Our History

Share & Care began in 1975 as a not for profit organisation to provide community services to the people of Northam and was incorporated in 1979. In 2003 it became Share & Care Community Services Group, in recognition of its expanded role as a community services provider to the diverse communities of the Coastal, Wheatbelt and Upper Great Southern regions.

Our Vision, Purpose and Values

VISION

Our Vision is that communities will be resilient, sustainable, supported and healthy.

PURPOSE

We are a regional organisation that excels in providing services and facilitates partnerships for the sustainability of communities in country WA.

VALUES

In all of our activities, with all people, these values guide us:

- Compassion
- Integrity
- Accountability
- Respect for differences
Our Services
Share & Care’s services vary from time to time but all are focused on community health and well being and include:

- Emergency accommodation and associated support services to people who are homeless
- Financial Assistance & Counselling to families experiencing a financial crisis
- In home and community based support services to frail aged and younger people with disabilities and their carers and to those who desire to learn daily living skills
- Non clinical community support to people with severe and persistent mental illness
- Respite services for people who care for someone with a mental illness or an intellectual disability
- Accommodation and support services to victims of family and domestic violence
- Court support for victims of family and domestic violence
- Safety support supplies (lighting, locks, screens etc) for victims of family and domestic violence.

About this Manual
This manual covers the corporate policies that are applicable to the whole of the Share & Care organisation. In addition to these corporate policies, some services are provided as part of government programs that have their own Services Standards (such as Home and Community Care and Mental Health) and operational policy requirements. Staff delivering services in those program areas must be familiar with, and operate according to, the relevant Service Standards and special policy and procedural requirements that are applicable to their service and target group.

The manual is designed to ensure a common understanding and common organisational practices across all of Share & Care’s many work sites, and to assist the Board, CEO, staff, volunteers, and students to understand what is required of them in their roles at Share & Care.

This manual is designed to be complimentary to all State & Commonwealth legislation and does not override any acts or other legal requirements.

A copy will be kept in the Chief Executive Officer’s office and in each Program Managers office, in addition to one in each staff lunch room. Policies and procedures will be reviewed on a rolling basis, with each one being reviewed no less than once every three years, and more frequently as required.

Unless otherwise stated, all staff employed by Share & Care, all Board members, students, contractors and volunteers and, where relevant, service Consumers, their families and advocates who access Share & Care’s services, are required to comply with the Policies and Procedures in this Manual.
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SECTION 1

ORGANISATIONAL GOVERNANCE
Policy 1.1 The Constitution

Relevant Documents:
- Associations’ Incorporation Act (1987) WA
- Share & Care’s Constitution
- Date of Board Endorsement: April, 2012

Last Review Date: 
Next Review Date: 

Policy Statement

The Constitution is Share & Care’s most important document. It underpins all of the organisation’s management and service delivery arrangements, and specifies the legal framework within which Share & Care operates. The purpose of this policy is to confirm that the Constitution:

(1) guides all of Share & Care’s operations;
(2) is used as the key relevant document when there is uncertainty or conflict about Share & Care’s legal requirements and obligations; and
(3) will be reviewed from time to time to ensure that its requirements remain consistent with Share and Care’s contemporary and changing needs and practices.

Procedures

- All Board Members and the CEO are required to familiarise themselves with the Constitution, to ensure that at all times they act according to its requirements and to ensure that organisational Policies and Procedures are consistent with its requirements.
- All new Board members will be provided with a copy of the Constitution as part of their orientation to Share & Care.
- The Constitution will be available at every Board meeting and at meetings of any sub Board’s the Board might convene from time to time.
- The Board will review the Constitution at intervals of no more than every three years to ensure that it remains current and relevant to the changing environment in which Share & Care operates.
Policy 1.2 The Role of the Board

Relevant Documents:
- Share & Care’s Constitution
- Associations Incorporation’s Act (WA) 1987

Date of Board Endorsement: April, 2012
Last Review Date: 
Next Review Date: 

Policy Statement

Share & Care aims to have a Board of committed members whose personal and employment backgrounds collectively reflect the spectrum of attributes required for the successful management of a regional Incorporated Association. The authorities of the Board are set out in Share & Care’s Constitution.

The role of the Board is to:
- be responsible for the governance of the organisation;
- set its strategic directions and monitor progress towards the achievement of outcomes;
- be accountable for Share & Care on behalf of the community, and in accordance with the requirements of the Associations Incorporation Act, Share & Care’s Constitution, and all Service Agreements that Share & Care has with funding bodies.

The Board also has responsibilities in relation to the CEO. These include:
- appointing the CEO;
- delegating responsibilities and authority to the position;
- regular supervision, through the Board Chairperson, of the work of the CEO; and
- conducting an annual appraisal of the Chief Executive Officers performance.

In carrying out their duties, it is expected that Board members will act according to the Board’s Code of Conduct.

Procedures

- Board members are required to be familiar with:
  - the Associations Incorporation Act (1987);
  - Share & Care’s Constitution;
  - the Board’s Code of Conduct;
- the Strategic Plan;
- the range of services that Share & Care delivers and the associated service contracts and reporting requirements;
- budgeting, financial management arrangements and audit requirements; and
- their obligations as a Board member of an incorporated Association and as an employer.

• New Board members will be provided with an Induction Package which will include:
  - a copy of the Associations’ Incorporation Act (1987) and Share & Care’s Constitution;
  - the Board’s Code of Conduct
  - the Strategic Plan;
  - a summary of current funding contracts;
  - a summary of the current budget and Board’s financial obligations;
  - a summary of the Board’s obligations as an employer;
  - Share & Care’s policies regarding the role and responsibilities of Board Members, Office Bearers and the CEO, the Board’s meeting arrangements and the Board Members’ Code of Conduct.

• The Board Chair and the CEO will jointly provide new Board members with orientation to Share & Care, to be completed within 3 months of the new Board member’s appointment to the Board.

• In setting Share & Care’s **strategic directions** and ensuring **good governance** the Board will:
  - ensure it has the information it needs to make good decisions that are in Share & Care’s best interests;
  - work to ensure a positive public perception of Share & Care;
  - develop and work to a three year Strategic Plan which identifies the key outcomes that Share & Care wants to achieve;
  - require the CEO to set and develop an annual operational plan to support the implementation of the Strategic Plan, and monitor progress towards achievement;
  - ensure that Share & Care has policies and procedures that support good governance, quality service delivery and continuous organisational improvement;
  - ensure organisational risks are identified and managed so as to minimise those risks (this includes Work, Health & Safety Act);
- ensure Share & Care’s financial viability through approving annual Budgets, maintaining accurate financial records and exercising appropriate accountability for expenditure at Board meetings and via an external audit process; and
- act honestly and ensure compliance with all legal and contractual obligations and reporting requirements.

- The Board’s Agenda for its meetings in April each year shall specifically include provision for the Board to review its understanding of and performance in relation to its governance responsibilities.

- In relation to the appointment of a CEO, the Chairperson will arrange for the position to be advertised, chair the Selection Panel to short list (if necessary) and then evaluate applicants through an interview, and advise the Board on the preferred candidate. The Board will make the final decision on the appointment by a majority vote.

- The Board is responsible for setting the Chief Executive Officers salary package. This should be reviewed each year as part of the Annual Performance Appraisal.

