

Policy and Procedures Manual



**Hornsby Ku-ring-gai Community Aged/Disabled Transport
Service Inc.
ABN 93 115 497 208**

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Section 1

Organisation Management

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1.1 Management functions

1. Policy and planning functions

To fulfil its policy and planning responsibilities the Board shall ensure that:

- the Policies and practices of HKCT are reviewed and amended on an annual basis, or more frequently as required.

2. Financial functions

To fulfil its financial responsibilities the Board shall ensure that:

- HKCT has an approved budget for the year and that expenditure remains within budget;
- HKCT has sufficient income to meet budgetary requirements;
- an audit satisfying all legal and regulatory requirements is conducted annually.

3. Employer functions

To fulfil its responsibilities as an employer the Board shall ensure that:

- job descriptions are supplied to all team members and kept up to date;
- team member employment agreements, contracts and relevant employment awards are complied with;
- taxation, superannuation and other deductions as required by law are made from the salaries of paid team members and forwarded within designated time limits to the appropriate agencies;
- accrued funds for team member leave entitlements etc. are budgeted for, banked and clearly marked on balance sheets.

4. The Board shall be also responsible for ensuring that:

- wherever practicable, the Board incorporates and encourages adequate representation from passengers, culturally distinct groups and service users within the local community;
- service issues and problems are dealt with as they arise and that appropriate and adequate support and assistance is provided;
- committees, sub-committees and working parties are convened, directed and supervised in accordance with the HKCT Constitution;
- HKCT enjoys a strong membership and strong community support;

- HKCT is positively and favourably represented and that its services and activities are well publicised;
- HKCT premises, facilities and equipment meet with current OH&S/Workcover legislation and ongoing resources are committed for continued safe operations.

1.1.1 Individual Responsibilities Assigned to Members of the Board

1. The Chairperson of the Board shall:

- ensure regular Board meetings are held and conducted in accordance with the HKCT Constitution;
- encourage other Board members to attend meetings;
- liaise with the Secretary in relation to the agenda and the prioritisation of agenda items;
- lead the meeting through the agenda keeping discussion relevant, decision-making clear and encouraging broad participation;
- sign the minutes after they have been confirmed as an accurate record of the previous meeting;
- act as a spokesperson for HKCT;
- liaise with the Manager/Coordinator on a regular basis.

2. The Vice Chairperson of the Board shall:

- undertake the duties of the Chairperson in their absence.

3. The Secretary shall:

- ensure an agenda is prepared for each meeting
- take accurate minutes of all meetings and ensure these are properly filed;
- present all correspondence to the Committee highlighting items requiring attention;
- ensure all correspondence is properly filed and made available to any member when requested;
- ensure that copies of the minutes are distributed to Board members before the next meeting;
- maintain the Board orientation kit in consultation with the Manager/Coordinator and provide a copy to all new Board members on appointment;
- ensure the Policy Manual is kept up-to-date.

4. The Public Officer shall:

- sign correspondence to the Department of Fair Trading including:
 - Application for change of name;
 - Special resolutions;

- Applications to extend the date of the Annual General Meeting;
 - maintain a register of members;
 - lodge with the Department of Fair Trading within 1 month after the Annual General Meeting a copy of :
 - the income and expenditure statements of HKCT
 - a statement of the assets and liabilities of HKCT
 - a statement as to any mortgages or any other charges or securities affecting any property of HKCT;
 - authenticate documents or proceedings of HKCT for the Department of Fair Trading;
 - receive formal notices from the Department of Fair Trading;
 - ensure any other responsibilities of the Public Officer as specified in the Associations Incorporation Act, 1984 No. 143 are met including notification of the name and address of the HKCT Public Officer.
5. The Treasurer shall:
- ensure proper books of account are properly maintained and kept safe;
 - ensure monthly and other financial reports are produced and present these at monthly Board meetings;
 - ensure the financial requirements of funding bodies are met;
 - ensure Board members understand the financial reports;
 - ensure an audit of the books is prepared each year and that the accounts of the Association, showing the financial position at the end of the preceding financial year, is submitted to members at the Annual General Meeting;
 - ensure funds are not being mismanaged;
 - ensure sufficient funds are quarantined for staff entitlements.
6. Other Board members shall:
- assist the Chairperson, Secretary, Public Officer or Treasurer in undertaking their duties;
 - act as a spokesperson when requested by the Board;
 - manage and support team members when requested by the Board;
 - be a member of and/or chair sub-committees, working parties or task groups as required;
 - sign letters or documents on behalf of the Association as authorised;

- undertake other tasks which may arise.

1.1.2 Responsibilities of the Board in Relation to the Operation of Road Passenger Transport Services

In accordance with the requirements of the Passenger Transport Service Operator Accreditation under the NSW 1990 Passenger Transport Act the Board shall:

- ensure that the type of Operator Accreditation held by HKCT is appropriate to the services it operates;
- maintain the currency of the Accreditation;
- identify Designated Directors and Manager in accordance with Operator Accreditation requirements;
- ensure that Nominated Directors and other relevant team members read and understand the *NSW 1990 Passenger Transport Act*, and when appropriate, the *NSW Department of Transport Accreditation Standards for Operators of Community Transport Services*;
- understand when appropriate, that the Accreditation for Community Transport Service Operators is a limited accreditation that is defined in Attachment A of the Accreditation Standards (*Community Transport Operator Accreditation Agreement Folder*).

Designated Directors shall ensure that requirements specified by the Ministry of Transport are met for all services and resources operated under Operator Accreditation including:

- vehicles;
- drivers;
- relevant records;
- a driver safety monitoring program;
- appropriate off-street parking;
- vehicle and equipment maintenance programs;
- vehicle cleaning.

To meet requirements under the Traffic Act and other relevant RTA regulations the Board shall ensure that HKCT services are operated in strict accordance with:

- driver hours regulations;
- log-book maintenance requirements;
- vehicle monitoring device requirements;
- vehicle registration regulations;
- comprehensive third party insurance requirements;
- regulations concerning the fitting and use of safety equipment.

1.1.3 Declaration of Conflicting Interests of Board Members

All Board members shall:

- formally declare to the Board at the earliest possible opportunity any actual or potential conflict of interest arising from their own relationship with any individual person, organisation or commercial concern which HKCT has or intends to have a formal involvement with;
- formally declare to the Board at the earliest possible opportunity any actual or potential conflict of interest arising from any personal pecuniary interests they may have in the services or activities of HKCT;
- refrain from voting upon or influencing decisions made upon any business of HKCT where an actual or potential conflict of interest exists.

1.1.4 Orientation for New Board Members

An orientation kit for new Board members will be maintained by the Secretary in consultation with the Manager/Coordinator. This will be provided to all new members of the HKCT Board.

The Board Orientation Kit will include copies of:

- the HKCT Constitution;
- access to the Organisation's Policy & Procedures Manual;
- the budget for the current financial year;
- information about funding sources;
- team member job descriptions;
- promotional materials and passenger information handouts;
- the strategic plan;
- the register of insurance policies.

The Board Orientation Kit shall also contain extracts from the HKCT Policy Manual including:

- Statement of Aims;
- Functions of Management Policy;
- Meetings Policy;
- Organisational Structure Chart;
- Code of Conduct for Team Members.

1.2 Delegations and Team Member Accountability

It is important that the organisational structure is well defined for the HKCT Organisation and the reporting responsibilities under that structure are understood by all team members.

An example HKCT Organisational Structure is illustrated in Figure 1 and the responsibilities under this structure are outlined below.

Delegations and Respective Roles and Responsibilities of Board and Management.

The Board is responsible for the control and management of the affairs of the Association, including its control and accountability systems.

The Board has appointed a Manager to undertake the direction and management of the association within the strategy, policies and financial budget approved by the Board. The Manager is also the Public Officer of the Association.

The Manager's responsibilities and duties are detailed within a position description in which the Board has given the Manager authority to exercise all powers of the Board in order to control and manage the affairs of the Association, with the exception of powers retained by the Board, as listed below.

Powers retained by the Board:

- appointing and removing the Manager
- ratifying the appointment of and where appropriate, the removal of staff reporting to the Manager
- input into and final approval of corporate strategy and performance objectives developed by Management
- reviewing and ratifying systems of risk management and internal compliance and control, codes of conduct, and legal compliance
- monitoring management's performance and implementation of strategy, and ensuring appropriate resources are available
- approving budgets for and monitoring the progress of all capital and operating expenditure, capital management, and acquisitions and divestitures
- approving and monitoring financial and other reporting
- all cheques, drafts, bills of exchange, promissory notes, other negotiable instruments, contracts and funding agreements are to be signed by any two directors of the Board or the Manager and one director of the Board. This includes electronic signing of payments through the Association's electronic banking systems.

1.2.1 Responsibilities of the Manager/Coordinator

Responsibility for the day-to-day management of HKCT has been delegated by the Board to the Manager/Coordinator. This includes responsibility for:

- the employment and management of team members;
- day-to-day financial management;

- service development and delivery;
- general administration;
- service promotion and community liaison;
- liaison with the Ministry of Transport and other funding bodies;
- delegation of various aspects of the day-to-day operation of services.

The Manager/Coordinator is directly responsible to the Board as a whole. The Manager/Coordinator is not required to take directions from individual members of the Board, except where an individual Board member has been authorised to pass on directions by virtue of minuted decisions, or, where executive authority is exercised in accordance with the HKCT constitution.

1.2.2 Manager/Coordinator's Reporting Responsibilities

The Manager/Coordinator shall provide written and signed reports to the Board meetings incorporating the following information:

1. Team Member Information:
 - any changes to team member/volunteers;
 - team member on leave;
 - team member training;
 - team member vacancies;
 - any disputes, grievances.
2. Major Activities in the Last Month
 - outcomes achieved.
3. Plans/Major Activities for the Next Month
 - present plans for the forthcoming month and notice of any special events.
4. Issues for Consideration by Board
 - any issues which have arisen during the month including problems, passenger complaints, new ideas and suggestions.
5. Occupational Health and Safety *Health and Safety Review*
 - review of entries in the HKCT Accident, Incident and Hazard Book and provide suggested courses of action where possible.
 - report on any incidents, updates, essential training plus actions taken to alleviate potential risks
6. Monthly Service Data Report

1.2.3 Responsibilities of Other Team Members

All team members are required to fulfil the requirements of their job as specified in their Job Descriptions. All team members are employed by the Board.

Except for members of the HKCT Board, all team members are ultimately responsible to the Manager/Coordinator.

Certain team members may be immediately answerable to other team members, for example:

- drivers are immediately responsible to the Manager/Coordinator
- service assistants are immediately responsible to a service driver.

Where a member of the Board has duties relating to the day-to-day delivery of services, for example as a volunteer service assistant, they shall nonetheless abide by the organisation's normal communication structures and fulfil their day-to-day reporting obligations whilst acting in such a capacity.

1.2.4 Reporting Responsibilities for Other Team Members

Team members shall complete all operational reports and documentation appropriate to their job responsibilities and ensure that these are available in sufficient time to allow the Manager/Coordinator to prepare the monthly report to the Board.

Operational reports and documentation shall include:

For team members responsible for passenger assessments and service administration:

- New Passenger Assessment Records;
- Service Statistics;
- Records of Refusal;
- Lost Property Book;
- Accident, Incident and Hazard Report Book

For team members responsible for vehicle and service resource administration:

- Scheduled Vehicle Maintenance Reports;
- Vehicle and Equipment Repair Summary (completed and required);
- Summaries of additions and amendments to Driver Records;
- Summaries of additions and amendments to Vehicle Records;
- Lost Property Book;
- Accident, Incident and Hazard Report Book.

