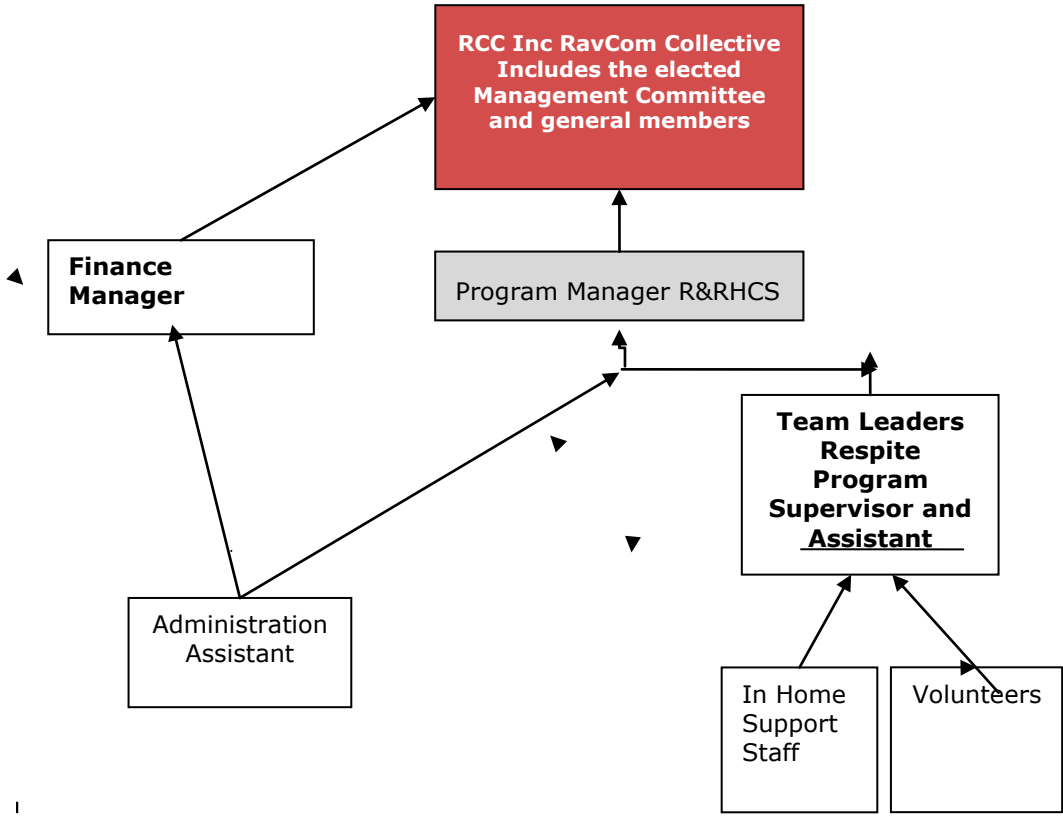
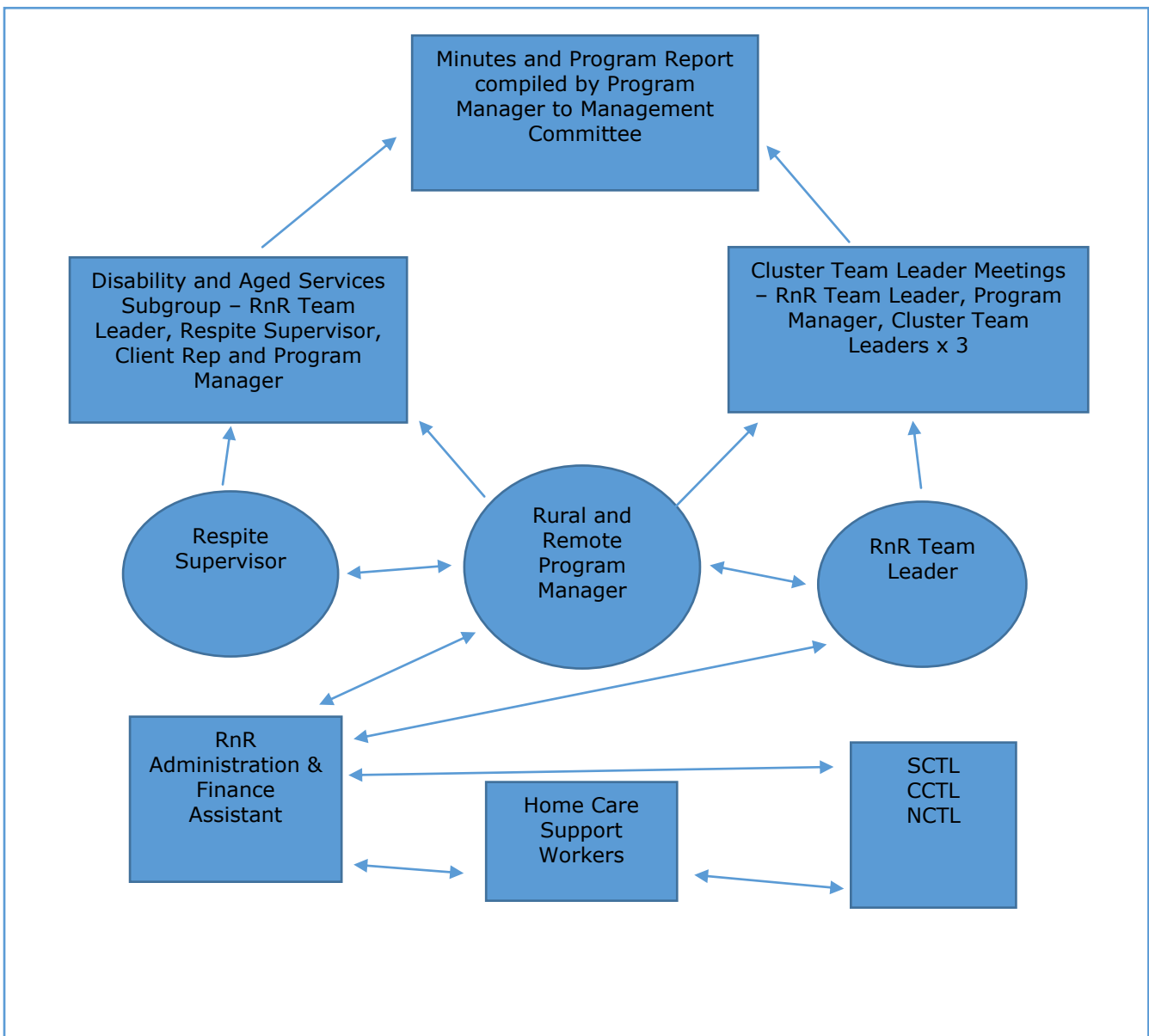