- The Chief Executive Officers Annual Performance Appraisal, based on their job description, shall be conducted between the Chief Executive Officer, the Chairperson and one other Board member, around the anniversary of their employment.
Policy 1.3 Office Bearers’ Roles and Responsibilities

Relevant Documents:

Date of Board Endorsement: April, 2012

Last Review Date:

Next Review Date:

Policy Statement

Office bearers must understand the responsibilities of the office they hold and demonstrate the necessary commitment, skills and personal attributes to fulfil their obligations according to the requirements of the Constitution.

Procedures

- Copies of the requirements for each office will be provided to all new Board members as part of their organisational induction and to each Board member prior to them accepting nomination to an Officer Bearer position

- On confirmation of election to an office bearer position, each officer bearer will affirm in writing that they understand the requirements of the role and that they will meet their obligations.

Role Statements

Chairperson

The role of the Chairperson is to provide leadership to the Board in the execution of its duties, and supervision and support to the CEO. Responsibilities include:

- ensuring that the Board acts according to the Constitution, follows sound meeting procedures, and is effective in carrying out its responsibilities;

- ensuring that new Board members receive an Induction Package before they attend their first Board meeting, and participate in an orientation to Share & Care within 3 months of their appointment;

- chairing and time keeping for Board meetings, and ensuring accurate minutes are taken and endorsed;

- ensuring that any sub Committees meet regularly and provide reports of their activities to the full Board;

- meeting with the CEO as required between Board meetings to obtain feedback on current matters;

- preparing a report for the Annual General Meeting and chair that meeting;
• in consultation with the CEO, attending external meetings and representing Share & Care in other forums;
• providing regular supervision and support to the CEO; and
• managing any grievances or disciplinary matters in relation to the performance of the CEO.

**Deputy Chairperson**

The Deputy Chairperson does not have a specific set of duties different to those of other members of the Board, except when the Chairperson is absent. In this case, the Deputy assumes the role of the Chairperson.

**Secretary**

The Secretary is the administrative position for the Board. The Secretary is responsible for:

• preparation of agendas (in consultation with the Chairperson and CEO) for Board meetings, the AGM and any other meetings of the organisation, and ensuring that the meeting room is set up;
• ensuring that Board members receive agendas, minutes and any other papers in sufficient time for them to be considered before the meeting via the CEO;
• recording attendance at Board meetings and noting apologies;
• taking minutes of the meeting in a way that the Board has endorsed, and preparing them in written form for acceptance at the following meeting;
• ensuring correspondence is presented at Board meetings via the CEO, the AGM and other meetings, and noting action to be taken for recording in the minutes;
• ensuring the accuracy and safe storage of Board files and records via the CEO;
• ensuring an up to date register of members names, addresses, joining date and membership status is maintained by administrative staff; and
• ensuring membership renewal notices are sent in a timely manner by administration.

**Treasurer**

The Treasurer’s role is to work with the independent accountant on Share & Care’s finances on behalf of the Board and in consultation with the CEO and the Financial Controller and to be fully informed about the financial position of the organisation at all times.
Responsibilities include:

- acting as one of the signatories to Share & Care’s bank accounts;
- in collaboration with the independent Accountant and Auditor, ensuring that financial management systems, procedures and controls are in place and are followed;
- ensuring that appropriate arrangements are in place for the security and maintenance of Share & Care’s physical assets;
- coordinating the preparation of the annual budget (in consultation with the CEO and the independent Accountant) and presenting it to the Board;
- ensuring that expenditure remains within the annual budget via the independent Accountant;
- meeting and/or discussing with the CEO and independent Accountant prior to each Board meeting to obtain information for the Board meeting and provide support;
- ensuring that accurate and informative monthly financial reports outcomes are prepared by the independent accountant for the consideration of the Board;
- ensuring financial reporting requirements are met and that an annual external audit is conducted within the required timeframe;
- in consultation with Share & Care’s independent Accountant, CEO and Financial Controller, prepare the a Financial Overview for the Annual General Meeting;
- ensuring that the Board receives qualified external advice before making any investments or taking out loans in Share & Care’s name.
- ensuring that any declarations and/or actions related to the financials are recorded.
Policy 1.4 Board Code of Conduct

Relevant Documents:

Date of Board Endorsement: April, 2012
Last Review Date:
Next Review Date:

Policy Statement

Share & Care is committed to providing members of the Board of Management with the information and resources they require to ensure that collectively and individually, they act at all times in the best interests of Share & Care, in accordance with their statutory and fiduciary duties, and with the requirements of the Share & Care Board Code of Conduct.

A member who fails to meet the standards set in the Code of Conduct may, subject to the provisions of the Constitution, be expelled from the Board.

The Board Code of Conduct

Persons expressing an interest in becoming a Board member will be provided with a copy of the Board’s Code of Conduct and be required to confirm their acceptance of requirements prior to taking up their position.

Members shall:

- acquaint themselves with the aim, objectives, underlying principles and policies of the Organisation, and behave accordingly;

- understand and fulfil their responsibilities as Board members with honesty, diligence and in good faith;

- maintain confidentiality in relation to all matters relating to service Consumers (individually and collectively), staff and the organisation with people and organisations outside of Share & Care, or with staff or members of Share & Care;

- exercise a duty of care towards service Consumers, staff and volunteers;

- act as an advocate and ambassador for Share & Care in their dealings with other persons or organisations in their capacity as a Share & Care Board member;

- attend all Board meetings as required, and if unable to attend, send apologies in advance;
• prepare themselves properly for meetings by pre-reading the minutes of the previous meeting, the agenda for the forthcoming meeting and any supporting documentation;

• disclose the nature of any actual or potential conflicts of interests between their role as a Board member and any other personal, professional or community roles at the Board meeting, refrain from discussing the issue with individual Board members, leave the meeting before matter is to be discussed, and not voting on any matter on which they have, or could be perceived to have a personal or professional conflict of interest;

• act to prevent Share & Care from incurring a debt if there are reasonable grounds for suspecting that the organisation is, or would become, insolvent by incurring the debt or a number of debts.

• except for the Chairperson and Chief Executive Officer, refrain from making any statements to the media without the prior consent of the Board;

• refrain from making improper use of their position, or information gained through their position as a Board member to gain, directly or indirectly, an advantage for themselves or any other person, or to cause detriment to Share & Care or its service Consumers;

• act in a respectful manner towards fellow Board members, staff, volunteers and service Consumers;

• refrain from any activities in their personal lives which could damage the reputation of Share & Care or otherwise place the organisation, the Board, staff and/or consumers at risk of harm;

• adhere to Share & Care’s Drug and Alcohol Policy; and

• refrain from accepting any gifts or remuneration in matters which relate to or impinge on their role as a Board member.

• Declare any accusation of a criminal matter pending or insolvency.

Breaches of the Board Code of Conduct

• Where a Board member breaches the Code of Conduct, and the breach is serious – that is, it involves allegations of unlawful or otherwise dishonest behaviour or activities, the member shall be required to stand down from the Board while the matter is investigated by the police or any other appropriate statutory authority. If the allegations are proven, the member’s Board membership will be terminated at the next Board meeting.
Where the (Board Member) breach does not involve allegations of unlawful or otherwise dishonest behaviour or activities, a meeting will be held between the Board Chairperson and one other Board member and the member who has committed the Breach to discuss the circumstances surrounding the alleged breach. Where the Chairperson is the alleged person a meeting will be held between the Vice Chairperson and one other Board Member.