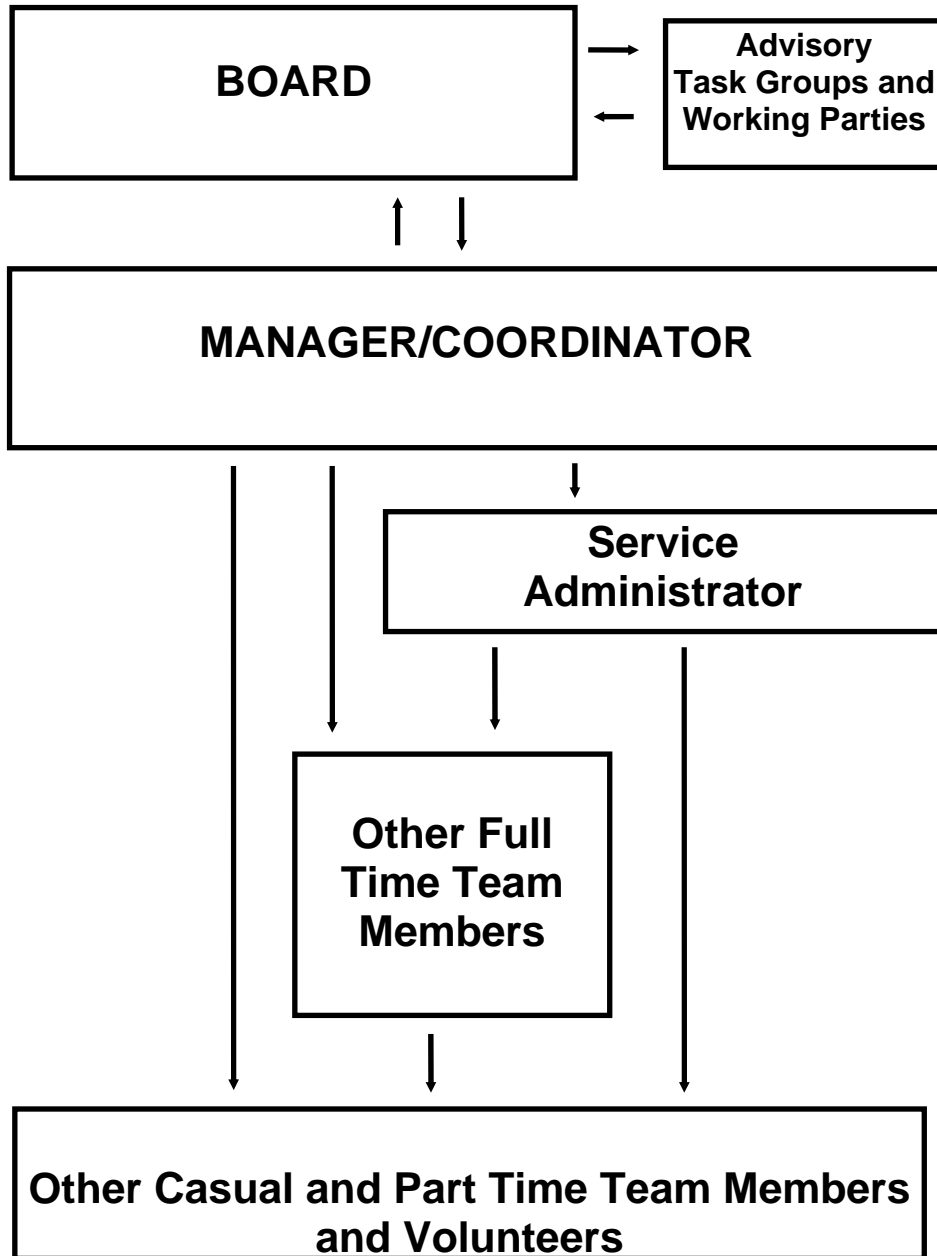
For team members responsible for financial administration:

- Monthly Income Summary;
- Monthly Expenditure Summary;
- Cash Flow Projections;
- Accident, Incident and Hazard Report Book.

For team members responsible for service delivery:

- Vehicle and Equipment Safety Inspection/Defect Reports;
- Lost Property Book;
- Accident, Incident and Hazard Report Book.

Figure 1. HKCT Organisational Structure



1.3 Meetings

1.3.1 Board Meetings

1. Notice of the time and place for the meeting shall be given.
2. Attendance
Meetings should be attended by all Board members and the Manager/Coordinator. Guests may be invited to attend meetings (by the Chairperson or Manager/Coordinator) for a specific purpose. Representatives of funding bodies (eg. NSW Ministry of Transport) have the right to attend Board meetings where specified in funding agreements.

In line with the HKCT Constitution, the office of a member of a Board member who does not attend three (3) consecutive meetings without providing a reasonable excuse shall become vacant.

The quorum for Board meetings is defined by the HKCT Constitution.

3. Role of Manager/Coordinator at Board Meetings
The Manager/Coordinator shall attend meetings to provide advice and information to the Board to assist it in its deliberations. The Manager/Coordinator will provide a report on the operations of the service including outcomes achieved, future plans and any issues which need to be considered by the Board. (See Accountability Policy)
4. The agenda for Board meetings will be drawn up by the Secretary in consultation with the Chairperson and circulated to all members at least three days before the Board meeting.

The agenda for the meetings will be:

- people present and apologies;
- review of agenda;
- acceptance of minutes from previous meeting;
- business arising from the minutes;
- correspondence;
- reports:
- Manager/Coordinator's report;
- Treasurer's report;
- sub-committee, task group and working party reports.
- review of OH&S including HKCT Accident, Incident and Hazard Report Book;;
- general business;
- issues/problems arising in operation of service;

- planning/review;
 - targets for next meeting;
 - date and venue for next meeting;
 - meeting feedback;
 - close.
5. Minutes of all meetings shall be recorded. Minutes shall be an accurate account of all meeting proceedings.

Minutes shall be typed within seven days of the meeting and posted to each member of the Board within two weeks of the meeting or, where necessary within a timeframe which allows receipt of minutes by relevant persons at least three working days prior to the next scheduled meeting.

A copy of the meeting minutes must be filed in the relevant Minutes File and signed by the chairperson.

The Secretary is responsible for making sure that procedures for minutes are followed.

1.3.2 Annual General Meeting

1. Notice of the Annual General Meeting will be given in accordance with the Constitution. The outgoing Board will encourage nominations for membership from people with a range of cultural backgrounds and areas of interest.
2. Agenda
The agenda for the AGM will be:
 1. the acceptance of the minutes of the previous Annual General Meeting and/or any other extraordinary meetings;
 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;
 4. the receipt of the Manager/Coordinator's report for the year;
 5. the election of Board members;
 6. the appointment of an auditor for the current financial year;
 7. any other business placed on the agenda prior to the commencement of the meeting.
 8. Guest Speaker/s (if invited)
3. The procedures for the Minutes of the AGM shall be as for all other meetings (see above)

4. Get a motion from the floor to allow 2 members of the Management Committee present at the meeting to sign the annual statement to the Department of Fair Trading.

1.4 Financial Management Responsibility

The Treasurer is responsible for ensuring that the financial policy and practices set down by the Board are followed including:

- ensuring monthly and other financial reports are produced and present these at monthly Board meetings;
- ensuring the financial requirements of funding bodies are met;
- ensuring Board members understand the financial reports;
- ensuring an audit of the books is prepared each year and that the accounts of the Association, showing the financial position at the end of the preceding financial year, is submitted to members at the Annual General Meeting;
- ensuring funds are not being mismanaged.

1.4.1 Tasks

1. An annual budget shall be developed by the Treasurer in consultation with appropriate team members for presentation to the Board in the first month of the new financial year.
2. Monthly and other financial statements shall be presented by the Treasurer to the Board for endorsement. The Treasurer should highlight any issues requiring consideration by the Board including approval of payments and planned expenditure.
3. All monies disbursed and received shall be recorded and debited/deposited in the relevant bank account/s.
4. A separate cash receipt and cash payment book, or an equivalent computerised financial management program shall be kept.
5. All payments (except petty cash) including volunteer team member reimbursements shall be made by electronic funds transfer or cheque.
6. Cheques shall be signed by a minimum of 2 authorised persons. Electronic transfers will require 2 passwords.
7. The Treasurer or other nominated person is required to endorse all monetary transactions.
8. Invoices or similar documentation shall be received and authenticated prior to payment and securely filed in cheque number or voucher order.
9. Blank cheques shall never be signed.
10. All payments should be in accordance with the approved budget and shall be authorised in writing.
11. An assets register recording a description of the goods, the date of purchase, where purchased and cost shall be maintained for all equipment over \$300.

12. The Manager is delegated to expend funds up to \$2,000. Not including items such as Taxes, Fuel Insurance, Worker's Comp, Salary and vehicle replacement expenditure within budget delegated up to \$10,000.
13. An imprest system of petty cash shall be used with a float of \$300.00
14. Any contract or agreement with another body or agency which may affect the finances of HKCT shall be appropriately documented and be approved by the Board prior to being entered into. The Board shall ensure that HKCT signatories to any such agreements shall be appropriately authorised.
15. An annual audit shall be undertaken each year by a qualified auditor appointed by the Board. The report shall be presented by the Treasurer to the members at the Annual General Meeting.
16. Where funding is received via the NSW Ministry of Transport, the NSW Ministry of Transport HKCT Audit Package shall be used for this purpose.

1.4.2 Categories of Receipts and Payments

HKCT uses the categories as outlined in the Ministry of Transport Audit Package.

1.5 Insurances

The type of insurance cover and level of insurance cover will be decided by the Board after consultation with an insurance broker which provides a reputable and value for money service.

Insurances will include, as a minimum:

- public liability insurance to the value of at least \$10,000,000 (or as specified by funding contracts)
- workers' compensation insurance;
- property insurance - fire;
- contents - theft and burglary (replacement cost) insurance;
- money in transit insurance;
- comprehensive vehicle insurance;
- non-owned vehicle insurance;
- volunteer insurance- personal accident and public liability;
- professional indemnity insurance;
- directors and officers liability insurance. \$2,000,000

1.5.1 Insurance Register

The Manager is required to maintain a Register of Insurance Policies. This Register is to be tabled at the first meeting of the Board of each new financial year.

The Register must show for all insurance policies:

- the policy number;
- the insurance company;
- type and extent of coverage;
- the premium;
- the date paid;
- the expiry of the cover.

1.5.2 Students & Trainees

The Manager/Coordinator shall ensure that any students or trainees on placement are covered by their learning institution or employment/training agency. If not, appropriate cover must be arranged.

1.5.3 Team Member Vehicles

The Manager/Coordinator shall be responsible for ensuring that vehicles owned by any team member are comprehensively covered through their own insurance policy if used for HKCT work. No vehicle will be used for official business without this prerequisite.

1.5.4 Workers' Compensation

HKCT shall insure all relevant team members against any injury sustained in the performance of their duties as per the Worker's Compensation Act, 1987.

1.5.5 Volunteer Insurance

The agency shall take out appropriate insurance to cover all volunteers against any injury they may sustain whilst performing duties for the organisation.

Section 2

Team Management

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2.1 Team Management

As HKCT's services are designed to promote equity in mobility within our community, so are our policies and practices designed to promote equity in our own work practices.

All work tasks within HKCT are essential to the successful operation of our services and activities, regardless of whether they are achieved by a paid or voluntary worker. Therefore, wherever practicable, all HKCT workers and management shall be considered to be part of one work team, with one single set of policy guidelines applying to all team members.

In its day-to-day operation, HKCT shall not promote, encourage or condone discrimination on the basis of employment status.

Only where specific legal and practical considerations require it, shall HKCT differentiate between paid or unpaid staff, or casual, part time or full time team members.

2.1.1 Volunteers

HKCT actively encourages volunteering because it:

- enables volunteers to contribute to their community;
- provides the opportunity for work experience, training and the development of new skills in volunteers;
- enhances the range of services available through HKCT;
- allows for wider community participation in the service.

The following roles are normally available for volunteers:

- Drivers;
- Vehicle Assistants;
- Administrative Assistants;
- Board Members.

Other positions may become available from time to time.

Volunteers will not be utilised for classified high needs clients

Whilst HKCT policy is to avoid differentiation between team members on the basis of employment status, it does acknowledge that specific issues do exist for the range of volunteers who contribute to the delivery of our services. For this reason, the Manager/Coordinator shall be responsible for ensuring that, without compromising the efficiency of services, special needs of volunteers are positively addressed in the planning and allocation of individual and team work tasks.

2.1.2 Team Member Information

A file will be kept on each team member by HKCT. It shall include:

- their signed Agreement of Employment;
- their Job Description,
- a completed team member record card;
- for paid team members, up-to-date payroll records including records of all deductions (eg. superannuation), increases or alterations to salaries;
- for paid team members, up-to-date records of holiday and sick leave entitlements;
- records of training attainments;
- records of performance appraisal;
- records of disciplinary actions;
- any other relevant information.

Team members are entitled to see their file at any suitable time to be arranged with the Manager/Coordinator or authorised Board Member.

These files will be secured separately and only accessed by the Manager/Coordinator or authorised Board member.

2.1.3 Job Descriptions

Differing work requirements and responsibilities for team members shall be defined within Job Descriptions and/or Agreements of Employment.

All team members shall be provided with a job description which specifies their duties, roles and responsibilities.

All team members are required to sign the job description indicating that they have read and understood the contents of the document. A copy of the signed document is to be kept in the team member's file and another copy is to be given to the team member.

Each team member shall be provided with a copy of their job description prior to their commencing employment and whenever their job description is changed.

Job descriptions shall be reviewed to ensure they are appropriate and accurate:

- at least annually;
- whenever an Agreement of Employment is due to expire;
- when a team member leaves a position.