Figure 1.1i – RnR Internal Structure

NOTE: All delegations of authority for key personnel are included in their relevant position descriptions.

1.7 Management Meetings

The Management Meetings for RCC Inc are detailed in Table 1.1: RCC Management Meetings. Attendance is required for all meetings unless an acceptable reason is provided and approved by the Chair of the meeting.

1.8 Management Reports

Management reports are detailed in Table 1.2: RCC Inc Management Reports.

Table 1.1: Ravenshoe Community Centre Inc Management Meetings

Meeting	Frequency and Duration	Purpose and Agenda	Attendance	Chair	Agenda Preparation	Minutes
Annual General Meeting	Annually in September Quorum + 2 members 28 days' notice is provided to all members	Election of Management Committee members. Agenda: <ol style="list-style-type: none"> 1. Confirm the minutes of the previous AGM and of any Special General Meetings held subsequently. 2. The receipt of the Chairperson's report for the previous financial year. 3. The receipt of the Treasurer's report and the audited financial statements for the previous financial year, together with the financial budget for the current financial year. 4. The receipt of the RnR Program Manager's and Respite Supervisor's report for the year. 5. The election of Management Committee members. 6. The appointment of an auditor for the current financial year. 7. Any other general business placed on the agenda prior to the commencement of the meeting. 	<ul style="list-style-type: none"> • Members of RCC inc including outgoing and nominating Management Committee members • Program Manager as an observer • Other staff as observers if they wish • Members of the public 	Chairperson	Chairperson and Secretary	Secretary or delegated staff
General Meetings	As required Quorum + 2 members	Information provision to members or to deal with special issues. Can be called: <ul style="list-style-type: none"> • By the Management Committee • A request in writing signed by three (3) or more members of the Management Committee or five (5) per cent of ordinary members 	<ul style="list-style-type: none"> • Members of RCC inc including Management Committee members • Program Manager as an observer 	Chairperson	Chairperson and Secretary	Delegate
RavCom Collective Management Committee Meetings	Monthly – third Tuesday of every month from 2pm Quorum + 2 members, one of whom is either the Chairperson, Secretary or Treasurer	Management of organisation. Agenda: <ol style="list-style-type: none"> 1. Open meeting 2. Apologies 3. Review of agenda 4. Acceptance of minutes from previous meeting 5. Business arising from previous minutes 6. Correspondence 	<ul style="list-style-type: none"> • RavCom Collective members including Management Committee members • Program Manager • Guests Any Management Committee member who does not attend three	Chairperson	Chairperson and Secretary - circulated to Board members at least 3 days prior to meeting	Secretary – within 5 working days of the meeting