The outcomes of the meeting will be reported to the next General Meeting of the Board by the Chairperson or Vice Chairperson. The Board member who has allegedly committed the breach will be permitted to make a personal explanation at the Board meeting should they so choose. If it is confirmed that a breach has occurred, the Board will determine action to take through a majority vote in support of the proposed action.

Actions available to the Board will be, through the Chairperson or Vice Chairperson, to:

- issue the member with a notice reminding them of the Code of Conduct and that further breaches will result in termination of the member’s Board membership;
- suspend the member for a period of up to and including three months;
- request the member’s resignation;
- terminate the member’s Board membership.
Policy 1.5 Meeting Arrangements

Relevant Documents:

Date of Board Endorsement: April, 2012
Last Review Date:
Next Review Date:

Policy Statement

Board members are expected to attend every meeting of the Board.

The conduct of the Annual General Meeting, General Meetings, Board Meetings and Special Meetings will be according to arrangements set out in Share & Care’s Constitution and best practice processes.

Procedures

Board Members Attendance at Meetings

• If a Board member is unable to attend a scheduled meeting of which they have received the required notice, their apology must be provided to the Board Chairperson or Secretary or Chief Executive Officer prior to the commencement of that meeting

• If a Board member:

  — is absent from three (3) consecutive scheduled meetings of the Board without prior apologies being provided for each of those absences; or

  — is absent from one third of the total number of Board meetings at which they should have been present in a twelve (12) month period, without having obtained prior leave of absence;

The Chairperson and one other Board Member shall meet with the member to discuss the circumstances of the absences and whether the member will in future be able to ensure more regular attendance.

• Should the Board member want to remain a member of the Board, the Chairperson will report the outcomes of the meeting to the next full Board, including the agreement reached with the member regarding their commitment to attend future meetings. Should the member fail to comply with that agreement, they will be advised in writing that the Chairperson will raise the matter for discussion at the next meeting of the Board, with a recommendation that Board membership of the member be terminated on the grounds of non attendance at meetings.
• The Board member may attend the meeting to present a case as to why their membership should not be terminated. The decision to terminate will be a majority decision of the Board. If the member is present, they will be entitled to vote.

**Annual General Meeting**

• The exact date of the Annual General Meeting will be determined by the Board according to Constitutional requirements.

• The agenda for the Annual General Meeting shall include:
  1. Recording of those who are present
  2. Recording of apologies
  3. Receipt of the Chairperson’s Report for the previous financial year
  4. Receipt of the CEO’s report on organisational activities for the previous financial year
  5. Receipt of the Accountant & Treasurer’s Report and audited financial statements for the previous financial year
  6. Nomination of an auditor who shall be responsible for the audit for the current financial year
  7. Election of Board Members when due

**Board Meetings**

• Board meetings are held regularly by arrangement at Share & Care’s Northam office and on no less than 10 occasions each year.

• The Board Meeting Agenda is to be prepared by the Chairperson in consultation with the CEO, and is to be circulated to all the Board members no later than the Friday prior to the Board Meeting.

• Meetings are to be attended by all Board members and the CEO in an ex officio and nonvoting capacity. Members who are not able to attend a Board meeting should provide apologies to the Chairperson or the Secretary prior to the commencement of the meeting.

• Guests may attend all or part of any Board meeting from time to time, at the invitation of the Board of Management.

• The following is the standard Order of Proceedings.
  1. Recording of Board members who are present
  2. Recording of visitors and the capacity in which they are attending the meeting
  3. Recording of apologies
4. Declarations of Conflict of Interest
5. Financial Report
6. Endorsement of the minutes of the previous meeting
7. Addressing of matters arising from the previous meeting
8. Noting of correspondence received
9. Chairperson’s Report
10. Reports from any sub Committees established by the Board
11. Chief Executive Officers Report (which will included reporting on performance in accordance with the Strategic Plan and any other special issues requiring Board consideration)
12. General business (with a focus on matters of strategic importance)

- The quorum for Board meetings is 4 - Two executive and two general members.
- The Chief Executive Officer shall provide executive support for Board meetings.
Policy 1.6 Board Members’ Grievances

Relevant Documents:

Date of Board Endorsement: April, 2012
Last Review Date:
Next Review Date:

Policy Statement

This Policy applies to any grievance of a Board member.

Share & Care is committed to ensuring that Board members feel free to lodge a grievance, to have that grievance dealt with promptly, fairly and without fear of retribution by the organisation and to have the grievance resolved in a satisfactory manner.

Share & Care will have mechanisms in place to promote fast and fair resolution of Board members’ grievances. Board members will not be intimidated or unfairly treated in any respect if they utilise this Policy to resolve an issue.

Although it is Share & Care’s preference that Board members will follow these procedures, it is recognised that they have the right not to do so. Where there is an external agency with a mandate to receive their grievance, they have the right to engage with that agency at any time during the grievance process. In this event, Share & Care will be committed to working cooperatively with the external agency to achieve a resolution to the grievance as quickly as possible.

Procedures

Unless the Grievance involves the Board Chairperson, the following procedures apply.

- The Board member will raise their grievance with the Chairperson and the Chairperson and one other Board Member will try to informally resolve the matter with them and any third party who is part of the grievance.

- If the matter is not resolved, a Grievance Committee, comprising the Chairperson, Vice Chairperson and one other Board member will be convened to hear the grievance and the positions of any other third party, and attempt to mediate a resolution.

- If the mediation is unsuccessful, the Grievance Committee will make a final decision.

- If the member remains aggrieved and has not already utilised avenues available through an external agency, they may choose to do so at this point.

If the Grievance involves the Board Chairperson, the same procedures apply except that the role outlined for the Chairperson above, will be taken by the Vice Chairperson and Treasurer.
Policy 1.7 Board Members’ Conflicts of Interest

Relevant Documents:

Date of Board Endorsement:  April, 2012
Last Review Date:
Next Review Date:

Policy Statement

Board members are required to disclose to the Board the nature of any actual or potential conflicts of interests between their role as a Board member and any other personal, business or community roles held by themselves or members of their family.

Procedures

• The agenda for the monthly Board Meeting will have a standing item for declarations of conflicts of interest.

• Board members will declare any actual or potential conflicts of interest at the commencement of the Board meeting, or at the time the issue arises in Board deliberations.

• Declarations of actual or potential conflicts of interest will be recorded in the Minutes of the meeting and the Declaration of Interest form will be signed off.

• The Board member will leave the room prior to any discussion of the matter by the Board, and has no voting rights in relation to the issue.

• The Board member will refrain from discussing the issue with any individual Board members before or after the Board meeting.

• A Board member who believes another Board member has an undeclared conflict of interest must declare their belief at the commencement of the Board meeting, or at the time the belief arises in Board deliberations.

• If the Board member believed to have the conflict of interest disputes the other Board member’s belief, the matter shall be adjourned and relisted for discussion at the next Board Meeting.

• A Board subcommittee comprising the Chairperson (unless they are the subject of the conflict of interest allegation, in which it will be the Vice Chairperson) and two other Board members who are not directly involved in the matter. The subcommittee will meet with the Board member who has made the allegation of conflict of interest and the Board member who is the subject of the allegation, hearing the evidence of both. The subcommittee will make a determination based on the evidence with which they are presented and any further investigations they deem necessary.
Policy 1.8 The Chief Executive Officers Role and Responsibilities

Relevant Documents:

Date of Board Endorsement: April, 2012
Last Review Date:
Next Review Date:

Policy Statement

The CEO is the senior executive position in Share & Care, and is responsible for the day to day operational management of the organisation and for the implementation of an Operational Plan to achieve the outcomes established in the Strategic Plan. The CEO provides leadership to the staff and provides advice and is accountable to the Board.