If a job description needs to be changed the Agreement of Employment shall be terminated by giving not less than 14 days notice in writing to the team member that their employment will cease on the expiry of the current term of their employment.

A new Agreement of Employment shall then be signed in relation to the revised job description.

Changes to the job description within a current term of employment must be agreed to by the team member.

NOTE: Before a contract of employment is signed by a team member, the Manager/Coordinator must check it against the relevant award or seek legal advice to ensure that it complies with that award.

2.1.4 Conditions of Employment

The conditions of employment for each HKCT team member are specified in their Agreement of Employment. These agreements shall be based on:

- the relevant awards with some above-award clauses added following discussions with team members, their unions and the employer body (where appropriate);
- established best practice amongst other community transport organisations.

All team members shall have an Agreement of Employment, which is to be signed by the team member and the Manager/Coordinator or Board member prior to their commencing work. Agreements of Employment shall generally be for a twelve month period, subject to review and/or renewal upon expiry.

The following points shall be addressed by the Agreement:

- job title;
- weekly work hours;
- remuneration and reimbursement rates;
- arrangements for Time Off In Lieu,
- holiday, sick leave and other entitlements;
- probationary employment conditions;
- procedures for support and training;
- grievance and disciplinary procedures;
- reference to other policies relating to the team member's work duties, obligations or entitlements.

Each team member shall be given a copy of their signed Agreement of Employment prior to commencing employment.

2.2 Code of Conduct

The following code of conduct outlines the behaviour required of all team members (including Board) and additional areas of responsibility specific to Board members.

Failure to abide by the Code of Conduct may lead to disciplinary action, dismissal and/or legal action against the team member concerned (see Gross Misconduct).

All HKCT team members shall:

1. abide by the philosophy of HKCT;
2. represent HKCT in a positive way;
3. treat passengers, other team members and members of the public with courtesy, respect and consideration, act on complaints and provide services to the best of their ability;
4. observe the policies and practices set down in the HKCT Policy Manual;
5. follow all reasonable directives made by authorised team members, the Manager/Coordinator or the Board (see Organisation Structure Chart);
6. not give personal advice to passengers;
7. not alienate passengers from their families or carers;
8. wherever practicable, not accept gifts from service passengers and ensure that the Manager/Coordinator or Board is informed of all gifts (except home garden produce) and donations which are received;
9. not consume, or be under the influence of illegal drugs or alcohol while on duty or on the premises;
10. not harass or abuse, either physically, sexually, financially or verbally in any form, HKCT passengers, service users, team members or member of the general public.

In addition, Board members shall:

11. observe all the rules of HKCT including those specified in the constitution, the Associations Incorporation Act, 1984 No. 143 and any others set by the Board or the membership of HKCT;
12. attend the Board meetings whenever possible, and if unable to attend, send apologies;
13. not discuss confidential issues of HKCT with people outside the organisation;
14. not act on HKCT matters without the consent of the Board, including not interfering in the day-to-day operations of HKCT.
15. declare any potential or actual conflicts of interest and refrain from voting upon or influencing Board decisions where any conflict of interest may exist.

2.3 Code of Personal Presentation

Whilst representing HKCT, each team member shall be responsible for ensuring that their standards of personal presentation are maintained to a level which is appropriate to their responsibilities within the organisation.

Uniforms will be worn where provided. Neat, casual clothing shall be worn whilst on duty. This clothing shall be appropriate to the occupational health and safety considerations of the individual work responsibilities of each team member, for example:

- sturdy footwear shall be worn by drivers and assistants at all times.
- reflective shirts/coats shall be worn at all times whilst driving
- hats and other appropriate protection against sun damage shall be worn whilst working outside.

Personal hygiene shall be maintained to a standard which reasonably minimises any risk of offence to passengers or team members.

No items of clothing or accessories shall be worn whilst representing the organisation which may be offensive to any passenger or other team member, for example:

- tee-shirts with political or religious slogans,
- badges or jewellery with contentious or potentially inflammatory insignia or symbols.

HKCT places restrictions upon the jewellery or hairstyles or other attire worn by individual team members if they present an OH&S risk.

2.4 Privacy and Confidentiality

To ensure that services provide the highest possible level of safety and comfort to people with a range of special needs, and to ensure that the eligibility criteria of funding bodies are adhered to, it is necessary for HKCT to collect and hold personal and private information about passengers and team members.

Abuse of, or carelessness with, confidential information can not only compromise the dignity and independence of an individual passenger or team member but can in some cases pose a direct threat to their health and safety. Protecting the privacy of passengers and team members, and ensuring stored information is properly used at all times is therefore of paramount importance to HKCT. Procedures should be designed to ensure that personal information about passengers and team members is used only to provide safe and comfortable services to passengers and to ensure the efficient administration of HKCT services and activities.

2.4.1 Types of Information Which Shall be treated as Confidential

The HKCT Privacy and Confidentiality Policy covers information relating to:

- names and addresses of passengers and team members;
- disabilities or special needs experienced by passengers;
- health conditions experienced by passengers;
- behavioural conditions experienced by passengers;
- occupations or lifestyle of passengers;
- financial dealings or status of passengers;
- acquaintances or friends of passengers;
- religion/cultural background of passengers;
- passenger or service user complaints;
- personal details of team members;
- team member disciplinary, appraisal or grievance procedures;
- audio visual information and images.

Note: Confidential information can occur in verbal, written, photographic, audio or computer record form.

2.4.2 Persons to whom the Policy Applies

The HKCT Privacy and Confidentiality Policy applies to:

- all HKCT team members;
- any person who obtains information through the activities of the organisation;
- passengers and other service users who obtain information about other passengers during their use of a service;

2.4.3 Scope of the Policy

The HKCT Privacy and Confidentiality Policy applies:

- in the work place;
- at home;
- when talking with other team members;
- when dealing with team members of other agencies or institutions;
- in social environments;
- when dealing with other transport providers;
- when talking with other passengers.

2.4.4 Team Member Information

The only information which HKCT shall seek to obtain and retain about team members shall be that required to:

- efficiently administer the organisation;
- meet its legal obligations as an employer;
- meet its legal and contractual obligations as a provider of passenger transport services;
- ensure the safe and comfortable delivery of services to passengers and service users.

Information regarding team members will be stored in a filing cabinet which is kept locked when the office is unattended or in a secure computer data base. This information is only accessible to the Manager/co-Ordinator. Team members have the right to read any personal information kept about them by HKCT.

2.4.5 Passenger Information

The only information held by HKCT Projects about a passenger will be information necessary to provide safe and comfortable services. Such information will be used only for this purpose. Information should be as non-obtrusive and objective as possible, yet relevant and up-to-date.

The passenger has the right to withhold information for privacy reasons.

Information about a passenger will not be shared with another agency without the permission of the passenger or his/her legal guardian or advocate.

Information about a passenger will not be discussed with any person in the workplace except in relation to:

- ensuring their safe and comfortable use of HKCT services;
- organisation incident/accident reporting requirements.

Information regarding passengers will be stored in a filing cabinet which is kept locked when the office is unattended or in a secure computer data base. This information is only accessible to authorised team members.

Passengers have the right to read any personal information kept about them by HKCT. Requests from passengers to access files should be referred to the Manager/Coordinator who should ensure that assistance is provided for the passenger to access information on his/her file within twenty eight days. A team member shall be made available to explain any terminology to the passenger.

2.4.6 Passenger Assessments

Where a formal assessment is necessary it should take place in an area which provides privacy and confidentiality.

The assessment should be between an authorised team member and the passenger, and with the passenger's consent, his/her legal guardian or advocate only.

The team member should note any particular privacy requirements of the passenger eg. relevant care or safety information.

2.4.7 Access to and Storage of Records

The procedure for opening files and file movement to be followed is:

- confidential records including passenger and team member files shall be kept separate from general administration files;
- an individual record will be created on MDS (CIARR) for each passenger following initial assessment;
- file (either data or hard copy) notes should be kept of passenger contact which involves:
 - assessment,
 - change in circumstances of the passenger,
 - complaints,
 - reports/information from other agencies,
 - requests from the passenger for any significant change in service;
- files shall remain the property of the organisation and shall be kept on the organisations premises at all times;
- files shall be securely stored when not in use;
- all incoming correspondence should be recorded, sighted by the Manager/Coordinator and/or initialled by the Manager/Coordinator before being filed;
- keys to the filing cabinet and passwords to computer data base holding passenger records will be held by authorised team members. Keys to the filing cabinet holding general administrative files will be held by authorised team members.

2.4.8 Length of Time Records Are Held

If a service to a passenger has stopped being provided, but may need to be resumed at a future date, information relating to the passenger will be kept in the filing cabinet for a period of three years before being archived. If the service will not need to be resumed, the passenger records will be archived at the end of the financial year. This may only be applicable if hard copy is utilised

All information regarding passengers shall be destroyed seven years after they cease to receive services.

2.4.9 Electronic Communication Systems

Each team member shall be responsible for taking all reasonable steps to ensure that when any confidential information is transmitted via electronic communications systems it is sent to the identified address/contact number.

2.4.10 Disposal of Records

All confidential written material must be shredded prior to disposal.
All records kept on databases must be erased prior to disposal of equipment

2.4.11 Identification

All team members will be given an identification card including photo whilst representing HKCT. This card should be worn at all times whilst on duty

2.4.12 Training

All team members should be aware of and understand the Privacy and Confidentiality Policy and shall receive appropriate training in order to ensure this.

2.5 Recruitment of Team Members

2.5.1 Equal Employment Opportunity

HKCT aims to select the best person for the any team member position regardless of:

- age;
- race or national origin;
- physical, intellectual or psychological impairment including HIV and AIDS;
- gender;
- sexuality;
- marital status (including de facto);
- parental status (including pregnancy);
- religious or political beliefs, activities or practices.

HKCT will establish and monitor all employment policies, practices and procedures to ensure that equal opportunity principles are followed in all areas of team member management including:

- advertising for positions;
- job descriptions and selection criteria;
- interview questions and processes;
- selection panel composition and practices;

- appointment procedures;
- team member training and development;
- transfer, promotion and higher duties;
- discipline and dismissals.

To find the best applicants for the position, HKCT will focus on the requirements of the job rather than questions or assumptions about the applicant's circumstances or background.

2.5.2 Affirmative Action

HKCT has established an affirmative action policy to promote employment opportunities for people from groups traditionally disadvantaged in their access to employment. These groups are:

- people from non-English speaking backgrounds;
- aboriginal and Torres Straight Islanders;
- people from isolated rural areas;
- women;
- people with disabilities.

Where the standard HKCT recruitment process has led to the identification of two or more applicants who are equally qualified and suited to a team position, and where one of those applicants belongs to an equity group listed above, preference in employment will be given to the applicant from the identified equity group.

2.5.3 The Recruitment Process

The procedure for the recruitment and appointment of volunteers shall vary only in:

- the make-up of the Selection and Short listing Panel;
- the establishment of payroll records.

The Manager/Coordinator, in consultation with the Board is responsible for the recruitment of HKCT team members (paid and unpaid).

The Board is responsible for the recruitment of the Manager/Coordinator.

Steps for recruitment of team members:

1. Clarify the need for and role of the worker and develop or review the Job Description.
2. Identify the resources required to appropriately support the position.
3. Work out who will be involved in the short listing and interviewing.
4. Advertise the position.
5. Provide applicants with a copy of the job description.

6. Shortlist applicants on the basis of their relevant skills and experience.
7. Interview.
8. Select the most suitable applicant.
9. Notify the successful applicant and advise them in writing of their appointment to the advertised position subject to the satisfactory verification of references, qualifications and criminal record check.
10. Check applicant's references.
11. Obtain a criminal records check
12. Confirm the applicant's qualifications with the origin of issue
13. Sign an Agreement of Employment.
14. Notify unsuccessful applicants.
15. Provide appropriate induction training for the new team member.

2.5.4 Advertising Positions

All vacancies, excepting those for holiday and sickness relief, shall be advertised externally.

A copy of the most recent advertisements for all team positions shall be retained by HKCT in order to assist with the compilation of future advertisements.

2.5.5 The Short Listing and Selection Panel

Selection panels for paid team positions shall be comprised, as a minimum, of three people, including the Chairperson and at least one other Board member. The Chairperson shall be responsible for endeavouring to ensure a balance of gender in the composition of such panels.

Selection panels for voluntary team positions shall comprise the Manager/Coordinator and/or other authorised team members.

For the employment of the Manager/Coordinator the short listing and selection panel will comprise of, as a minimum:

- the Chairperson;
- one other Board member;
- an independent person with an equivalent salary structure;
- a female member.

HKCT shall provide appropriate information and training to all team members involved in the team member position advertising, selection and appointment process.