Meeting	Frequency and Duration	Purpose and Agenda	Attendance	Chair	Agenda Preparation	Minutes
		<p>7. Reports:</p> <ul style="list-style-type: none"> - RnR Program Managers and Respite Supervisor report including outputs, continuous improvement and risk management - Treasurer's report - Other project/program reports. <p>8. General business</p> <p>9. Next meeting</p> <p>10. Close meeting.</p>	(3) consecutive RavCom Collective meetings without providing a reasonable excuse can be expelled by a majority vote of the RavCom Collective			
Disability and Aged Services subgroup	3 rd Wednesday of every 2 nd month – 10.30am	<p>Program Manager/Respite Supervisor, Team Leader and other subgroup members discuss</p> <ul style="list-style-type: none"> • Issues arising in R&R/Respite • Progress in resolving previously identified issues • Progress in implementing R&R plans and improvements • Achievement of contractual outcomes and status of budget • Any other items 	<ul style="list-style-type: none"> • Sub group members • Team Leader • R&R Program Manager • Respite Supervisor • Client representative • Volunteers • Other interested parties by invitation 	RnR Program Manager	RnR Program Manager	Program Manager - within 5 working days
Cluster Team Leader (Senior Staff) Meeting	Every 2 months for up to one hour or as required Meetings are scheduled by the Program Manager	<ul style="list-style-type: none"> • Discussion of individual clients as required • Achievement of contractual outcomes and status of budget • Issues arising in R&R • Progress in resolving previously identified issues • Progress in implementing R&R plans and improvements 	<ul style="list-style-type: none"> • Program Manager • RnR Team Leader • 3 x Cluster Team Leaders 	Program Manager	Program Manager	Program Manager – within 5 working days
In-Home Support Team Staff Meeting	3 monthly or as required Meetings are scheduled by the Cluster Team Leaders	<ul style="list-style-type: none"> • Communicate with in-home support team members • Case management and Physical resource issues • Provide information on continuous 	<ul style="list-style-type: none"> • Cluster Team Leaders • In-Home Support Workers 	Cluster Team Leader	Cluster Team Leader	Cluster Team Leader - within 5 working

Meeting	Frequency and Duration	Purpose and Agenda	Attendance	Chair	Agenda Preparation	Minutes
		<p>improvement and risk management and seek feedback</p> <ul style="list-style-type: none"> • Inform on updates to practices and processes • Training • Other issues advised by the Program Manager 	<ul style="list-style-type: none"> • RnR Team Leader and/or RnR Program Manager 			days
Management Group Meeting (CQI & Strategic Meeting)	Monthly, or as required and by invitation of the Management Group	<p>Agenda:</p> <ol style="list-style-type: none"> 1. Attendance 2. Apologies 3. Minutes of the last meeting 4. Business from the last meeting including review of all open forms carried forward 5. Review of new Occupational Health and Safety reports including: Staff Accident/Incidents, Adverse Events, Hazards, and identification of improvements 6. Review of other new information including Tell Us What You Think, Service User Complaints, Survey/Audit Reports, and identification of improvements 7. Review of risk management – consideration of existing risks and new risks to clients, staff and the organisation and improvements to reduce or control risks 8. Other Business 9. Next Meeting 	<ul style="list-style-type: none"> • Management Committee members • RnR Program Manager 	Management Committee member	Management Committee member (with input from RnR Program Manager)	Designated member - within 5 working days

Table 1.2: Ravenshoe Community Centre Inc – RnR - Management Reports

Report	From	To	Date Due	Content
<p>Monthly Program Report - completed by RnR Program Manager and Respite Supervisor</p> <p>(See also 1.9.2 Monitoring Funding Requirements and Service Delivery)</p>	R&R Program Manager in consultation with Respite Supervisor, Team Leaders and other relevant staff.	<ul style="list-style-type: none"> Management Committee with recommendations 	By 2 nd Thursday of each month	<ul style="list-style-type: none"> Monthly Program Reports and issues for follow up – with recommendations Disability and Aged Services subgroup meeting feedback Cluster Team Leader & Staff meeting feedback Monthly YTD Output report Major events/activities during the month Staff movements and issues Service delivery issues Progress on implementation of plans and other agreed actions Continuous improvement data and activities including audit results and feedback Major events/activities planned for the next month Issues for consideration by the Manager/Management Committee – with recommendations Relevant Correspondence
<p>Financial and Data Reports</p> <p>(See also 1.9.2 Monitoring Funding Requirements and Service Delivery)</p>	Finance Manager	<ul style="list-style-type: none"> RnR Program Manager and Management Committee 	3 rd week of each month (Financial Reports)	<ul style="list-style-type: none"> Information on services delivered each month for quarter and YTD (based on database reports; DSS and CCMDs data) Income and expenditure report for the month and YTD and Balance Sheet Analysis and recommended action
<p>Annual Report</p> <p>(See also 1.13 Annual Report)</p>	R&R Program Manager and Respite Supervisor	<ul style="list-style-type: none"> Board of Management 	21 days prior to the AGM	<ul style="list-style-type: none"> Culmination of years events Major milestones achieved Progress on implementation of plans and other agreed actions Service delivery issues Total client numbers