Procedures

Role Statement

The Chief Executive Officer has the organisational “overview” role for all senior management responsibilities, professional, managerial and administrative. Responsibilities include:

• providing leadership to all staff and creating an organisational environment that supports the delivery of quality services;

• ensuring that Share & Care operates according to sound policies and procedures, and in compliance with its funding contracts, legislative requirements, any applicable professional regulations and requirements, and the Constitution;

• support the achievement of the outcomes established in the Strategic Plan, and ensuring that they are implemented across the organisation;

• providing reports, data, information and advice to the Board to assist them in making sound, evidence based decisions;

• developing an organisational risk management plan for the Board’s endorsement, implementing the plan and ensuring that identified risks are monitored and managed;

• working with Share & Care’s independent accountant and Treasurer to prepare the Annual Budget for the consideration of the Board;

• managing the process to recruit Program Managers and ensuring compliance with organisational policies in the recruitment of other staff;

• providing direct supervision of the Financial Controller and Program Managers;

• ensuring that arrangements are in place for the regular supervision of all other staff;
• ensuring that applicable Service Standards are met and that all services provided are of good quality;

• Changes to Legislation and regulatory compliance will be monitored by the Chief Executive Officer via websites, membership of peak organisations, acts, internal audits, legislation advicements and funders contractual service standards. Changes will be immediately passed on to all Program Manager’s and to the Board of Management.

• identifying opportunities to develop collaborative partnerships with organisations in the public, private and not for profit sectors which will benefit Share & Care and its service Consumers;

• undertaking activities that promote the profile and the capacity of Share & Care in the region and in the broader community services sector;

• identifying and developing new initiatives for Board Approval

• participating in regular supervision by the Chairperson and a nominated Board member; and

• providing feedback and information to the Chairperson at regular meetings.
Policy 1.9 The Board and Chief Executive Officer Relationship

Relevant Documents: 1.3, 1.4 & 1.6
Date of Board Endorsement: April, 2012
Last Review Date:
Next Review Date:

Policy Statement

Share & Care requires a strong collaborative working partnership between the Board and CEO in order to achieve its organisational outcomes. This is most effectively achieved through having well defined and agreed roles for the Board and the Chief Executive Officer, that support mutual understanding of expectations and responsibilities. Policies 1.3 1.4, and 1.6 detail the roles of the Board, Office Bearers and the CEO respectively. This policy outlines how the roles complement each other.

The CEO and the Board share responsibility for the leadership of Share & Care, but they fulfil this responsibility in different ways. At the simplest level, the Board’s role is to govern and the Chief Executive Officers role is to manage. The Board sets Share & Care’s policies and strategic direction. It decides, within the framework of the Constitution and through consultation, community needs, funding contracts, applicable Service Standards and other obligations, the outcomes Share & Care should achieve.

The role of the Chief Executive Officer is to ensure that the day to day operational management of the organisation is consistent with policies and supports the achievement of the strategic outcomes the Board has set.

(Imagine an ocean liner, the Board tell the Chief Executive Officer when and where they want that liner to arrive. How it gets there is up to the Chief Executive Officer).

The Board has the ultimate authority in Share & Care and carries most of the accountability and legal responsibility for the organisation’s actions. The Chief Executive Officers authority is more immediate and operational, involving day-to-day influence on Share & Care’s staff and working relationships in the community.

The Board depends on the Chief Executive Officer for reliable, impartial and evidence based advice to assist them to make decisions that are in the best interests of Share & Care.

Procedures

- The roles and responsibilities of the Board, Office Bearers and the Chief Executive Officer will be clearly documented.
- Members of the Board and the Chief Executive Officer will understand, accept and respect the difference in their roles and will jointly agree and implement processes to ensure that they work together in an effective and complementary manner to achieve Share & Care’s strategic outcomes.

- The Chief Executive Officer will work within the strategic directions and policies established by the Board.

- The Chief Executive Officer will ensure that the Board is provided with the information and data they need to do their job well.

- The Board will document the Chief Executive Officers authorities in consultation with the CEO, and ensure that there is no delegation of responsibility for areas which should be the direct responsibility of the Board.

- The Board, and individual Board members, will not undermine the Chief Executive Officers agreed authorities.

- The Chief Executive Officer will act within the authority determined by the Board and be responsible and accountable to the Board for that authority.

- In situations in which the Board is to provide a direction to the Chief Executive Officer, that direction will be via the Board Chairperson and in their absence the Vice Chairperson.

- The Board will meet its obligations as the employer and supervisor of the Chief Executive Officer, and act in accordance with good employment and equal opportunity principles in making decisions affecting the professional development, appraisal and remuneration of the CEO.

- The Chief Executive Officer must be accountable to the Board for their decisions and performance, for the performance of the staff and volunteers and for the performance of the organisation.

- The Chief Executive Officer will provide monthly reports to each Board Meeting on progress in relation to the Strategic Plan and related matters.
Policy 1.10 Strategic and Operational Planning

Relevant Documents:

- *Share and Care’s Strategic Plan*

Date of Board Endorsement: April, 2012

Last Review Date:

Next Review Date:

Policy Statement

Share & Care’s strategic directions and priorities will be documented in a three year Strategic Plan which will be reviewed annually by the Board.

The Board is responsible for the development of the Strategic Plan, in consultation with the CEO. Share & Care will have processes to involve service Consumers and other stakeholders in developing its strategic directions and priorities.

The Strategic Plan will be supported by an Annual Operational Plan, to be updated each year over the life of the Strategic Plan. This document will form the basis of the Board’s expectations of the Chief Executive Officer each year, and will be subject to regular monitoring at monthly Board meetings and at reviews of the performance of the CEO.

Procedures

- The Strategic Plan will be reviewed every three years.

- In reviewing the Strategic Plan, Share & Care will seek comment from staff representatives, representatives from Share & Care’s service Consumers and other stakeholders as determined from time to time. The extent of consultation will be determined by environmental factors and the funds available at the time the Plan is developed.

- The Board will formally review and update the Strategic Plan each financial year and otherwise, at times of significant and unanticipated change.

- Operations form the basis of the Chief Executive Officers work priorities for the year, and will be the framework for the CEO’s monthly reports to the Board, as part of their ongoing monitoring and review of the organisation’s performance at each Board meetings.
Policy 1.11 Organisational Quality and Continuous Improvement

Relevant Documents:
- Program Service Standards
- The Strategic Plan

Date of Board Endorsement: April, 2012
Last Review Date: 
Next Review Date: 

Policy Statement
Share & Care is committed to innovation and the promotion of a culture of continuous improvement in its governance, management practice and service delivery.