In consideration of good equal employment opportunities practice, a balance of gender shall be maintained wherever practicable in selection and short listing panels.

The selection panel will select applicants who meet the essential/desirable criteria as advertised

Applicants who, on the basis of their application, appear to have the essential skills and experiences shall be short listed for an interview.

2.5.6 Interviewing

All questions to applicants will be formulated in accordance with the essential/desirable criteria.

All applicants should be asked the same questions. The questions will aim to explore the applicant's relevant skills and experience to perform the duties.

2.5.7 Probationary Employment

All new employees will have probationary period of 12 working weeks with entitlements as per relevant award.

All new employees will be subject to review during and at the completion of this period.

2.5.8 Procedure When a New Team Member Joins

When a new team member is appointed to HKCT the following procedure applies:

1. An Agreement of Employment specifying all the terms and conditions of employment is signed by the team member and the Chairperson or Manager/Coordinator and a copy given to the team member;
2. The person shall be provided with a copy of their job description.
3. A team member record card shall be completed.
4. A team member Tax Declaration Form is completed where required and forwarded to the Australian Tax Office.
5. A page in the wages book, volunteer remuneration book, or the electronic equivalent, shall be set up which includes, where appropriate, a record of allocations made to superannuation funds.
6. The team member is given time to read the team member orientation kit, and the opportunity to ask any questions.
7. Where practicable, a handover is arranged with the previous occupant of the position.
8. The contents of this Policy and Practice Manual relevant to the person's position are explained to them.
9. Once these have been read and understood by the team member, the team member shall sign a declaration stating that they have read and understood the contents of the kit.

2.5.9 Procedures at the end of the Probationary Employment Period

Three options exist at the completion of the probationary period:

1. If the Manager/Coordinator or Board has determined that the person's performance their employment during their probationary period has been unsatisfactory, then their employment can be terminated on or before the day the agreement expires by giving at least 14 days notice in writing (or 14 days payment at the agreed rate in lieu of notice). This should not happen without first utilising the Team Member Support and Team Member Disciplinary Procedures.
2. If doubt exists as to the team member's suitability, then the probationary period may be extended by another 12 weeks. In such cases, the Team Member Support and Team Member Disciplinary Procedures shall be immediately implemented where this has not already been done.
3. Where the team member's performance during the probationary period has been satisfactory, the team member shall be notified of this fact. The Manager/Coordinator shall be responsible for ensuring that the team member's employment record is amended to reflect the satisfactory completion of the probationary period and the commencement of permanent employment.

2.5.10 Considerations in the Recruitment of Volunteers

As stated above, the process used for the recruitment of volunteer team members (except Board members) is generally as for any other team member. Additional considerations made by HKCT to ensure the effective recruitment of volunteers include:

1. Requests for volunteers will be widely advertised in the region and may be particularly focused upon culturally distinct groups where evaluation and service design processes have identified a need for culturally appropriate service delivery. Recruitment activities targeted at culturally distinct groups will be designed in consultation with those groups wherever practicable.
2. Interested volunteers shall complete an Application for a Voluntary Position.
3. Selection panels for voluntary team member positions shall be comprised of the Manager/Coordinator and one other team member. Interview environments for volunteer positions will be designed to promote the professionalism of HKCT and yet also reflect the supportive, non-discriminatory approach to team work taken by the organisation.
4. Upon receipt of a suitably completed Application for a Volunteer Position, an interview with the volunteer which should cover the following areas:
 - name, address, telephone number;
 - other languages used;
 - area/s of interest;
 - health record;
 - current driver's licence, insurance and vehicle registration/insurance, if relevant;
 - size and type of volunteer's vehicle (eg. number of doors) if relevant;

- times available;
 - explanation of volunteer rights and responsibilities;
 - explanation of reimbursements for expenses;
 - explanation of probationary employment period;
 - names of two referees;
 - a mandatory Criminal Records check
5. The Manager/Coordinator should inform the volunteer as soon as possible of his/her decision.
 6. If the volunteer's application is rejected they shall be given the reasons why.
 7. All volunteer team members shall be provided with a team member orientation kit and appropriate support to understand its contents. Once the volunteer has read and understood the contents of the kit, the volunteer shall sign a declaration stating that this is the case.
 8. The Manager/Coordinator or nominated team member will match the volunteer with appropriate services/duties where possible taking into account the consumer's wishes and their language spoken, culture and interests.

2.5.11 Team Member Orientation Kit

A Team Member Orientation Kit will be maintained by the Manager/Coordinator and given to all new team members on recruitment. The orientation kit will include:

- organisation name, address, phone numbers and fax numbers;
- organisation philosophy and objectives;
- outline of services provided by the organisation;
- copies of promotional material;
- management model;
- organisation chart;
- team member roles, rights and responsibilities;
- pay day and method of payment where applicable;
- arrangements for volunteer remuneration where applicable;
- team member meetings information;
- Agreement of Employment;
- code of conduct for team members
- team member's personal presentation code
- occupational health and safety information;
- other useful services within the region;
- dates to remember;

- consumer rights;
- information on the function of and location of the Policy Manual.

2.6 Team Member Support and Supervision

The Chairperson of the Board (or other nominated Board member) is responsible for providing direction, advice and support to the Manager/Coordinator. The member responsible shall have relevant skills and experience.

The Manager/Coordinator has responsibility for providing supervision and support to all other team members.

2.6.1 Team Member Supervision

Formal supervision sessions provide a valuable tool for addressing unsatisfactory team member performance prior to using the HKCT Disciplinary Procedure. This can be particularly helpful in addressing difficulties team members may be experiencing which are caused by events outside the HKCT workplace (eg. domestic turmoil or bereavement).

All team members should be provided with regular planned supervision sessions at least once per quarter. These will conclude with an annual performance appraisal.

Team member supervision sessions may cover the following points:

- review of performance since last session;
- major activities planned before next session;
- feedback on performance including identification of strengths and weaknesses;
- feedback upon implementation of Performance Appraisal recommendations;
- identification of strategies for team member development, especially in addressing team member weaknesses.

Key points and resolutions of supervision sessions shall be recorded and attached to the team member's file.

Where issues concerning unsatisfactory team member performance are the focus of a team member supervision session, the relevant team member shall be informed:

- that their performance has been viewed as being unsatisfactory and the resolution of any difficulties causing the unsatisfactory performance is a primary objective of the supervision session;
- of the aspect/s of their performance which are being found to be unsatisfactory, clarified in relation to HKCT policy and/or Industry Competency Standards;
- that if strategies developed in structured supervision sessions cannot satisfactorily resolve the problem within an agreed timeframe (recorded at the

first supervision session in which the issue is identified) then the next step will be the implementation of the HKCT Disciplinary Procedure.

2.6.2 Team member support

Team members should contact their supervisor if issues arise between supervision sessions which need to be dealt with urgently. The Manager/Coordinator shall respond to requests for support by setting aside a reasonable time and place to address the team member's support needs.

The Manager/Coordinator may, taking into account the range of skill and experience within the HKCT work team, with the permission of the team member requesting support, assign another appropriate team member to provide support.

Informal support sessions provide an opportunity to:

- identify and explore solutions to difficulties which team members may be having with their work caused by external factors (eg. domestic turmoil, caring or parenting responsibilities);
- identify and explore solutions to difficulties which team members may be having with their work caused by internal factors (eg. conflict with passengers or other staff members, bereavement resulting from the loss of a regular passenger);
- follow through on team member development issues noted in team member supervision sessions and performance appraisals.

2.7 Performance Appraisal

Performance appraisals shall be conducted annually by the Manager/Coordinator for all paid and unpaid team members. The appraisals shall form the final stage of an annual cycle of formal supervision sessions, shall be linked with:

- salary increments, revision of workload, revision of job descriptions, regarding and training targets for paid staff;
- training targets and revision of workload, revision of job descriptions and training targets for unpaid team members.

The aims of the team member performance appraisal are:

- to allow free and confidential discussions about work between team member and supervisor;
- to discuss the team member's job performance, in comparison with set standards (eg. competency standards);
- to discuss any work problems and develop strategies for their solutions;
- to discuss means of improving work performance including identification of training and development needs;

- to ensure that job description, employment agreements and remunerations are relevant and appropriate to the team member's abilities, responsibilities and workload.

Performance appraisals will be carried out by the Manager/Coordinator in consultation with the Board and verified by the Board.

Performance appraisals for the Manager/Coordinator will be carried out by the Board member who is his/her supervisor.

Performance appraisals shall be based on existing job descriptions and agreed work plans.

2.7.1 The Performance Appraisal Process

The steps taken by the person conducting the performance appraisal should be:

1. Establish awareness of the relevant work requirements for the team member to be appraised, including the Job Description and the relevant skills and knowledge needed to complete work duties to a satisfactory standard.
2. Review the goals and objectives or job expectations previously agreed to with the team member (these may have been agreed to in previous supervision sessions or performance appraisals).
3. Give the team member a copy of a Performance Appraisal Form to complete before the appraisal session and arrange a session time.
4. Review the team member's history including:
 - skills,
 - training,
 - experience,
 - team member supervision session records for the past year and past performance appraisal records.
5. Using the completed Performance Appraisal Form, assess the team member's job performance against the expectations of the position using all sources of information available.
6. Note performance issues which need to be discussed with the team member and draft recommendations based on the Appraisal. Include strengths, weaknesses and opportunities for development. Provide specific examples, especially where performance is poorly or very highly rated. Where appropriate, this may be achieved in consultation with an appropriate Board member.
7. Meet with the team member and to discuss and to reach agreement upon the recommendations arising from the Performance Appraisal.
8. Complete the Performance Appraisal Report. The report should include:
 - all issues covered;
 - proposed actions to be taken and time frame;
 - draft revised Job Description or title where required;

- financial analysis of remunerative adjustments where proposed;
- team member comments.

9. Provide the report to the Board for endorsement.

The person conducting the Performance Appraisal should focus upon the important team building functions of the process. They should try to be positive even when dealing with negative issues and keep in mind that Annual Performance Appraisal should always be a non-threatening and positive process for the benefit of the team member and the organisation.

2.8 Team Member Development, Education and Training

By providing opportunities for team member development and encouraging team members to expand their knowledge and skills, HKCT believes that the improved abilities of its team members will be reflected in continuing improvements to its services.

HKCT is committed to ensuring that, wherever possible, the training it provides or uses will:

- be provided in accordance with the principles of competency-based vocational education and training;
- be accredited training from a registered training provider;
- be related to the actual skills and knowledge required in the delivery of HKCT services;
- confer upon the successful trainee a recognition of attainment of skill and knowledge;
- enhance the professional and career prospects of team members;
- be provided in a non-discriminatory manner.

Team member development, education and training is linked into the Performance Appraisal and Team Member Supervision process.

The training needs of team members shall be discussed with the Manager/Coordinator or nominated team member:

- upon recruitment;
- at the annual team member performance appraisal;
- at supervision sessions and at informal support sessions.

Training needs, such as in those related to occupational health and safety, may be identified through the operational reporting procedures of the organisation (eg. Board analysis of the HKCT Accident, Incident and Hazard Report Book).

The Manager/Coordinator is responsible for ensuring that the training needs of team members are met. This may be through:

- the provision of a team member orientation kit and/or procedures manual;
- the provision of 'in-house' training sessions or on the job training;
- referral to an external training course.

2.8.1 Induction Training

Induction training for team members will ensure that:

- training is provided to all new team members in the three key areas of:
 - organisation and workplace orientation;
 - occupational health and safety (including the safe use of technology);
 - passenger awareness and assistance.
- all new team members receive an initial orientation session. This will cover:
 - orientation materials (including handouts);
 - the content and use of the CTO Policy Manual;
 - the legal responsibilities associated with their work;

2.8.2 Team Member Development

HKCT will support its team members in development, education and training activities which are relevant to, and will benefit the organisation. Support may include:

- team member attendance for workshops, seminars and conferences;
- flexibility of working hours to participate in an accredited course of study part-time or externally at a recognised educational institution;
- purchasing workplace-based training programs;
- purchasing resources such as videos and research literature.

The Manager/Coordinator and other team members shall seek to identify potentially beneficial training and development opportunities.

The Manager/Coordinator shall obtain Board endorsement prior to approving training and development activities for team members which represents any significant expense or alteration to day-to-day work routines.

Team members shall report back to the Manager/Coordinator about any training activities which they have attended and the value of the activity to their work. The Manager/Coordinator shall relay this information to the Board.

Any team member wishing to participate in team member development opportunities should discuss these with their immediate supervisor at least 14 days prior to the activity. This will allow for the rostering of a person's work.