1.9 Funding Provider Reports and Monitoring

1.9.1 FUNDING PROVIDER REPORTS

The funding reports to be completed as a condition of funding grants are shown in Table 1.3: RCC Inc and R&R Funding Provider Accountability Reports.

The Finance Manager is responsible for ensuring the reports are prepared as required and are reviewed and signed off by the designated positions prior to forwarding to the funding provider.

R&R maintains service user and service delivery information on the Client Management System - database. This information underpins the preparation of service user and service delivery reports.

Income and expenditure information required by the funding providers is maintained by the Finance Manager.

1.9.2 MONITORING FUNDING REQUIREMENTS AND SERVICE DELIVERY

In addition to the provision of reports required by funding providers, RCC Inc ensures that the contractual requirements of funding agreements are being met through the range of meetings and reports described in Table 1.1 RCC Inc Management Meetings and Table 1.2 RCC Inc Management Reports.

In addition, corporate governance processes and systems are regularly audited as part of the RCC Inc and R&R audit program to ensure that they are effectively implemented. (See 1.16 Monitoring Corporate Governance Processes and Systems and Section 5: Continuous Improvement.)

The R&R Program Manager is responsible for monitoring the delivery of services against contract requirements and income and expenditure against the funding budgets.

Table 1.3: RCC Inc Funding Provider Accountability Reports show that this process is assisted by the Finance Manager who is responsible for preparing reports, having them signed and forwarding them to the funding providers. The R&R Program Manager and Management Committee (or delegated representative) review reports to ensure compliance with requirements.

Table 1.3: RCC Inc & R&R Funding Provider Accountability Reports

Funding Provider	Report	Content	Preparation	Date Due
Department of Health – CHSP Department of Communities, Disabilities and Seniors – QCSS	DSS/DEX – CHSP data export (every 6 months) Minimum Data Set (CCMDS) – quarterly (OASIS)	<ul style="list-style-type: none"> • Service user demographics • Carer demographics • Assessed needs • Services delivered 	<ul style="list-style-type: none"> • R&R Program Manager 	DSS – Within 28 days of end of June and December CCMDS - Within 28 days of the end of each quarter
Department of Health - CHSP Department of Communities, Disabilities and Seniors – QCSS	Annual financial acquittal report for previous FY Half yearly financial Reports (unaudited) (As per Schedule 1 of Agreement)	<ul style="list-style-type: none"> • Program income and expenditure as per funded output types • Certified by Management Committee member 	<ul style="list-style-type: none"> • Finance Manager • Review by R&R Program Manager • Presentation to Management Committee (or nominated delegate) for review and certification • Finance Manager forwards to relevant authority 	Within prescribed funding agreement timeframes: CHSP – 31 st October. QCSS – January 28 and July 28
Department of Health – CHSP Department of Communities, Disabilities and Seniors – QCSS	Full Year Report (July to June) (Audited)	<ul style="list-style-type: none"> • Whole of organisation income, balance sheet and cash flow certified by audit • CHSP/QCC income statement and cash flow certified by audit and Management Committee • If required – CHSP/QCSS asset register and asset replacement schedule certified by Management Committee • Notes to the Financial Statement certified by auditor • Certificates of Currency for required insurances 	<ul style="list-style-type: none"> • Finance Manager • Review by Program Manager • Presentation to Management Committee for review and certification • Finance Manager forwards to relevant authority 	QCSS 31 December each year
Department of Health – CHSP Department of Communities, Disabilities and Seniors - QCSS	Unit Costs Summary	<ul style="list-style-type: none"> • The Unit Cost of services delivered 	<ul style="list-style-type: none"> • Finance Manager • Review by RnR Program Manager 	3rd week of each month

1.10 Financial Management

1.10.1 ROLES AND TASKS

Management Committee

The Management Committee is responsible for the financial management of RCC Inc & R&R including the establishment of financial policy and procedures and monitoring the financial management of the Organisation.