Procedures
- The Board will specifically focus on continuous improvement in governance by reviewing its performance annually.
- Continuous improvement activities will include:
  - the implementation of the Strategic Plan;
  - self assessments of performance in relation to applicable Service Standards;
  - external assessments of performance in relation to applicable Service Standards;
  - ongoing review of work through the staff supervision and performance appraisal process;
  - analysis of data and other information provided to funding bodies as part of meeting contractual obligations, for external accountability and internal service improvement;
  - seeking and responding to feedback from service Consumers;
  - incorporating identification of opportunities for service improvement as a regular item on staff meeting agendas;
  - establishing collaborative relationships with other organisations that offer similar services and share a similar value base to that at Share & Care, for the purpose of sharing experiences and learning from each other;
  - specific program and project reviews and evaluations undertaken at the direction of the CEO;
  - providing opportunities for Board members, the CEO and staff to attend training and professional development activities.
- Share & Care will actively seek external funds (from sources such as Lotterywest) to support its review and evaluation activities where required.
Policy 1.12 Risk Management

Relevant Documents:
- Risk Management Register

Date of Board Endorsement: April, 2012

Policy Statement

Share & Care takes seriously its responsibility to identify and manage all types of organisational risks including compliance, financial, safety and health, environmental, and operational risks. A risk is any internal or external situation or event that has the potential to have a negative impact on Share & Care by causing harm to people associated with the organisation, preventing the organisation from successfully achieving its outcomes and delivering its services, reducing its viability and/or damaging its reputation. Staff meetings & memos will relay any changes.

The responsibility for identifying and managing risks is ultimately that of the Board. However, the most effective risk management occurs when the Board, the CEO, staff and volunteers are all involved and share a commitment to creating an organisation that is proactive in identifying and evaluating risks and taking mitigation action according to the nature of the risk. Share & Care therefore expects that Board members, the CEO, the staff and volunteers will act responsibly to minimise the risks to themselves and others, and will report hazards and other risks immediately they are noticed. Share & Care’s consolidated Risk Management Register will be the guiding document for the management of organisational risks.

Procedures

- A Risk Management Register will be in place to document the risks identified, the assessment of each risk and Share & Care’s strategies for managing them. The Register will be held by the CEO.

- The Board and the CEO will ensure that all necessary insurance policies are in place to protect Share & Care as an organisation, the Board, the staff, volunteers, service Consumers, contractors and visitors.

- The CEO and Program Managers will foster a risk aware service culture by including risk awareness and identification on agendas for staff meetings.

- Reports on action taken to mitigate high risks will form part of the CEO’s monthly report to the Board.

- Changes to Legislation and regulatory compliance will be monitored by the CEO and Program Managers via websites, membership of peak organisations, monitoring of acts, internal audits and funders contractual service standards. All staff are to be immediately advised by Program Manager’s and/or the CEO, with the Chief Executive Officer advising the Board of Management.
SECTION 2
FINANCIAL MANAGEMENT AND CONTROL
Policy 2.1 Organisational Funding and Donations

Reference Documents:
- Service Agreements

Date of Board Endorsement: April, 2012
Last Review Date:
Next Review Date:

Policy Statement

Share & Care will actively pursue funding opportunities from government, corporate and benevolent sources in order to further its capacity to achieve its objectives.

The CEO has the responsibility to identify possible funding opportunities to the Board, and with their endorsement prepare funding submissions. As appropriate, and at the discretion and direction of the CEO, other staff may be involved in the preparation of funding submissions.

Corporate sponsorship of programs or activities will be accepted from organisation’s that are of good community standing and whose corporate activities do not present any conflicts of interest with Share & Care’s’ values and strategic directions.

Monetary donations from individuals, groups and corporate entities which are conditional upon Share & Care taking, or not taking a particular action requested by the donor shall generally not be accepted. However, in circumstances where the requested action is consistent with the Share & Care’s values and strategic directions, would enhance its capacity to meet its objectives, and does not place Share & Care in any conflict of interest or breach of contractual obligations, the Board may agree to accept the donation.

Procedures

- Funding submissions require Board approval before being submitted.

- Monetary donations of $500 or more to Share & Care shall be accepted, receipted, appropriately acknowledged and noted in the Minutes of the next Board meeting following the receipt of the donation.

- Use of donated funds will be determined by the Board.
Policy 2.2 Financial Management, Monitoring and Reporting

Reference Documents:
- Chart of Accounts
- Annual Budget
- Funding Agreements
- Audit Reports

Date of Board Endorsement: April, 2012
Last Review Date:  
Next Review Date: 

Policy Statement

Share & Care will maintain financial management and accounting systems that:
- are transparent and accountable;
- allow budgeting and reporting on an accrual basis;
- meet applicable Australian Accounting Standards; and
- are consistent with the financial reporting requirements of each funding contract.

Procedures

- Share & Care will maintain a Chart of Accounts that ensures a consistent reporting structure and that meets budget management needs and confirms with the National Australian Standard Chart of Accounts.

- An annual itemised budget for the forthcoming financial year will be prepared by the CEO in consultation with the Program Managers, independent accountant and Treasurer and presented by the independent accountant and Treasurer to the Board for consideration and ratification no later than the March Board meeting of the preceding financial year.

- The budget will be developed based on analysis of the current and previous year’s income and expenditure, taking into consideration any known changes to funding, and will include provision for funds that are required to be set aside in Share & Care’s Contingency Account for future use, including but not necessarily limited to funds for:
  - Staff accruals  
  - Assets replacements; and  
  - Building maintenance and repairs.

- A Contingency Bank Account will be maintained for each Program, to provide cash interest and to deposit:
  — surplus funds; and
  — long service leave, sick leave and accumulated annual leave entitlements.
— Assets replacement funds
— Training funds
— Maintenance Funds (for accommodation premises)

• New Program Managers will be advised of the details of their Contingency Account management requirements as part of their orientation into their position.

• Each Program Contingency Account must maintain a balance that does not fall below the amount that could be called on by each employee at that time.

• The CEO will ensure that all debts are settled in a timely manner and will not allow ordinary operating expenses to become undischarged debts beyond a three month period from the time they were incurred.

• Program Managers will set annual budgets for the programs under their control, according to the available funding, and submit these budgets to the CEO for approval by February each year.

• Program Managers will manage the approved annual budgets for the program areas for which they are responsible, and provide monthly and quarterly reports on expenditure against those budgets to the CEO by the 17th day of each month for inclusion in the Board Packs

• All monies received into Programs must be recorded.

• Program Managers will prepare Financial Statements for submission to funding bodies at required intervals as specified in funding contracts. These Financial Statements will be endorsed by the CEO and the independent accountant or Treasurer prior to their submission where required.

• Where funding is received that includes a GST component, that component will immediately be deposited into the Contingency Account by Administration Officers and only withdrawn for the purpose of making a quarterly GST payment to the Australian Taxation Office.

• The Administration Officers in conjunction with their Program Managers and the Financial Controller will conduct a financial reconciliation each month and in consultation with the independent accountant, prepare a monthly Financial Report to be submitted to the Board.

• The monthly Financial Report will include:
  − MYOB Profit & Loss year to date;
  − Balance sheet for the year to date;
  − General Ledger for the year to date;
  − Budget vs actual for the year to date;
  − checklist signed by the Program Manager
and distributed to the independent accountant, the Treasurer, the CEO, the Financial Controller and Board Members as directed by the Board of Management.

• In the first week of each new financial year, the Financial Controller and Administration Officers will ensure that the previous year’s financials are documented, archived and labelled.
Policy 2.3 Financial Audit Arrangements

Reference Documents:
- Chart of Accounts
- Annual Budget
- Funding Agreements
- Audit Reports

Date of Board Endorsement: April, 2012

Policy Statement
A qualified auditor will complete an annual audit of Share & Care’s financial records and statements no later than the end of the first quarter of the next financial year. The Board Chairperson will ensure that the audit report is included in the Annual Report and presented to members at Share & Care’s Annual General Meeting.