2.8.3 Competency Standards

HKCT, in acknowledgment of its position within the community transport sector of the road transport industry, uses the document Competency Standards for Community Transport Operations (CTO 1995) as a guide to the skills and knowledge used in the provision of our services.

HKCT is committed to participation in the ongoing review and amendment processes attached to the Competency Standards to ensure that they provide an accurate and up-to-date record of the skills and knowledge used within our organisation.

This document has a variety of uses including:

- the recognition of training need;
- the design of training;
- the formulation and revision of Job Descriptions.

All team members are encouraged to familiarise themselves with the sections of the Competency Standards which are relevant to their jobs. A copy of the Competency Standards document shall be made available to team members upon request.

The Manager/Coordinator shall be responsible for encouraging feedback from team members about the standards and ensuring that such feedback is appropriately channelled into the document's review and amendment processes.

2.9 Team Member Disciplinary and Grievance Procedures

All actions taken under HKCT's team member disciplinary and grievance procedures are confidential.

2.9.1 Team Member Disciplinary Procedure

The Team Member Disciplinary Procedure is the formal process used by HKCT to deal with issues of poor performance or minor misconduct by a team member. The Disciplinary Procedure provides team members with an opportunity to improve their performance through training and trial periods.

Where a disciplinary action is taken against the Manager/Coordinator, any action including dismissal must be by a majority vote of the Board.

All team members have the right to be members of an appropriate Trade Union and to seek Union representation within the disciplinary process.

It is recommended that the Management Committee consult with its employee advisors (eg Employers First/Jobs Australia) during the entire procedure.

Step 1: Verbal Warning

The team member will be told as soon as possible of any complaint concerning the performance of his/her work and will be provided with an opportunity to discuss the complaint.

If appropriate, the Manager/Coordinator will, in consultation with the team member, outline how the team member must improve his/her performance. Any assistance needed by the team member to improve his/her performance will be identified and provided where possible.

A date to review the team member's performance will be set if required. The verbal warning and brief comments regarding the nature of the complaint, the proposed action plan and timeframe shall be recorded in the team member's information file.

Step 2: First Written Warning

If at the time of review set in Step 1, the team member's performance is still unsatisfactory, there will be further discussion with the team member. This will include the team member, a representative of their choice (which may include a Trade Union representative), the Manager/Coordinator and a representative from the Board.

The complaint against the team member and plans for improvement will be recorded in writing and a copy given to the team member clearly stating that a lack of improvement by a given time will result in a final written warning.

A copy of the First Written Warning shall be attached to the team member's information file and the Chairperson of the Board shall be informed.

Step 3: Final Written Warning

If at the date set in Step 2, the team member's performance has not improved, there will be further discussion with the team member. This will include the team member, a representative of their choice (which may include a Trade Union representative), the Manager/Coordinator and a representative of the Board.

The complaint against the team member and plans for improvement will be recorded in writing and a copy given to the team member clearly stating that a lack of improvement by a given time will result in termination of employment.

A copy of the Final Written Warning shall be attached to the team member's information file

Step 4: Termination of Employment

If the problem still persists after the final written warning the employer may terminate the employment of the team member. The Manager/Coordinator represents the employer and has the authority to dismiss subordinate team members.

2.9.2 Team Member Grievance Procedure

The Team Member Grievance Procedure specifies the steps team members can follow if they have a dispute with a colleague or supervisor, or feel unfairly treated in their work.

It is acknowledged that conflict within an organisation is healthy and is essential to ensure continued evaluation and growth. Conflicts however can become unhealthy and destructive if appropriate mechanisms are not firmly in place, and adhered to, to ensure their resolution.

Conflict is inherent in all organisations and should be used as a positive force to assist HKCT's continued growth and development. All team members shall take responsibility for openly acknowledging grievances and utilising the steps outlined within this Grievance Policy to ensure their resolution.

All team members have the right to be members of an appropriate Trade Union and to seek Union representation within formal grievance processes.

Where a team member raises grievances with an individual member of the Board, the Board member shall refer the team member to the appropriate mechanism for resolution in accordance with this policy.

Step 1 (excluding the Manager/Coordinator)

Resolution of grievance related to team members shall in the first instance be attempted directly with the person concerned. At this stage whether or not further action is required should be determined.

Step 2

If the issue does require further action the staff members should approach the other team member/s concerned and discuss the issue.

Team members are encouraged to:

- not blame other persons;
- listen carefully to what the other person is saying;
- look at the issue via different viewpoints to determine whether they have an impact upon the situation, eg:
 - the organisational structure,
 - the administrative system,
 - job descriptions, and
 - personal values and work styles;
- attempt to resolve the dispute with the other concerned party.

Step 3

Matters of grievance relating to conditions of employment policy and procedure shall be raised directly with the Manager/Coordinator for resolution or be referred directly to the Board.

Step 4

If the above steps do not resolve the issue or it keeps reoccurring, then the staff involved shall discuss the matter with a mutually acceptable mediator, eg the Manager/Coordinator or a Board member in a situation which involves the Manager/Coordinator.

The mediator shall:

- set the ground rules for the discussion of the issue;
- document the nature of the grievance from all perspectives, and
- document the proceedings and outcomes of the discussion between the concerned parties.

At the meeting/s the mediator shall encourage the development of:

- agreements between the concerned parties;
- a timeframe for their implementation and review.

Step 4 (a) - Manager/Coordinator

Grievances in the first instance shall be addressed with the person/s concerned and should take into account HKCT's stated policy regarding grievances.

Matters not resolved in this manner shall be referred to the Board through the Chairperson or another appropriate member.

Step 4 (b) - Board

All matters of grievance between Board members shall be dealt with using normal Board meetings. All issues of grievance will be resolved in accordance with formal Board decision making processes.

Step 5

If agreements cannot be reached or the review indicates that the agreements have been unsuccessful, the matter shall be referred to a Dispute Working Party comprised of three members of the Board. The Dispute Working Party shall review the matter and determine what process shall be undertaken to resolve the conflict, eg. Conflict Management Training, use of an external mediator, referral for action under the HKCT Disciplinary Procedure.

Team members involved in the dispute are bound to follow the recommendations of the Dispute Working Party.

Step 6

If the grievance still exists, the matter shall be referred to an appropriate reference body (eg. Community Justice Centre) for a decision.

Step 7

If all attempts at resolving a grievance or dispute fail after having utilised the above six steps, then the Board reserves the right to deal with the situation as it deems fit and appropriate.

Until a grievance or dispute is resolved, work shall continue as normal in accordance with the custom or practice existing before the dispute arose. The continuance of work by any of the parties involved shall not affect the final outcome of the grievance process.

2.9.3 Appeals Procedure

The Manager/Coordinator and Board shall ensure that their decisions are in line with the relevant Acts of Parliament which govern the employment of team members.

If a team member feels that they have been unfairly treated, they may consult with the relevant Union or the Industrial Relations Commission of NSW.

If a team member feels that they have been unfairly discriminated against on the grounds of sex, race, etc. they may refer the issue to the Equal Opportunity Tribunal.

Team members shall be made aware of their rights to become members of trade unions and to have trade union representation at all stages of disciplinary and grievance proceedings.

Team members shall be made aware of their rights to consult with the Industrial Relations Commission of NSW or the Equal Opportunity Tribunal.

2.10 Gross Misconduct

Gross Misconduct involves very serious breaches of HKCT rules which warrant the instant dismissal of a team member.

Examples of Gross Misconduct include:

- theft of property or funds from HKCT;
- wilful damage of HKCT property;
- wilfully or negligently endangering the safety of a passenger, service user or any member of the general public;
- intoxication through alcohol or other substances during working hours;
- verbal or physical harassment of any other team member, passenger or service user, particularly in respect of race, gender or religion;
- the disclosure of confidential information regarding the organisation to any other party without prior permission;
- the disclosure of information concerning the passengers of the organisation other than information that is necessary to assist passengers and to ensure their safety;
- carrying on a private business from HKCT premises or using the service's resources for private business;
- falsification of any HKCT records for personal gain or on behalf of any other team member;

- failure to comply with the Team Member Code of Behaviour.

2.11 Team Member Exit Procedure

When a team member leaves HKCT the Manager/Coordinator shall arrange an exit interview or termination interview. This interview shall be conducted by the Manager/Coordinator or a member of the Board and shall aim to provide useful feedback about HKCT for use in planning and evaluation.

To formally conclude a team member's employment, the following steps shall be taken:

1. Prepare the team member's termination payment:
 - calculate ordinary wages due or wages in lieu of notice;
 - calculate annual leave due to the date of termination. This is paid at the team member's current rate of pay.
2. Calculate leave loading in accordance with the employment contract.
3. Check if the team member is entitled to pro-rata long service leave.
4. Check if any allowances are owing (eg. travel, meals).
5. Check if the team member owes HKCT any monies.
6. Prepare a written statement showing the detailed calculation of all monies to be paid to the team member.
7. Ensure there is a letter of resignation from the team member if they resigned, or a letter of termination from the Board if they were dismissed. (Copies of these letters should be kept on file with copies of team member contracts etc).
8. If requested, prepare a written statement of employment detailing the period of employment and type of work performed.
9. If appropriate, prepare a reference.
10. If required, complete a Department of Social Security Employment Separation Certificate and give it to the team member.
11. Ensure that property belonging to HKCT is returned, including keys, files and equipment.

Section 3

Service Design Management And Delivery

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3.1 Service Delivery - Planning and Evaluation

Team members shall not assume that they know what service would be best for or preferred by a passenger. Team members shall, wherever possible, present the passenger with a range of options.

3.1.1 Participation of all stakeholders in planning

To ensure the participation of all stakeholders in planning, the HKCT Organisation shall consider the following:

- ongoing monitoring of the service;
- an annual presentation of service data;
- obtaining appropriate input from passengers;
- obtaining appropriate input from team members;
- obtaining appropriate input from relevant local community groups and agencies including residents groups, Aboriginal, ethnic and cultural organisations;
- obtaining appropriate input from other transport providers;
- taking account of the unmet transport needs of people within the service target group.

Additionally, the Board will monitor the effectiveness of HKCT services at monthly meetings through information provided in the Manager/Coordinator's report.

3.1.2 Ongoing Monitoring

Ongoing monitoring of the service will occur through the collection of appropriate passenger statistics using the following formats:

1. Community Database: a (computerised) database will be maintained from which reports can be retrieved.
2. Daily Data Collection: this information will be recorded by team members through:
 - vehicle log sheets;
 - daily vehicle schedule sheets;
 - passenger feedback;

- new passenger assessment forms.
3. Monthly Data Report: these shall be completed and incorporated into the monthly Manager/Coordinators Report to the Board.
 4. HACC National Data Collection forms: the Manager/Coordinator will ensure these are completed at the end of each quarter and transmit reports to DADHC via the electronic mail system in the MDS system.
 5. Passenger Profile Data: collection to be completed annually and forwarded to the Ministry of Transport.

3.1.3 Passenger Feedback

Obtaining feedback from passengers is important in ensuring that on an individual level, services are continuing to meet passenger needs which may change over time, and on a broader level to obtain information that will be useful for service planning.

Methods of collecting passenger feedback shall include:

- random passenger questionnaires and evaluations distributed to passengers during the year;
- informal consumer feedback given verbally to team members.

Passengers tend to provide very little formal feedback on the service. For this reason team members are requested to encourage informal feedback from passengers and to provide varied and frequent opportunities for passengers to give feedback.

Opportunities provided for informal feedback include:

- team members talking individually with passengers;
- discussing services and future plans informally with passengers on outings and at social gatherings;
- encouraging passengers and their carers to talk on a one-to-one basis about their needs and the services provided.

Feedback concerning difficulties with the service, ways to improve the service or positive feedback on specific aspects of the service should be briefly recorded in writing and reported to an appropriate team member at the earliest convenient opportunity.

Feedback shall be written down and passed to the Manager/Coordinator including:

- number of people refused services by other service providers and the reason why;
- number of consumer complaints/disputes and outcomes.

Feedback from other community groups shall be obtained through local forums, interagency and community meetings.

3.1.4 Annual Presentation of Data

At the end of the financial year the Manager/Coordinator shall collate all service data for the twelve month period July to June for consideration at the Annual Planning Day and for inclusion in the Annual Report which is made available to the general community and the funding body.

The Annual Report shall include the number of:

- the number of passenger trips for the year;
- modes of transport provision;
- destinations;
- passenger classifications;
- total kilometres travelled;
- number of individual passengers;
- team member hours worked (paid and unpaid);
- waiting lists;
- key aspects of passenger and service user feedback;
- identified needs (met and unmet demand).

Where practicable, the service data may also refer to:

- dead mileage;
- estimates of vehicle utilisation expressed as a percentage of availability;
- unfulfilled requests for service from eligible passengers (refusals).