Treasurer

The Treasurer is responsible for ensuring that the financial policy and procedures set down by the Management Committee are followed and for monitoring the financial operations of RCC Inc. This includes ascertaining on behalf of the Management Committee that financial reports and other information reflect the actual financial situation of RCC Inc.

Program Manager

The Program Manager of R&R is responsible for:

- Developing an annual budget prior to end of May each year
- Monitoring the budget on a monthly basis using the Unit Cost Summary, Monthly YTD Output Reports in conjunction Monthly Program Financial Reports
- Identifying financial program issues (for example – unit cost increases, variations in actual versus budgeted costs) and developing recommendations for review by the Manager.
- Managing fund raising events and any other successful grant monies obtained.

Finance and Administration

The Finance Manager with the assistance of the Administration Assistant is responsible for:

- The management of all service user fees including the preparation of invoices, claims for service, entry of payments and follow up on unpaid fees
- Banking of payments
- The preparation of financial reports
- Monitoring income and expenditure against the budget, relevant contracts and advising the Program Manager of any issues
- Preparation of reports for the Program Manager, Management Committee and relevant funding bodies as per Table 1.3 RCC Inc Funding Provider Accountability Reports
- Assisting the Program Manager with funding applications and brokerage agreements
- Compilation of Unit Costs.

1.10.2 FINANCIAL MANAGEMENT PRACTICES

The following practices apply to financial management in RCC Inc

Accrual based accounting

The financial management system is based on accrual accounting principles.

Bank accounts

All bank accounts are maintained at the Ravenshoe National & Bendigo banks, and require Management Committee approval to establish new accounts.

Signatories

Up to three RavCom Collective members may be designated signatories to the accounts. The RnR Program Manager is also a designated signatory.

The paperwork covering all cheques and EFTs are signed and approved as per the RCC Inc financial delegations policy.

Budget

An annual budget is developed by the Program Manager and Respite Supervisor in conjunction with the Finance Manager. This is presented to the Management Committee and RavCom Collective for review & endorsement prior to the first month of the next financial year.

Books of accounts

The Finance Manager is responsible for maintaining the books of accounts on Reckon, for processing all receipts and payments, for assisting in the preparation of the annual budget and for preparing monthly, quarterly and annual financial reports.

Reports

See Table 1.2: RCC Inc Management Reports and Table 1.3: RCC Inc Funding Provider Accountability Reports.

Reports are presented to the Management Committee by the Program Manager & Finance Manager who highlight any issues requiring RavCom Collective consideration.

Income

- All monies received through the mail and via personal attendance are receipted in a cash receipt book and recorded in Reckon.
- Direct transfers to designated bank accounts are reconciled each month against bank statements.
- Receipts are totalled and funds banked and recorded in Reckon.

Payments

- All payments (except petty cash) are normally made by electronic transfer or cheque.

Recurrent payments

Recurrent payments, where possible, are made electronically.

Supplier accounts

Wherever possible, accounts are established with suppliers and purchases charged to the accounts. Accounts are paid in full on receipt of the statement or invoice and supporting purchase order.

Petty cash

- An imprest system of petty cash is used with floats of \$30.00 R&R; \$800.00 Respite.
- All petty cash expenditure is backed up with a receipt
- Petty cash is balanced whenever it is topped up
- Petty cash expenses are recorded against relevant expenditure categories.

R&R and Respite staff members are responsible for providing receipts for all petty cash expendables.

The Finance Manager is responsible for the petty cash reconciliation and reimbursement.

Reconciliations and ATO reports*Monthly reconciliations and ATO reports*

The following reconciliations and ATO reports are completed at the end of each month:

- All current accounts are reconciled
- The Installment Activity Statement is completed online and lodged with the ATO and payment made before the due date.

Quarterly reconciliations and ATO reports

The following reconciliations and ATO reports are completed at the end of each quarter:

- The Business Activity Statement is completed online and lodged with the ATO and payment made before the due date.
- Superannuation Guarantee contributions are reconciled, and payments made.

End of year reconciliations and ATO reports

The following reconciliations and ATO reports are completed at the end of each year:

- Books of accounts are balanced and closed off
- Reconciliation of wages is completed then Payment Summaries are forwarded to employees as well as lodged with the ATO as per legal requirements.
- Audit reports are prepared as required.

Audit

An annual audit is undertaken each year by a qualified Auditor appointed by the Management Committee and RavCom Collective at the Annual General Meeting. The auditor reports to the Finance Manager.

The Treasurer presents the audited report for the previous financial year at the Annual General Meeting.

A copy of the audit is forwarded to funding providers who may require it by September 30 each year or by their nominated date for reporting.

Required reports are also made to the Australian Charities Not-for-profit Commission by the nominated date each year.