Procedures
- The Board will appoint a qualified auditor at the Annual General Meeting each year, and ensure that Share & Care’s trust accounts are audited each year, as required by professional standards.
- The independent accountant and Treasurer, the CEO, the Financial Controller and Program Managers will jointly ensure that all necessary documents and records required by the auditor are made available in a timely manner and are accurate and complete when presented. This will include, but not necessarily be limited to:
  - all MYOB accounts reconciled to 30 June;
  - copies of all funding agreements and service contracts
  - copies of all bank statements with accompanying reconciliation reports;
  - all insurance renewal contracts;
  - payroll (including all entitlements/accruals – wages book and time sheets, LSL, severance pay, salary packaging);
  - the assets register;
  - accounts payable (EFT records, cheque butts, invoices and requisition vouchers);
  - accounts receivable (receipt books, invoices, deposit book);
  - petty cash records;
  - BAS statements;
  - list of members;
  - the Board’s minute book;
  - vehicle records; and
  - organisational policy and procedures manuals.
Policy 2.4 Bank Accounts and Banking Arrangements

Reference Documents:
• Register of Bank Accounts

Date of Board Endorsement: April, 2012

Last Review Date:
Next Review Date:

Policy Statement

Share & Care maintains bank accounts for general service funds and contingency purposes.

The Contingency Account is maintained for the purpose of staff accruals, asset replacement and GST.

Other than petty cash, cash over $300.00 belonging to Share & Care is to be banked on date of receipt and is not to be left at any of the organisation’s premises overnight.

Procedures

• The Financial Controller will maintain a Register of Bank Accounts that will include for each account:
  - branch location, account type, account number and BSB
  - the name of the account manager or other bank contact person
  - the date on which the account was opened and closed
  - interest rates and fees
  - rollover dates/renewal dates for term deposits and investment accounts
  - credit card holders and expiry dates for credit cards

• All banking arrangements must comply with the Cash on Premises policy

• the Contingency Account is managed by the CEO and Financial Controller and reconciled monthly and provided in monthly reports to the Board of Management

• Contingency Account funds can only be accessed with the signatures of two Board members or one Board member and the CEO who are signatories to the Account.
Policy 2.5 Signatories, Expenditure Authorities and Arrangements

Reference Documents:
Date of Board Endorsement: April, 2012

Share & Care will have a minimum of two and maximum of four signatories to its bank accounts. Expenditure authorities will balance the need for organisational efficiency and the need for adequate financial controls.

Procedures

• Signatories to Share & Care’s operational bank accounts will be the Treasurer, relevant Program Manager, Financial Controller and the CEO.

• Contingency Account funds require the signatures of two Board members or one Board member and the CEO.

• The Financial Controller will maintain an EFT User Register which must include the following for each authorised EFT user:
  — the modules to which the user has access (Administration, Account, Information, Direct Entry, Electronic Funds Transfer, Credit Card Payments)
  — where the user has access to the EFT module:
  — what functions the user has access to (eg Maintain, Authorise, Transmit, Enquiry, Library, Cancel, Report etc)
  — whether the user is a Restricted or Unrestricted User;
  — if the user is a Restricted User, what accounts the user can transfer funds to;
  — what accounts the user can transfer funds from;
  — whether the user is an authoriser;
  — if an authoriser, what authoriser Level applies; and
  — if an authoriser, what dollar limit applies.

• Access to Internet Banking and EFT transfers is controlled by a User ID (token) and Password, both of which must remain confidential, and under no circumstances be divulged to anyone else.

• EFT Use: When transfers between accounts occur for administration fees or other needs, all printouts must be signed off by the Chief Executive Officer and the Financial Controller and copies given to the Independent Accountant and the Treasurer monthly.
• Cheques will be prepared by the Administration Officers and signed by two of the three signatories.

• Signatories will be reviewed and as necessary updated.

• All changes of signatories will be approved by the Board and noted in Board Meeting Minutes.

• With the exception of petty cash, all expenditure incurred will be paid through individual program cheque accounts or E.F.T.

• Expenditure for equipment or replacement goods/assets for $500 or less may be incurred by Program Managers without the prior authorisation of the CEO. Amounts over must be approved on the appropriate form by the Chief Executive Officer.

• Expenditure for amounts of $5000 or less may be incurred by the CEO without the prior authorisation of the Board.

• Expenditure for amounts above $5000 must be approved by the Board prior to the expenditure being occurred.

• Receipts for all expenditure must be provided to and retained by the relevant Administration Officer or the Financial Controller.

• In the event of a need to urgently expend funds above $5000 prior to the next planned Board Meeting, such expenditure may be incurred by the CEO with the written authorisation of the Treasurer. Expenditure in these circumstances must be reported to the next Board meeting and noted in the Board Meeting Minutes.

• Signatories should not authorise payments which involve a conflict of interest, e.g. the authorisation of payment that is a reimbursement for their own expenses.
Policy 2.6 Petty Cash

Reference Documents:

Date of Board Endorsement: April, 2012

Last Review Date:

Next Review Date:

Policy Statement

All expenditure for services, reimbursements and small purchases for amounts of up to and including $300 managed via the relevant Administration Officer and Financial Controller.

Procedures

• The Petty Cash float of $300 will be maintained and managed by the relevant Administration Officer or the Financial Controller.

• The Cash Float will be kept in a safe or a lockable cabinet. Receipts must accompany claims for expenditure.

• A receipt must be obtained each time petty cash is used.

• When the float below $100, a Petty Cash reconciliation sheet is to be printed off by the relevant Administration Officer or the Financial Controller.

• Receipts are to be reconciled and added by the relevant Administration Officer or the Financial Controller.

• Cash is to equal difference between receipts and $300 Float.

• GST is to be noted on receipts and put on cheque butt for the Financial Controller by the relevant Administration Officer.

• The cheque is to be drawn up by the Financial Controllers and signed written out to Petty Cash.

• The cheque is to be taken to bank and cashed by the relevant Administration Officer or the Financial Controller.

• Any over’s or unders are to be reported to the Program Manager and CEO by the Financial Controller or the relevant Administration Officer, and recorded on the reconciliation sheet.
Policy 2.7 Re-Imbursements

**Reference Documents:**

**Date of Board Endorsement:** April, 2012

**Last Review Date:**

**Next Review Date:**

**Policy Statement**

Employees or volunteers who incur expenses whilst travelling or working on Share & Care business shall receive reimbursement based on the following scale:

- **Day Travel:**
  - Lunch: $15.00
  - Dinner: $30.00

- **Overnight (other than conferences):**
  - Breakfast: $10.00
  - Lunch: $15.00
  - Dinner: $30.00
  - Accommodation: $180.00 max

- **Incidentals:** Parking, taxi hire etc as per receipt/s

Conferences: The overnight costs unless a planned and stipulated accommodation/meals package by an outside agency, in which case their costs will apply.

All claims for reimbursement will only be honoured where there is a receipt supplied and will be made only after the correct paperwork is supplied to the Financial Controller.

Reimbursement will be made on payday.
Policy 2.8 Consumer Fees Collection and Management

Reference Documents:

Date of Board Endorsement: April, 2012
Last Review Date:
Next Review Date:

Policy Statement

Share & Care will observe the fee for service arrangements specified by each Program funder.