3.1.5 HKCT Planning Day

It is recommended that the Manager/Coordinator conduct an annual Planning Day for all HKCT team members including Board members. Representatives of other transport providers, community care and health providers, peak bodies and local community organisations shall also be invited to attend.

The purpose of the Planning Day is to highlight issues facing the agency and to develop directions and strategies for the coming financial year. The HKCT Strategic Plan will be updated as a result of the Planning Day.

The Agenda for the Planning Day shall include the following:

1. Overview of the HKCT target population and the groups serviced by the organisation including:
 - services currently being accessed;

- service data;
 - demographic data for the communities within the operating area;
 - information on special needs groups.
2. Overview of other services in the area:
 - location;
 - services provided;
 - number of and description of passengers and/or service users.
 3. Identification of any duplication, gaps or unmet needs.
 4. Identification of plans and strategies for the next year.
 5. Prioritising of plans and strategies including setting dates for their implementation.
 6. Review of HKCT Policies.

3.1.6 Implementing the Strategic Plan

The Manager/Coordinator, with appropriate support from the Board and relevant sub-groups, is responsible for developing detailed action plans which include, for each strategy identified at the HKCT Planning Day:

- the tasks to be completed or outcomes to be achieved;
- identification and specification of necessary resources;
- project budgets including income and expenditure;
- project timeframe including milestones and review points;
- allocation of responsibilities to team members.

Completed action plans shall be approved by the Board prior to their implementation.

Progress of tasks should be monitored by the Manager/Coordinator at team member meetings and reported to the Board at monthly meetings.

3.1.7 Coordination with Other Agencies

HKCT shall keep in contact with other relevant services through the attendance of the Manager/Coordinator, or nominated team members, at regional forums, regional planning days and other relevant meetings and events.

The Manager/Coordinator should ensure that team members in other agencies understand the services available to the HKCT passengers so that they can promote HKCT amongst their own clients and refer any people who may be eligible.

Attendance by team members at other meetings outside of HKCT shall be discussed with, and approved by the Manager/Coordinator and should fulfil the following purposes:

- to coordinate services provided by the agencies;
- to contribute to the planning of activities which may benefit HKCT passengers;
- to coordinate services provided to a passenger by more than one agency;
- to discuss common issues and needs including training;
- to promote HKCT services;
- to contribute to the alleviation of transport disadvantage in the organisation's operational area;
- to ensure that gaps in services are met across the region, and to avoid duplication of services; and
- to otherwise increase the effectiveness of HKCT's activities.

3.2 Promotion of Services

Services provided by HKCT shall be promoted in a manner which ensures:

- broad community awareness of services;
- equity in access to services.

Promotional material shall be developed, printed in a clear and easy to read format and may be available in major community languages.

3.2.1 Passengers' Information Hand Out.

In addition to producing other promotional materials, the Manager/Coordinator may take responsibility for producing and maintaining a Passenger's Information Hand Out and ensuring that all passengers are given a copy at their initial contact with HKCT.

The contents of the Hand Out shall be explained verbally to the passenger at their initial contact. Additional copies of the Information Hand Out shall be available to passengers and service users as required. A small supply shall be kept on all HKCT vehicles.

The Passengers' Information Hand Out may include details of how and when services are provided, charges, the Passenger Rights and Obligations, the HKCT complaints procedure and the use of advocates.

An appropriate interpreter service shall be used with passengers who do not speak English, to ensure that they understand all the information contained in the Passengers' Information Hand Out and in particular, information about passenger advocates.

3.2.1 Passenger Information Services

HKCT shall provide a Transport Information Kit which provides details of public transport service options in the area. This kit is to be updated annually or on a needs basis. Templates are provided for amending any information.

3.2.2 Distribution of information

The Manager/Coordinator is responsible for maintaining a list of organisations, agencies and businesses willing to distribute and/or display HKCT promotional materials and for ensuring they are kept provided with adequate and up-to-date supplies.

3.2.3 Community Brochure

The Manager/Coordinator is responsible for developing and maintaining a Community Brochure which presents a summary of information about the services HKCT provides and information on how to use them.

The brochure shall be distributed to all relevant agencies in the region including:

- government and non-government services;
- other transport providers including bus and taxi operators;
- agencies providing services for special needs groups and minority groups;
- public places such as shopping centres, libraries;
- media including local papers and ethnic radio;
- medical outlets such as doctors and chemists.

3.3 Access to Services

3.3.1 Hospital Transport Services

HKCT services are provided by team members who, whilst committed to providing safe and comfortable transport, are medically untrained. Some passengers seeking to use HKCT services are affected by medical conditions which require the assistance of highly trained personnel to ensure a safe and comfortable journey and to deal with any medical emergencies which may arise during a service. For this reason, the following shall apply:

1. HKCT shall require certification of fitness to travel from an authorised medical professional (eg. Doctor or Hospital Matron) before any passenger can be provided with hospital-to-home transportation. (This includes day surgery.) A carer or escort must accompany the passenger in such instances.
2. Volunteers will not transport clients with high needs.
3. No HKCT team member may administer medication to a passenger, or assist with the administration of medications.
4. HKCT shall not provide inter-hospital transfers.

3.3.3 Prioritising Requests for Assistance

The financial resources of HKCT may not be sufficient to meet the needs of all those people who request services. In these circumstances, the following factors will be used to determine relative need of transport disadvantaged people.

The passenger:

- is socially or geographically isolated;
- lives alone, or with a carer who is also frail aged or has a disability;
- experiences difficulty with a range of the tasks of daily living;
- has limited or non-existent social contacts;
- needs medical or nursing help;
- is financially disadvantaged;
- has a family support structure at risk of breaking down;
- has a high relative level of transport disadvantage.

Priority will be given to persons whose circumstances meet one or more of the above factors.

The relative need for carer's to obtain transport will be assessed on the following factors.

The carer:

- is caring for a person with a severe disability;
- is the sole carer, has limited support networks or has dependent children;
- is frail, ill, stressed or has a disability;
- has extensive commitments which may include employment;
- is socially or geographically isolated;
- is financially disadvantaged.

Other factors which will also be taken into consideration include:

- the difference the service will make to the person's circumstances;
- the cost of providing the service.

3.4 Service Charges

Charges for services provided by HKCT are determined by the Board and reviewed at the discretion of the Board.

In cases of hardship, or where passengers request assistance, HKCT reserves the right to negotiate advertised charges.

All passengers and service users shall be informed of the charges associated with any service:

- at the time of initial assessment;
- when making a booking;
- with reasonable notice prior to any forthcoming variation to charges which may affect them.

3.5 Passenger Assessments

Passengers will be assessed in accordance with MDS guidelines for all HACC clients.

Other eligible passengers will be assessed in accordance with the criteria set down by the Board.

The individual needs of passengers shall be taken into account including their physical, cultural, social, economic, nutritional needs and the needs of their primary caregiver.

3.5.1 Assessment Decisions

Following an assessment, the Manager/Coordinator, or nominated team member, shall inform the person requesting the service within two working days of his/her decision regarding the request for assistance.

The decision will be:

- refusal of service;
- referral to another agency;
- provision of service;
- placing the request on a waiting list.

If services are offered to a passenger on a temporary basis the passenger must be made absolutely clear as to the duration of service.

If service is refused:

- the person requesting service shall be advised immediately giving reasons why the service will not be provided;
- information shall be provided on other available services and if appropriate a referral should be arranged;
- information shall be provided on when, and under what circumstances the person could reapply.

If the passenger is placed on a Wait List:

- the person shall be advised that they are on a Wait List for a service, and given an idea of the approximate waiting time;
- information shall be provided on alternative services available in the community, and a referral will be made if appropriate;
- the person shall be made aware of HKCT's Complaints Policy.

The passenger has the right to refuse a service. Refusal shall not prejudice their future access to services.

3.5.2 Passengers with Special Needs

Non-English Speaking Passengers

In cases where the passenger cannot or has difficulty speaking English an interpreter service shall be used to ensure that the passenger understands the assessment and review process, the services being offered and the general information provided in the Passenger's Information Hand Out (COM5/5).

The need for an interpreter service shall be clearly identified at the front of the passenger's file.

Aboriginal Passengers

HKCT will endeavour to provide Aboriginal passengers with culturally appropriate services, and where possible, services shall be delivered by an Aboriginal team member. Team members shall ensure that the information regarding the assessment, review and services are available in culturally appropriate formats and are clearly explained and understood by the passenger.

Passengers Who Cannot Read or Write

In cases where a passenger cannot read or write, team members shall ensure that the information in the Passenger's Information Hand Out and information regarding services, eligibility criteria and assessments is clearly explained and understood by the passenger.

Passengers with Dementia and Other Special Needs Groups

Team members will receive training in how to deal with people with dementia or specific disabilities and every effort made to ensure that services are delivered in an appropriate and sensitive way. For people with severe dementia or severe intellectual, psychiatric or brain injury disabilities, the focus will be more on ensuring that the carers or advocates are fully aware of the contents of the Passenger's Information Hand Out and that they

are aware of the information regarding assessment, review, care plans and services. In these situations, the passenger shall be given the same information and their questions answered to the best of the organisation's ability.

3.5.3 Assessment Records

HKCT will endeavour to maintain records and monitor all requests for services, the outcome of the request and, if service is refused, the reason for refusal.

3.6 Passenger Rights and Responsibilities

3.6.1 Passenger Rights

1. The passenger, or with their permission their carer, has access to all information about themselves held by HKCT.
2. In cases where a passenger has a legal guardian or advocate appointed to act on their behalf, the rights of the guardian or advocate are to be acknowledged and respected to the extent stipulated in the guardianship or advocacy arrangements.
3. The passenger, and with his or her permission, their carer should be made aware of all the transport options available, and any associated charges.
4. Passengers shall be made aware of the standard of service which they can expect. Services should be provided in a safe manner which respects the dignity and independence of the passenger, is responsive to the social, cultural and physical needs of the passenger and the needs of the carer.
5. Passengers' access to services shall be decided only on the basis of need and the capacity of the service to meet that need. Passengers have the right to refuse a service and refusal should not prejudice their future access to services.
6. Passengers have a right to complain about the service they are receiving without fear of retribution.
7. Complaints by passengers shall be dealt with fairly, promptly and without retribution. The passenger may involve an advocate of their choice to represent his/her interests.
8. Passengers' views shall be taken into account in the planning and evaluation of the service.
9. Passengers' rights to privacy and confidentiality shall be respected.

3.6.2 Passenger Responsibilities

1. Passengers, or if appropriate the carer, shall provide reasonable notice if service is not required.
2. Passengers must utilise seatbelts and other vehicle safety devices as directed by authorised team members.

3. Passengers shall act in a way which respects the rights of other passengers and team members.
4. Passengers shall respect the confidentiality of information about other passengers or team members which they may obtain whilst using services.
5. Passengers need to take responsibility for the results of any decisions they make.
6. Passengers are to play their part in helping HKCT to provide them with services.

3.7 Passenger Advocates

Passengers shall be made aware that they may ask a relative, friend or other person to advocate on their behalf.

An advocate is a person who, with the authority of the passenger, represents the passenger's interests.

3.7.1 Procedure for Appointing an Advocate

Passengers wishing to use an independent person or a team member as an advocate shall, wherever possible, inform HKCT in writing of the name of the person they wish to negotiate on their behalf.

The passenger has the right to change an advocate at any time and should inform HKCT in writing of any change.

Team members should ensure passengers are aware of their right to use an advocate, and should regularly remind passengers of this option. This information should be included in the in the Passengers' Information Hand Out.

Examples of HKCT team members acting as passenger advocates include:

- negotiating for medical appointment changes to make travelling arrangements more reasonable;
- helping a passenger fill in a form.

Independent advocates will be accepted by HKCT as representing the interests of the passenger.

Advocates may be used during any communications between passengers and the organisation.

3.8 Passenger Complaints

All passengers shall be made aware of their right to complain, and should fully understand the complaints procedure and the use and availability of advocates.

Passengers have a right to complain about the service they are receiving without fear of retribution and can expect complaints to be dealt with promptly.

Appropriate team members should take steps to ensure that passengers feel comfortable to continue accessing the service after making a complaint.

Information on the complaints procedure of HKCT should be included in the Passenger's Information Hand Out.

All complaints are to be fully documented by an authorised team member and should be summarised within the Manager/Coordinator's monthly report to the Board.

Person/s affected by the complaint should be fully informed of all facts and given the opportunity to put their case.

3.8.1 Complaints Procedure

Step 1

Passengers are encouraged to raise their complaint with the team member or passenger concerned in the first instance if they feel comfortable about doing this.

Step 2

If the passenger is not satisfied with the outcome of Step 1, or is not happy to discuss the issue with the team member concerned, they can contact the Manager/Coordinator, or use an advocate to negotiate on their behalf.