1.10.3 DELEGATIONS OF FINANCIAL AUTHORITY

The roles and tasks of key personnel in Rural and Remote are clarified in Table 1.4: Delegations of Financial Authority.

Table 1.4: Delegations of Financial Authority

Area	Board of Management Authority	Coordinators Authority
Recurrent Operating Expenditure□	Approval of annual operating budget and variations to budget□	Expenditure within annual operating budget. No additional single item greater than \$1000.00 or a supply exceeding 12 months without minuted approval of the Management Committee.
Capital Expenditure□	Approval	All capital purchases are approved by the Disability and Aged Services subgroup prior to requesting approval from the Management Committee.
Employment of Consultants□	Approval	In line with budget or minuted approval of Management Committee. □
Employment of External Contractors□	Approval	In line with budget or minuted approval of Management Committee.
Travel□	Approval	In line with budget or minuted approval of Management Committee.□
Travel Expense approval□	Approval	In line with budget or minuted approval of Management Committee
Petty Cash	Approval of procedures□	Approval of float
Approval of cheques and EFTs□	Approval of procedures□	Approval if in line with budget and below \$1,000.00. Amounts over \$5,000.00 are signed or approved by 2 Management Committee members.□
Signing of Purchase Orders□	Not applicable□	Within approved budget and no Purchase Order to cover supply exceeding 12 months without Management Committee approval.□
Lease Agreements□	Approval	Sign with Management Committee approval.
Fees□	Approval of policy on fee levels, exemptions and reductions□	Implementation of policy and approval for exemptions and reductions as per policy.
Funding Agreements□	Sign funding agreements	Ensures compliance with funding agreements and associated guidelines. □

1.10.4 CLIENT FEES – PAYMENT PROCESS

The fee payment processes are described in Section 14: Information Provision under 14.4.8 Paying Fees.

1.11 Fund Raising

1.11.1 APPLYING FOR FUNDS

The following applies to all applications for funding:

1. Applications are only made for programs or projects that are in line with RCC 's current Strategic Plan and the objectives and priorities of RCC Inc.
All contact with funding bodies is normally through the Program Manager.
2. All applications are approved by the Management Committee and signed by the Program Manager before submission.

1.11.2 FUND RAISING STRATEGIES

Fund raising strategies which have been endorsed by the Management Committee are:

- Quiz nights
- Donations from outside of the service
- Bequests
- An annual fete
- The ongoing sale of client craftwork
- Public collections
- Raffles
- Garage Sales

Contributions are sought from clients of the service, in lieu of the imposition of fees.

1.11.3 FUND RAISING TARGET

The Management Committee may set a fund-raising target each year and identifies how the monies raised are spent.

Any fund raising for R&R is managed by the Program Manager along with relevant staff.

1.12 Registration as a Charity

1.12.1 CONDITIONS OF REGISTRATION

RCC Inc and Rural and Remote is registered as a charity under the *Australian Charities and Not-for profits Commission (ACNC)* and is permitted to conduct charitable collections. Conditions of registration include:

1. Submit within six months of the end of each financial year an Annual Information Statement which clearly shows the various types of charitable collections received and the manner in which these funds have been dealt with.

In submitting the accounts RCC Inc ensures:

- The Income and Expenditure Statement is sufficiently detailed to enable identification of all charitable collections. The gross funds raised from charitable collections are shown in the accounts as a separate figure. Similarly, fundraising expenses (ie salaries, wages,

commissions and any professional fundraising fees) must be disclosed separately in the accounts.

- A Balance Sheet and notes to accounts are submitted.
 - All financial statements are audited by the approved auditor nominated in the application for registration. The auditor's report is signed by the auditor stating their qualifications.
 - An elected Office Bearer's Statement is completed and returned to the Office of Fair Trading and Funding bodies as required, along with the annual financial statements.
2. Notify the relevant funding body and Office of Fair Trading within one month of any change of the Principal Executive Officers (Chairperson, Secretary and Treasurer) of RCC Inc.
 3. Ensure that all Principal Executive Officers obtain a National Police Clearance which is kept on file.

www.acnc.gov.au/2013AIS

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1.12.2 VOLUNTARY CODE OF PRACTICE FOR PUBLIC FUND RAISING

RCC Inc subscribes to the *Voluntary Code of Practice for Public Fund Raising* as presented on the Office of Fair Trading web site at:

<http://www.fairtrading.qld.gov.au/>

<http://transition.accc.gov.au/content/index.phtml/itemId/287259/fromItemId/815972/whichType/org>

Any fundraising will:

- Raise funds only for a justifiable need
- Avoid offensive advertising or promotions, and
- Respect the privacy needs of donors at all times.