Where there is no Program funder requirement for fees to be charged for services rendered, Share and Care will not charge the client for the service received.

Fees may be reduced or waived completely when a Consumer is experiencing financial hardship, where the Agreement with the program funder permits and on the endorsement of the CEO.

Procedures

Consumers for whom fees are reduced or waived will have their financial circumstances reviewed every 6 months to determine whether the arrangement should continue.
SECTION 3
ADMINISTRATION
AND ASSET MANAGEMENT
Policy 3.1 Security of Premises

Reference Documents:

Date of Board Endorsement: April, 2012
Last Review Date:
Next Review Date:

Policy Statement

Share & Care is committed to minimising risks to staff, equipment and Consumer information by maintaining sound security regimes at all service sites.

Full details of security arrangements will be provided to staff at each service site on a “need to know” basis.

All staff share the responsibility for office security, and for ensuring security of the workplace at the end of each day.

Procedures

• Keys must not be marked as, or in any other way be identifiable as Share & Care keys.

• All keys to Share & Care premises will have an inscribed number, and be documented to have been provided to a particular staff member in a Key Register which will be maintained by the Administration Officer.

• Keys issued to a particular staff member are not to be passed on to any other staff without the authorisation of the Program Manager or CEO and the necessary changes having been noted in the Key Register.

• Keys that have been issued to a member of staff who is leaving Share & Care must be returned to the CEO on the last day of employment.

• Keys for items such as the secure filing cabinets are stored in a lockable box and are available to authorised staff when they need to access files from the secure cabinet. Access to these keys is through the Program Manager or CEO.

• At the end of each day, all computers must be turned off, files must be returned to filing cabinets or locked drawers. Staff are not to remove any documents or electronic copies of documents (via thumb drive etc) without first receiving approval from the Chief Executive Officer.

• Whoever leaves a Share & Care workplace last each day is responsible for checking to ensure the premises are secure before locking up for the night.
Policy 3.2 Internet, Email and Mobile Phone Use

Reference Documents:
Date of Board Endorsement: April, 2012
Last Review Date:
Next Review Date:

Policy Statement

Employees have a responsibility to ensure correct use of any web based services. Share & Care Community Services Group Inc. employees will be subjected to disciplinary measures for misuse or inappropriate use.

Procedures

- The email and internet services are provided for business use only, and must not be used for private purposes.
- Internet search facilities must only be used for research or data gathering purposes for Program purposes only.
- Viewing or downloading images or documents of an inappropriate or offensive nature will result in disciplinary action or dismissal. Share & Care have a ZERO tolerance policy in relation to pornography.
- Computer based games and messengers must not be downloaded or stored on computers.
- Staff must not use access codes provided to other staff, unless the Chief Executive Officer grants permission.
- An independent IT specialist will be allowed access for random monitoring and reporting.
- Accounts from internet service providers are to be retained as part of the normal accounting processes.
- Program Managers are responsible for checking, or arranging the checking of the nature and quantity of emails, and downloads at least quarterly, and on the occasion of staff leaving employment. The results are to be forwarded to the Chief Executive Officer.
- Staff leaving will clear stored email messages and transfer important information to the Program Manager and Chief Executive Officer. Computer passwords and access codes will be changed regularly, and available to staff that require access only and the Chief Executive Officer.
- Personal Phones are to be turned off whilst at work and are not to be utilised unless there is an emergency need for contacting you. Inform your Program Manager of this should the need arise.
Policy 3.3 Retention and Disposal of Files and Electronic Records

Reference Documents:

Date of Board Endorsement: April, 2012

Last Review Date:

Next Review Date:

Policy Statement

All material, in paper copy, electronic or any other format that is created by employees and volunteers of Share & Care in the course of their employment, or that is accessed by employees on Share & Care’s equipment is the property of Share & Care.

All documents and electronic records that contain private and confidential information about consumers, staff and volunteers or Share & Care as an organisation, will be retained in locked cabinets with access only by the Board Chairperson and CEO (organisational records and records relating to the CEO) and the relevant Program Manager (consumer and staff records).

No information or any form of media (thumb drive etc) relating to Share & Care work may be taken from the premises without the prior permission of the Chief Executive Officer.

All Share & Care records will be retained according to the legal requirements for that category of record. Records include all documentation retained in hard copy and electronically in relation to Share & Care’s organisational arrangements, Consumer services, individual Consumers and all staff records.

Archived documents will only be accessible to staff with the delegated authority to access the record, or to others as required by law.

Procedures

- **Tax Records.** Tax records include, but may not be limited to, documents concerning payroll, expenses, proof of deductions, business costs, accounting procedures, and other documents concerning Share & Care revenues. Tax records will be retained for seven years from the date of filing the applicable return.

- **Employment Records/Personnel Records.** All records associated with the employment and service of individual staff will be retained for seven years.

- **Consumer Files and other Consumer Records** will be kept for seven years.

- **Board and Board Materials.** Meeting minutes will be retained in perpetuity in the organisations minute book. A clean copy of all Board and Board materials should be kept for no less than seven years by the organisation.
• **Press Releases/Public Filings.** Share & Care will permanently retain copies of all press releases and publicly filed documents.

• **Legal Files.** Legal counsel will be consulted to determine the retention period of particular documents, but legal documents should generally be maintained for a period of ten years.

• **Marketing and Sales Documents.** Share & Care will retain final copies of marketing and sales documents for three years.

• **Contracts.** Copies of all contracts entered into by Share & Care, including Funding Agreements, leases, contracts of sale, and other legal documents will be retained for 10 years.

• **Electronic Mail.** E-mails, including documents that are sent to or from Share & Care as attachments that need to be saved according to the requirements of this Policy, should be printed in hard copy and kept in the appropriate file.

• The following retention timeframes are to be applied:
  
  — **Administrative Correspondence (4 years)**

  This includes, though is not limited to, confidential management information, employee-related information, legal information and project-related correspondence.

  — **Fiscal Correspondence (7 years)**

  Fiscal Correspondence includes all information related to revenue and expense for the organisation.

  — **General Correspondence (1 year)**

  General Correspondence includes information that relates to customer interaction and the operational decisions of the organisation.

  — **Ephemeral Correspondence (Retain until read, then destroy)**

  Ephemeral Correspondence includes personal email, emails dealing with the work of the day, and emails containing information outdated by events. Staff may destroy this after reading.

• Back up is to be to the Klassek Server and USB drives.

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**Indigenous Records**

These must be kept for all indigenous consumers who have a birth date prior to 1981.
Policy 3.4 Insurances

Reference Documents:

- Insurances Register

Date of Board Endorsement: April, 2012

Last Review Date:

Next Review Date:

Policy Statement

Share & Care will:

- comply with all insurance requirements stipulated by funders; and
- maintain up to date comprehensive insurance policies in the following areas:
  - directors and officers liability insurance for Board members, employees, volunteers and other unpaid persons;
  - personal accident insurance for Board members, volunteers and other unpaid persons;
  - workers’ compensation;
  - public liability;
  - professional indemnity;
  - motor vehicle insurance
  - electrical equipment protection insurance;
  - building and contents insurance for burglary, fire, storm damage, flood or other accidental or third party malicious loss; and
  - volunteer insurance.

The Board may authorise insurance in other areas from time to time.