Step 3

If the issue is still not satisfactorily resolved, the passenger can raise the issue with a member of the Board or a nominated outside intermediary.

Step 4

If after approaching the above people, the issue is still not resolved, the passenger can refer the complaint to an external body where necessary. The name and contact details of the relevant government Department or agency shall be given to the complainant and they will be advised to address their complaint in writing to:

The Manager

(insert relevant department section here)

(insert relevant government department title here)

(insert address here)

Phone:

Step 5

The passenger shall be informed of the outcome of their complaint and asked for their feedback on the complaints procedure.

3.8.2 External Incidents and Situations

Team members, passengers and or other interested parties, who through a HKCT service or activity become aware of an incident or situation which is beyond the operational scope of the organisation, shall immediately report to the Manager/Coordinator who shall then notify an appropriate agency.

HKCT team members shall not attempt to resolve, mediate or become in any way involved in a dispute, conflict or suspected trauma situation unrelated to the organisation's activities, except where a clear and immediate physical danger to a person is apparent.

3.8.3 Confidentiality of Complaints

As far as possible, information regarding complaints shall be kept confidential amongst team members and other individuals directly concerned with its resolution. A passenger's permission must be obtained prior to any information being given to other parties which it may be desirable to involve in order to satisfactorily resolve a complaint.

3.9 Lost Property

Team members shall ensure that when assisting passengers to disembark from a service all reasonable effort is taken to ensure that passengers have not left any personal property on the vehicle.

At the completion of each HKCT service, vehicles shall be inspected to ensure that no items of lost property remain on board. All items of lost property identified shall be removed from the vehicle and returned to the HKCT Office.

The Manager/Coordinator or nominated team member shall be promptly notified of lost property items.

A HKCT Lost Property Book shall be maintained and relevant details of lost property are to be entered into it.

Items of lost property shall be inspected only for the purposes of:

- establishing the identity of the owner;
- establishing that no perishable or dangerous goods are contained.

Perishable items shall be disposed of prior to collection as soon as they begin to deteriorate.

Dangerous goods shall be secured or disposed of according to the health and safety interests of team members.

If ownership of items of lost property is established, all reasonable steps will be taken to contact the owner to inform them where the property is held and how they can arrange for its return.

If a passenger reports an item as missing upon a HKCT service, where it has not already been found and reported, all reasonable steps will be taken to locate it, including checking within the Lost Property Book against Found Property entries.

In the case of property lost by passengers and not yet found, the HKCT Lost Property Book shall record:

- the date and time the item was reported missing;
- the service the item was reported as lost on;
- the name and contact details of the person making the report;
- a brief description of the item;
- (where possible) the date of locating the item and the person who located it.

In the case of property found upon HKCT services where a claim has not yet been made, the HKCT Lost Property Book shall record:

- the date and service upon which an item of lost property was located;
- the team member and/or passenger responsible for finding the item;
- a description of the item;
- the date of claim and the name and relevant details of the claimant;
- date and method of disposal in the case of unclaimed property.

Claims of ownership of unidentified lost property shall be verified through the claimant's description of the item prior to their viewing or inspecting it.

If ownership of lost property cannot be established:

- the item shall be retained for a minimum of period of three months;
- after this time lost property shall be disposed of in accordance with a minuted Board decision and the means of disposal noted in the HKCT Lost Property Book.

HKCT reserves the right to charge for expense incurred in returning or storing items of lost property.

Section 4

Occupational Health & Safety

Refer to the CTO Occupational Health and Safety Manual

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Section 5

Vehicle Management & Safety

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5.1 Vehicle Management

5.1.1 Vehicle and Driver Register

The Coordinator or nominated team member is responsible for keeping up-to-date records on all vehicles and drivers used in the delivery of HKCT services.

Each vehicle will have a separate file detailing information including:

- seating, luggage capacity and accessibility features;
- driver licensing requirements;
- insurance cover and limitations;
- maintenance history;
- registration and insurance renewal/expiry dates;
- (where possible) operating cost per kilometre.

Each driver will have (separately from their confidential team member information file) a file recording:

- all relevant driver licence information;
- current residential and postal addresses;
- current telephone number;
- relevant skills and training records;
- notes regarding passenger compatibility;
- relevant medical details;
- availability times.

5.1.2 Vehicle Maintenance

1. All vehicles used in HKCT services (regardless of ownership) shall be kept in a clean and presentable condition at all times.
2. Where required by the Ministry of Transport Community Transport Operator Accreditation regulations HKCT vehicles shall be subject to specific servicing and

safety inspections to NSW by an authorised vehicle repairer every 5,000 km or every 12 weeks, whichever may occur first.

3. All vehicles used in HKCT services (regardless of ownership) shall be regularly inspected and maintained in accordance with manufacturer's specifications.
4. All specialist equipment and mobility aids (eg. passenger lifts) fitted to vehicles used in HKCT services shall be regularly inspected and maintained in accordance with manufacturer's specifications.

5.2 Inspection of Vehicles and Equipment

1. At the commencement of each day's operation, any vehicle and all equipment to be used in a HKCT service shall be inspected to ensure that it is clean, safe and in good working order.
2. At each handover during the day's operations, the new driver shall, as a minimum, clean the interior, conduct a walk round inspection of the vehicle and, as far as is practicable, conduct a full vehicle and equipment inspection.
3. Any defects or faults shall be reported using the HKCT Vehicle & Equipment Inspection Form.
4. No HKCT vehicle shall be used for a service if an inspection has resulted in the identification of a safety defect which renders it unroadworthy within the definition of NSW road transport regulations.
5. The effective repair of faults and defects shall be recorded upon the HKCT Vehicle & Equipment Inspection Form where it was first noted. A copy of a completed repair report produced by an authorised vehicle repairer shall be attached where appropriate and the form filed in the relevant vehicle file.
6. No safety equipment which is defective shall be used on a HKCT service.

5.3 Vehicle Emergencies

5.3.1 Vehicle Breakdowns

On the Service

1. In the event of mechanical breakdown immediate action shall be taken by team members to minimise danger to passengers and to ensure their comfort, such action shall include:
 - moving the vehicle to a safe position (away from traffic) where possible;
 - where the vehicle cannot be moved, assisting passengers to move to a safe location;
 - utilising appropriate safety equipment to minimise risk;

- accurately informing the Manger/Coordinator of the incident;
 - monitoring the wellbeing of passengers;
 - keeping passengers informed of developments.
2. Any HKCT vehicle which has developed a mechanical fault which renders it unroadworthy shall be withdrawn from service until the fault has been rectified and inspected by an authorised vehicle repairer.
 3. Where the Manager/Coordinator or a nominated team member cannot be contacted, team member/s delivering the service shall, utilising the Emergency Contacts listed in the vehicle information log, determine a course of action leading to:
 - passengers being conveyed safely to their destination;
 - the vehicle being recovered and conveyed to an approved repair facility;
 - obtaining a relief vehicle where necessary.

In the HKCT Office

1. Where alternate transport is organised to convey passengers to their destination, every effort shall be made to ensure that it is suited to the mobility needs of those passengers.
2. All vehicle breakdowns shall be recorded in the HKCT Accident, Incident and Hazard Report Book.

Destination/venue, next of kin, family, carers and/or “emergency contacts” will be contacted where significant delays of service will affect expected arrival plans or arrangements

5.3.2 Vehicle Accidents

On the Service

1. In the event of an accident however minor, the vehicle shall be immediately and safely stopped.
2. Where an accident has been very minor and involved no other person or damage to third party property, the vehicle shall be checked for damage and/or roadworthiness before proceeding.
3. Where the accident is more significant, team members shall take all necessary steps to minimise risk to themselves, passengers and other road users, including:
 - moving passengers to safety where necessary and appropriate, and
 - clearing the roadway of debris, where it is safe to do so.

The safety and wellbeing of all passengers is a priority and must be monitored.

4. First aid will be administered to the best of the team member’s ability wherever required.

5. The Ambulance Service and Police shall be contacted immediately where required.
6. The Manager/Coordinator, or nominated team member, shall be notified of the accident as soon as is practicable.
7. Names and contact details of witnesses shall be obtained wherever possible.
8. If another vehicle is involved, a record of the following information shall be obtained:
 - the owner's name, address and telephone number;
 - the driver's name, address and driving licence number, or other identification;
 - the name of the owner's insurance company;
 - the make, type and registration number of the vehicle.
9. The HKCT driver shall identify him/herself to the other driver, together with his/her name, address and registration number.
10. If the police attend team members shall:
 - provide all relevant information about themselves and other parties (including the other driver where appropriate);
 - obtain and keep a record of the attending police officer's name, rank, number and station.
11. No HKCT team member shall admit liability for an accident or make statements or comments which may be interpreted as an admission of liability. Team members shall not discuss the accident with anyone other than the police, the Coordinator or the HKCT insurance company representative.
12. No HKCT team member shall react to an accident situation in a manner which may bring the organisation into disrepute (regardless of perceived fault).
13. Where the Coordinator or a nominated team member cannot be contacted, team members delivering the service shall, utilising the Emergency Contacts listed in the vehicle information log, determine a course of action leading to:
 - passengers being conveyed safely to their destination;
 - the vehicle being recovered and conveyed to an approved repair facility;
 - obtaining a relief vehicle where necessary.

In the HKCT Office

1. Where alternate transport is utilised to convey passengers to their destination, every effort shall be made to ensure that it is suited to the mobility needs of those passengers.
2. The next of kin or nominated "emergency contact" of any injured or affected passenger will be contacted and advised of developments.
3. Destination/venue, next of kin, family, carers and/or "emergency contacts" will be contacted where significant delays of service will affect expected arrival plans or arrangements.

4. Any HKCT vehicle which, as a result of an accident becomes, or may be unroadworthy, shall be withdrawn from service until the vehicle has been inspected and any damage rectified by an authorised vehicle repairer.
5. Team members shall ensure the prompt completion of all necessary accident/insurance paperwork and the recording of all relevant details of the accident the HKCT Accident, Incident and Hazard Report Book. Relevant paperwork may include self-reporting forms required by police where damage or injury has occurred and a police officer has not attended the accident.
6. Counselling and support shall be provided where necessary to passengers and team members traumatised by any accident involving a HKCT service.

5.3.3 Vehicle Evacuation

HKCT recognises that very rarely situations do occur where there is a clear and present danger (such as a vehicle fire), which requires the swift evacuation of passengers from a vehicle.

In view of this fact, the following procedures shall apply wherever emergency evacuation of passengers from a vehicle engaged in a community transport service is necessary:

1. No action shall be taken to protect the property of HKCT or any other private property to the detriment of passenger and team member safety. The safety of the team member is first priority. Ensuring the safety of passengers shall be the next priority of all HKCT team members.
2. Passengers shall be removed from the vehicle and assisted to safety as swiftly as possible.
3. Team members shall clearly direct passengers to swiftly evacuate the vehicle. Priority in the delivery of assistance to passengers remaining in the vehicle shall be given to those who are most able to help themselves ahead of those who require more time and assistance to evacuate. In this manner, the highest number of lives can be saved in a life threatening situation.
4. All available help shall be enlisted during an emergency vehicle evacuation.
5. Counselling and support shall be provided where necessary to passengers and team members traumatised by any accident/evacuation situation involving a HKCT service.

5.4 Use of Seatbelts and Vehicle Safety Equipment

HKCT shall equip all its vehicles with safety equipment appropriate to the needs of all passengers, including small children and people who use mobility aids.

1. All passengers and team members, except where a valid medical exemption is provided, are required to utilise appropriate safety equipment which may include seatbelts, child seats, child harnesses or wheelchair restraints.

2. Wherever practicable, team members shall be responsible for ensuring, prior to service commencement, that passenger safety equipment appropriate to the safety needs of each passenger is:
 - available in sufficient quantity;
 - clean and in good working order.
3. Team members shall be responsible for ensuring that all appropriate safety equipment is utilised by passengers and is correctly fitted and secured.
4. When people travel in wheelchairs:
 - the wheelchair will be appropriately secured;
 - the passenger shall be restrained independently of the wheelchair;
 - the passenger and equipment can not exceed the safe working load of the lifting apparatus.
5. Team members shall be responsible for ensuring that all passenger safety equipment is safely and neatly secured within vehicles when not in use.

5.5 Carriage of Mobility Aids and Goods on Vehicles Policy

1. No item shall be carried upon a HKCT vehicle in a manner which will allow it to become a missile within the vehicle in the event of sudden deceleration (eg. an accident).
2. No item shall be carried upon a HKCT vehicle in a manner which will allow it to block an entrance, exit, aisle or emergency exit.
3. Wherever practicable, items will be carried within designated storage bins or lockers.
4. Mobility aids which cannot be appropriately secured within a vehicle (eg. pavement vehicles) shall not be carried within a passenger compartment.