In conducting public fundraising, fundraisers will:

1. State clearly at all times the specific objective of the fundraising campaign and the proposal funded

The aim of this guideline is to provide an informed basis upon which the public can base decisions to participate, and as a means of accountability to the public.

Donations and purchases are made in good faith. Members of the public have a right of assurance that funds given in support of a specific purpose are applied to that purpose. Accordingly, in any fundraising RCC Inc will:

- State the specific cause being funded on all promotional material
- Apply the funds raised to the purpose for which they were raised
- On receiving a request asking where funds received were applied, inform the donor or purchaser, and
- Keep records of donations and purchases made, and of where specific donations have been applied.

2. When a donation or purchase is solicited, RCC Inc will tell the donor or purchaser, how much of the funds raised will be used to meet the costs of raising the funds

RCC Inc will use its best endeavours to inform donors or purchasers of:

- The projected costs associated with raising funds
- The net proportion of the funds raised which it intends returning to the objectives being funded, and
- The actual costs incurred in raising funds and the net proportion returned to the objectives being funded.

3. Fundraisers will clearly disclose the following information on all promotional materials and on request:

- Name of the Association/Organisation
- Street address and phone number
- Charitable collections license number (if applicable)
- Permit number if a raffle or street collection is involved, and
- The name of any commercial fundraising contractor involved.

4. Collectors will be identified

Every collector wears a name tag which clearly shows:

- The information contained in point 3 above &
- The name of the collector

5. Complaints and grievances

Complaints from the public are dealt with as per the complaint procedure specified in 16.1 RCC Inc Consumer Complaints Policy. RCC Inc ensures any person making a complaint about fundraising is informed of the process and is supported in making their complaint. Office staff and volunteers are trained in handling complaints courteously.

If a person requests a refund of a donation, the refund will be made where the request is made within a reasonable time after the donation was made.

RCC Inc will comply with a donor's or purchaser's request that they be excluded from any future requests.

6. Accounting procedures

RCC Inc complies with Australian Accounting Standards in the preparation of accounts.

Any monies raised through fundraising are clearly identified and properly accounted for in order that the results of fundraising activities are verifiable.

RCC Inc financial statements include:

- A balance sheet
- An income and expenditure statement

The income section of the income and expenditure statement:

- Clearly describes each fundraising activity conducted, and
- Lists separately each fundraising activity conducted.

The expenditure section of the income and expenditure statement:

- Separately lists the expenses for each fundraising activity listed in the income section, and
- Includes all direct costs of fundraising in addition to a fair apportionment of relevant and identifiable indirect costs and overheads.

RCC Inc also requires that:

- All donations are receipted regardless of the amount involved. This applies particularly to any donations made in face to face fundraising outside the organisation's offices
- Petty cash is managed according to the procedures specified in 1.10.2 Financial Management Practices (Petty Cash).

1.13 Annual Report

The Program Manager of R&R is responsible for compiling for RCC Inc, an Annual Report in August/September of each year. In addition to General information about R&R, the report includes:

1. The services delivered for the year
2. The number of individual clients who received services
3. The number of clients who stopped receiving services in the year
4. The number of people on the wait list (if applicable)
5. Requests for assistance not met and reasons for refusal of service
6. The contracted outputs for the year and the variation between the services delivered and the contracted outputs
7. The age, sex and ethnicity of the clients and of the older population in the target area and groups in the population but not in the service user group (see also Section 4: Community Understanding and Engagement)
8. Rate of population change for people aged over 65 (available from the Australian Bureau of Statistics)
9. Service delivery issues in the last year
10. Major improvements implemented in the last year
11. Planned improvements for the coming year
12. Achievements against key result areas (see 1.1.5 Key Result Areas).

The Annual Report is provided to:

13. The Management Committee and RavCom Collective for approval.

The report is also presented at the RCC Inc Planning Day (see 1.14.2 Annual Planning Day).

1.14 Planning

1.14.1 IMPROVEMENT PLAN AND STRATEGIC PLAN

R&R maintains an [Improvement Plan](#) that details all significant improvements in the operations of the programs and an Operational Plan which reflects the RCC Inc Strategic Plan - covering core service delivery areas and changes. The Improvement Plan and subsequent CQI process is a requirement under current funding agreements. Further details are provided in the table below.

The planning process involves:

Planning Activity	Notes	When
Continuous improvement activities	See Section 5: Continuous Improvement. These activities assist in identifying improvements and feed into the Improvement Plan	Ongoing
Risk management activities and Central Risk Register	See Section 6: Risk Management. These activities assist in identifying improvements and feed into the Improvement Plan	Ongoing
Annual Planning Day with staff and management	See 1.14.2 Annual Planning Day. Outcomes from the planning day feed into the R&R Improvement Plan, the RCC Inc Strategic Plan and R&R Operational Plan	September
Review and development of the Improvement Plan	The Improvement Plan is required as a condition of current funding agreements. It includes strategies for improving R&R for the next 12 months and is updated on an ongoing basis. The Improvement Plan feeds into the Operational Plan	September and Ongoing
Review and development of the Operational Plan	Includes high level plans for the next 12 months. As plans are implemented they are recorded in the Improvement Plan	September
Aged Care Quality Standards Quality Review process	The Quality Review identifies improvements required to meet the Standards and opportunities for improvement. These feed into the Improvement Plan	Between 1 and 3 yearly
Ongoing implementation and monitoring of progress in implementing Improvement Plan	Reported in Monthly Program Manager Reports – also reported to the Management Group meetings by request(See Table 1.2: R&R Management Reports)	Monthly and as requested
Submission of Improvement Plan to the Quality Review Team	The Improvement Plan is submitted at least annually or more frequently depending on the outcome of the 3 yearly Quality Review	Annually or as required

1.14.2 ANNUAL PLANNING DAY

The purpose of the planning day is to bring the staff and management, including Management Committee members, together to review the operations of RCC Inc in the light of service user data, financial data, continuous improvement information, risk management information and issues facing the service.

Ideas from staff and management and from the review of client feedback and other agency information are used to add to the Improvement Plan and to identify longer term goals for inclusion in the RCC Inc Strategic Plan and R&R Operational Plan. The Strategic Plan is the longer term direction for RCC Inc and spans up to the next three years.

Planning day process

The Program Manager in consultation with senior staff and the Administration Team prepare the information presented at the planning day. The agenda for the planning day includes the following for each program:

1. Review service data

Service data for the previous 12 months is reviewed to check the delivery of services against the contracted outputs. Service data is taken from the Annual Report that is compiled by the Program Manager each year (see 1.13 Annual Report)

2. Review demographic data

Community demographic data is compared to the service user group data to identify any groups in the community that appear to be likely to need services but are not accessing them. In particular, the proportion of people from different cultural and disadvantaged groups in the community is compared to the service delivery data to identify if groups are proportionally represented. Reasons why groups are not represented are documented and if appropriate, strategies to engage them are identified.

3. Review future needs and or impending changes

Demographic data on the age of the population and on future trends is also reviewed to see if key age groups are likely to increase or decrease over the next few years

4. Review continuous improvement data

Feedback from staff, clients, volunteers and any other stakeholders is reviewed to identify improvements

5. Review risk management information

Feedback from risk management activities is reviewed to identify areas where improvements can be made

6. Review previous plans

Explore plans not yet implemented from the previous year to identify which of these will remain a priority

7. From the information presented, strategies and priorities for the year ahead are identified along with barriers to implementing plans

8. Longer term major plans are included in the Operational Plan and shorter term improvements (within the next year) are included in the Improvement Plan

Items in the Operational and the Improvement Plan are reviewed - what can be combined; what can be removed; what are the most important priorities?

9. Include a start and finish date against each priority and nominate a party responsible – include strategies to monitor and evaluate progress against stated outcomes and goals

10. Conduct an open forum discussion with all participants and Management Committee representatives acknowledging the input, commitment and continuing dedication of all staff in R&R

The Operational Plan and [Improvement Plan](#) are presented to the next Management Committee/RavCom Collective meeting for review, revision and endorsement.

1.14.3 IMPLEMENTING THE PLANS

The Program Manager is responsible for developing detailed action plans for each of the priorities in the Improvement Plan, and is also responsible for developing broad strategies for the implementation of the Operational Plan. When operational plans are being implemented they are recorded in the Improvement Plan.

The Program Manager ensures plans are implemented, monitors the progress of tasks and reports on progress to the Management Committee at monthly RavCom Collective meetings and/or to the Management Group meetings as requested.

1.15 R&R Corporate Calendar

The Program Manager maintains a [Corporate Calendar](#) that details:

1. R&R Meetings
2. R&R Accountability Reports
3. Policies and procedures reviews spread over 3 years (see also 5.3.4 Policies and Procedure Reviews)
4. Other key tasks.

The Program Manager is responsible for ensuring the planned events occur and for developing a new calendar at the beginning of each calendar year.

1.16 Monitoring Corporate Governance Processes and Systems

Corporate governance processes and systems are regularly audited as part of the R&R audit program and staff, clients and other stakeholders are encouraged to provide ongoing feedback on issues and areas where improvements can be made (see [Corporate Calendar](#) and Section 5: Continuous Improvement).