Section 6

Use of the Internet and Email Access

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6.1 Access to the Internet

HKCT provides access to the internet to provide for the information needs of staff, and ultimately the needs of the community we serve, through improved efficiency and effectiveness in obtaining and distributing information.

Use of the internet/intranet and e-mail privileges by team members is provided for business purposes only. The Manager/Coordinator has the right to:

- filter and block offensive incoming material via a gateway or similar mechanism;
- monitor usage and content for unusual activity and for security and/or network management reasons;
- limit the use of the internet and email by team members.
- scrutinise the distribution of any information through the internet, computer-based services, e-mail and messaging systems;
- determine the suitability of any information distributed through the internet, computer-based services, e-mail and messaging systems.

HKCT team members:

- are responsible for ensuring that their use of the internet and e-mail access is appropriate and consistent with ethical conduct under this policy and with the Code of Conduct Policy of HKCT;
- should be aware that correspondence via e-mail is not guaranteed to be private and should take this into account when sending information via email;
- avoid accessing sites that may bring the organisation into disrepute, such as those, which carry offensive material;
- not transmit or expose sensitive material to internet access;
- may use internet services for personal use, provided that such use is consistent with professional conduct and is not used for personal financial gain and permission is first sought from the Manager/Coordinator.

Under no circumstances should employees:

- breach any applicable laws and regulations and must respect the legal protection provided by copyright and licences with respect to both programs and data;
- visit internet sites that contain obscene, hateful or other objectionable materials; send or receive any material that is obscene or defamatory or which is intended to annoy, harass or intimidate another person;
- use the internet or e-mail for the purpose of gambling;
- solicit e-mails that are unrelated to business activities;
- solicit non-HKCT business for personal gain or profit;
- use the internet or e-mail for any illegal purpose;
- attempt to obscure the origin of any message or download material under an assumed Internet address;
- represent personal opinions as those of HKCT;
- make or post indecent remarks, proposals, or materials;
- upload, download, or otherwise transmit commercial or any other executable software or any copyrighted materials belonging to parties outside of HKCT;
- download any software or electronic files without ensuring compliance with HKCT's approved virus protection measures and procedures;
- intentionally interfere with the normal operation of the network, including by the propagation of computer viruses and sustained high volume network traffic, which substantially hinders others in their use of the network;
- reveal or publicise confidential or proprietary information which includes, but is not limited to:
 - financial information;
 - HKCT business, strategies, plans, databases and the information contained therein;
 - client or other community information;
 - technical information;
 - computer/network access codes; and
 - information about the organisation's business relationships which they are not authorised to release, reveal or publicise.
- examine, change or use another person's files, output or user name for which they do not have explicit authorization;
- perform any other inappropriate activities or uses identified by the network administrator;
- spend excessive amounts of time on non HKCT business, as determined by the Manager/Coordinator.

Section 7

7.2 Accident Reports

Accident, Incident and Hazard Report Record	
1. Report Date:	
2. Reported by:	3. Position:
4. Description:	
5. Date of review by Board:	
6. Authorised Action:	
7. Chairperson's Signature:	

7.3 LOST PROPERTY

Lost Property Report Record	
1. Report date:	
2. Reported by:	3. Position:
4. Name and contact details of owner of item/s:	
4. Description of lost item/s:	
5. Date, service and time item/s lost:	
6. When and by whom item/s found:	
7. Date of item/s returned to owner:	
8. Signature of team member authorising return of item/s:	

Found Property Report Record	
1. Report date:	
2. Reported by:	3. Position:
4. Name and contact details of finder of item/s:	
5. Description of found item/s:	
6. Name and contact details of found property claimant:	
7. Date and details of disposal of found property:	
8. Signature of team member authorising return or disposal of item/s	

7.4 VEHICLE INSPECTION RECORDS

Daily Vehicle and Equipment Inspection Record		
All vehicles and equipment to be used in the provision of a Community Transport service shall be inspected and the results of inspection recorded on this form prior to each day's operation.		
Driver:	Vehicle:	
Date:	Service:	
Please tick box to indicate that you have checked each item.		
Item	OK	Comments/Faults
Fuel		
Oil		
Water/coolant		
Wipers and washer fluid		
Tyre pressure/condition		
Mirrors clean/adjusted		
Windows clean		
External lights		
Interior lights		
Gauges & warning lights		
Correct number of seats		
Seatbelts		
Wheelchair restraints		
Passenger lift		
First aid kit		
Universal precaution kit		
Fire extinguisher/s		
Breakdown kit		
Spare tyre & jack		
Doors unlocked		
Documentation		
General cleanliness and bodywork		
Drivers Signature:		
Repair Details		
Authorised Vehicle Repairer's Signature: _____ Date: _____		

Section 8

Governance Statement

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The Board of the Association is committed to sound corporate governance and publishes this Governance Statement detailing its approaches to governance aligned to the 9 Principles of the ASX Best Practice Recommendations¹.

Principle 1. Lay Solid Foundations for Management and Oversight

Respective roles and responsibilities of board and management.

The Board is responsible for the control and management of the affairs of the Association, including its control and accountability systems.

The Board has appointed a Manager to undertake the direction and management of the association within the strategy, policies and financial budget approved by the Board. The Manager is also the Public Officer of the Association.

The Manager's responsibilities and duties are detailed within a position description in which the Board has given the Manager authority to exercise all powers of the Board in order to control and manage the affairs of the Association, with the exception of powers retained by the Board, as listed below.

Powers retained by the Board:

- appointing and removing the Manager
- ratifying the appointment of and where appropriate, the removal of staff reporting to the Manager
- input into and final approval of corporate strategy and performance objectives developed by Management
- reviewing and ratifying systems of risk management and internal compliance and control, codes of conduct, and legal compliance
- monitoring management's performance and implementation of strategy, and ensuring appropriate resources are available
- approving budgets for and monitoring the progress of all capital and operating expenditure, capital management, and acquisitions and divestitures
- approving and monitoring financial and other reporting
- all cheques, drafts, bills of exchange, promissory notes, other negotiable instruments, contracts and funding agreements are to be signed by any two directors of the Board or the Manager and one director of the Board. This includes electronic signing of payments through the Association's electronic banking systems.

The Board monitors performance at each Board meeting, reviews the performance of management annually and reviews performance of the Association against its Strategic Plan.

Management and staff are supported with education relevant to their roles.

Directors Responsibilities

Directors are members of the Board and any 3 Directors must be present at a meeting of the Board to constitute a Quorum for the transaction of business of the Board.

The Board has delegated the function of review of operating and capital expenditure against budgets to a Finance Sub-committee. This committee meets to undertake review and provide advice and recommendations to the full Board for its review and approval.

Directors are advised of their obligations particularly under the Associations Incorporation Act, The Association's Constitution, The Occupational Health and Safety Act, Privacy legislation, other legislation relevant to the Association and the policies and expectations of the Association's funding bodies.

Specific duties for office bearers of the Association are listed within its Constitution and specific Position Descriptions are provided listing the responsibilities and duties of the Manager and other staff members.

All Directors and staff are briefed on and commit to the Association's Code of Conduct published within its policy manual.

Principle 2. Structure the Board to Add Value

Independence

In accord with the ASX principles of corporate governance, there is a clear division of responsibility at the head of the Association. The Chair is a non-executive independent Director and the Manager is not a member of the Board.

The Board is elected from the membership of the Association and consists of 7 Directors being the Chairperson, Vice Chairperson, Secretary, Treasurer and three ordinary Directors.

All Directors are non-executive directors and accept no remuneration for their service. All Directors are considered independent as they have no shareholding or financial interest in the Association. If a Director were to have an interest such as in a potential supplier directly or indirectly the Director is to declare the interest and abstain from voting on such proposal.

If a Director wishes to seek independent professional advice, the Director may ask the Board to consider funding such advice.

Competencies of Board and Nomination Process

The Board has resolved to establish a mix of competencies attained through a nomination process in which nominees are put to the members at each annual AGM.

Casual vacancies that occur between AGMs are filled by way of advertisement for interested persons accompanied by a copy of the duties of a Director under the Associations Act. A nomination application form is provided requiring a person's skills and experience relevant to the competencies to be detailed.

The full Board retains the power to select and appoint for casual vacancies while the full Association retains the power to appoint the Board at each AGM.

Evaluating Performance of the Board

The Board monitors performance at each Board meeting, reviews the performance of management annually and reviews performance of the Association against its Strategic Plan.

Directors are advised of education and information sessions that are available in regard to governance or community transport in order to maintain or improve currency of their understanding of their role and the sector.

Principle 3. Promote Ethical and Responsible Decision Making

Code of Conduct

The Directors, staff and volunteers are guided by the Association's Code of Conduct within its policy manual.

Disclosure of Conflict of Interest

Directors are to disclose to the Board the existence or potential to exist of any conflict of interest in the exercise of their responsibilities as a member of the Board. Such disclosure is to be recorded in the minutes and the Director is to abstain from discussion and voting on the particular matter before the Board.

4. Safeguard of Integrity in Financial Reporting

The Board has instituted separation of responsibilities for financial management accounting, reporting and auditing.

The Board retains the power to review and approve budgets and monitors capital and operating expenditure within them.

Commitment of expenditure as approved by the board in its annual budgets and plans and the day to day management of the affairs of the Association is within the authorised responsibility and duty of the Manager.

Approval of payments for such expenditure has been retained as a two person approval being the Manager and one Board member or two Board members.

Under the oversight and review of the Manager, day to day accounting is undertaken by staff and monthly accounts are prepared by the Association's financial officer/bookkeeper whom is a staff member.

Financial statements are reviewed by the Board, whom has established a Financial Sub-Committee to undertake a detailed review prior to recommending any advice and actions to the full Board.

An independent audit firm has been engaged to undertake the annual audit and prepare the audited financial statements.

Financial controls in place include procedures for ordering & purchasing supplies and services, policies and procedures for pricing and charging of clients and controls requiring the dual signing of payments, contracts and other agreements.

The full Board of the Association and members at the AGM review the Annual Audit Report.

5. Make Timely and Balanced Disclosure

The Association reports annually to its members and interested stakeholders as part of its Annual General Meeting. The report discloses the nature of the year's operations and financial statements and members and visitors are invited to ask questions or raise matters in regard to the Association.

The Association formally reports to its funding bodies in accord with their requirements and pro-formas and the Association reports annually to the Office of Fair Trading. In addition to financial and operational reporting to the above bodies, the Association publishes on its website details to allow clients to lodge complaints with staff, the Manager or Board and gives external contact details for the NSW Ombudsman and Ministry of Transport in case clients feel their complaint has not been properly addressed by our organisation.

Occupational Health and Safety is managed by the Association and disclosure procedures exist for reporting incidents to WorkCover if required.

6. Respect the Rights of Members, Staff , Volunteers, Clients, Volunteers & other Stakeholders

All Members are invited to the Association's AGM each year and have the opportunity to nominate for office and raise questions on the organisation's management.

The Association employs staff in accord with the relevant award and involves staff in consultation on the day to day operation of the business including the review and reporting of safety or other issues.

The Association welcomes and is grateful for the contribution of its many volunteers whom help with the operation of our service.

The Association publishes advice on its website for clients on confidentiality, their rights, responsibilities and their ability to have someone advocate on their behalf. We have an anti-discrimination policy which is also displayed on our website and we operate under the Code of Conduct within the Association's policy manual. Members directly elect the Board of the Association annually. Reports from our client's committee are reviewed at each Board meeting.

7. Recognise and Manage Risk

The Association recognises and manages risk through the medium of its strategic plan which identifies opportunities and required actions for the sound management of the

Association over the ensuing years. This plan is reviewed through forums including staff and the Board to ensure the opportunity for risks and opportunities to be brought forward and our management strategies to be updated accordingly.

The Association operates within a Constitution that sets down sound governance rules and financial controls that separate functions and require dual signatories for payments, contracts and other instruments.

Occupational Health and Safety risk is particularly addressed through procedures by which staff and clients can report risks that may arise and there are processes in place for staff and management to rectify OH&S hazards. The Board reviews OH&S, including reports of any incidents being discussed at each meeting.

8. Remunerate Fairly and Responsibly

Management and staff remuneration is reviewed by the full Board. Wages and ancillary wage costs such as superannuation, leave and workers compensation insurance are monitored by the Manager and reported to and reviewed by the Board each meeting. These costs are also disclosed in our Annual reports to our funding bodies and the Office of Fair Trading. Directors are not remunerated.

ⁱ Corporate Governance Principles & Recommendations 2nd Edition
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