Procedures

- It is the responsibility of the CEO to ensure that all persons and equipment associated with the work of Share & Care are covered by relevant insurances.
- The Financial Controller will maintain a Register of all insurances, noting the type of insurance, the name and number of the policy, the annual premium and expiry date of the current policy.
- The Financial Controller shall ensure that costs of insurance reflect the market situation and that policies are renewed no less than 14 days before expiry.
- The Program Manager will ensure that students on placement in their Program areas are covered by necessary insurances through their training institution before the placement commences.
Policy 3.5 Asset Acquisition, Maintenance and Disposal

Reference Documents:
- Assets Register

Date of Board Endorsement: April, 2012

Policy Statement

Share & Care will exercise diligence in the purchase or other acquisition of assets so that acquisitions represent value for money and are safe and fit for purpose. Availability will also be a consideration. Where these purchase criteria are met by more than one quotation, and the item is available locally, Share & Care has a preference to “buy local”.

Assets with a purchase value of more than $1000 will be recorded in an Assets Register.

Assets must be maintained in a safe condition.

Staff and service users are required to use Share & Care’s assets in a safe, lawful and responsible manner, and in accordance with the manufacturer’s instructions.

All asset acquisition, maintenance and disposal arrangements will be made in accordance with the requirements of the body which has funded the purchase.

Procedures

- Assets will be depreciated every year and Share & Care’s accountant will record the depreciation of assets for each financial year

Asset Register

- The CEO will maintain an up to date Assets Register of all Share & Care’s assets valued at purchase at more than $1,000.

  The Register will include:
  - quantity and description of the item(s) purchased;
  - the serial number of the item, and the Share & Care asset number;
  - the date of acquisition;
  - the purchase price and source of purchase;
  - the source of funding for the asset;
  - warrantee/guarantee dates;
  - maintenance and repairs schedules; and
  - disposal arrangements and price.
Acquisition

- Assets over $500 require 2 quotations where possible. The decision on which quote better meets the purchase criteria, will be made by the Program Manager, who can then procure the asset. Both quotes will be retained with the purchase papers.

- Where the acquisition has not been allowed for in the budget, and is an amount anticipated to be over $500 and less than $5000, the Program Manager will obtain 2 written quotations and present these to the CEO who will decide which quote better meets the purchase criteria Share & Care and authorise the purchase. Both will be retained with the purchase papers.

- Two written quotes will be obtained before an asset with an anticipated value of more than $5000 is purchased. When there are local suppliers for the asset, at least one of the two quotes will be from a local supplier. The quotes will be presented to the Board of Management who will decide which quote is the best value for money for Share & Care and authorise the purchase. This might not be the lowest quote. Both quotes will be retained with the purchase papers.

- On acquisition, all assets exceeding $1000 will be clearly marked as the property of Share & Care, and entered onto the assets register.

Maintenance

- Assets will be checked for safety and continuing fitness for purpose according to a maintenance schedule, at intervals no greater than one year apart.

- Program Managers are responsible for the maintenance of assets in their Program Areas, according to the maintenance schedule.

- Unless the work to be undertaken is of a specialist nature requiring expertise not locally available, Share & Care’s maintenance work will be contracted to local suppliers.

- Where costs are to be incurred for maintenance to be carried out, the Program Manager will obtain two quotes for the necessary work to be undertaken.

- Where quotations are anticipated to be less than $500.00, the Program Manager will determine the quotation that represents best value for money, document their decision and contact the successful supplier to arrange for the work to be carried out.

- Where quotations are over $500.00, the Program Manager will recommend to the CEO which quotation they believe to represent the best value for money. The Chief Executive Officer will review the quotes and select the successful supplier. The Program Manager will then arrange for the work to be carried out.

- Payments are made on invoice at completion of job.
Disposal

• Before disposal of an asset with an estimated residual value of more than $1000, an estimate of the value of the asset will be obtained from a reputable supplier.

• Disposal of assets with a value of more than $1000 and less than $1500 will be authorised by the CEO. Disposal of assets with a value of $1500 or more shall be authorised by the Board, and those assets will be publicly advertised for sale. The most reasonable offer shall be accepted seven days after advertising.

• Where a functioning asset that is surplus to the organisation’s requirements has been fully depreciated but has some residual value and is in safe working order, it may be disposed of as a trade-in or by offering the item for sale or tender.

• Surplus and obsolete assets that are deemed to be in safe working order can be offered for sale to service users, staff, members and friends of Share & Care, based on the valuation price and taking into account the condition of the item and original purchase price. Such arrangements must be approved in writing by the CEO.

• Assets with an assessed value of up to $1500.00 may be traded in on the price of a new item or item of better condition at any time with the written approval of the CEO.

• Should an item be deemed to have no value or to be unsafe, it will be rendered unusable and safely disposed of and written off in the accounts by the auditor.

• A reconciliation of the assets on hand and the assets listed in the Assets Register will be completed by May 31 each financial year.
Policy 3.6  Motor Vehicles

Reference Documents:

Date of Board Endorsement:  April, 2012
Last Review Date:
Next Review Date:

Policy Statement

Share & Care will ensure that its vehicles are used efficiently and responsibly. The CEO is responsible for ensuring that vehicles, drivers and passengers are appropriately insured and that vehicles are regularly serviced according to the manufacturer’s service schedule, to maintain them in a safe, roadworthy condition.

Share & Care’s service Consumers must only be transported in vehicles that are owned by Share & Care. Employees cannot transport clients in their own vehicles at any time.

Share & Care’s staff and Consumers are the only permitted occupants of a Share & Care vehicle. Friends and family members are not permitted, under any circumstance, to travel in a Share & Care vehicle. The exception to this may be the Chief Executive Officer’s agreement.

Share & Care’s vehicles will be garaged on site where there is sheltered and secure parking, and otherwise will be garaged over night at the private residences of local staff who can demonstrate that the vehicle will be held safely and securely.

Staff must comply with the Road Traffic Code at all times. Payment of traffic and parking infringements and any other penalties incurred by staff that breach the Road Traffic Code whilst driving a Share & Care vehicle, are the responsibility of the staff member. Three infringements will mean the employee will see the ability to utilise work vehicles removed until such time as they complete a certificated defensive driving course at their own expense.

Share & Care has a zero tolerance level for alcohol and other drugs (blood alcohol and measures of other drug levels must be zero at all times) in all workplaces, including while driving a Share & Care vehicle. Breaches of this requirement constitute a serious breach of employee responsibility.

In the event of a road traffic accident involving a Share & Care vehicle, the highest priority is to ensure the immediate safety of passengers and staff. Minimising risk to the general public, while having due regard to the needs of those directly involved in the accident, and complying with legal obligations are also important considerations.

At no time is staff to use a work vehicle for private purposes unless it has been agreed to in their employment agreement.
**Procedures**

- Staff must present documentary evidence of their licence to drive a motor vehicle when they are appointed to a position at Share & Care.

- All matters related to the use of Share & Care vehicles will be covered in the orientation program for new staff and matters related to safety are addressed in the Occupational Health and Safety Guidelines.

- Staff who are prescribed medication which cautions against driving must immediately advise their Program Manager, or in the case of Program Managers, the CEO, and will be relieved from driving duties until they are medically cleared as fit to drive.

- Staff who lose their driving licence for any reason, must advise their Program Manager, or in the case of Program Managers, the CEO, within 24 hours of the licence being revoked.

- Vehicles are only home garaged when the arrangement is in Share and Care’s interest and provides the most effective security for the vehicle.

- Staff who home garage vehicles have no rights to private use of the vehicle.

- Arrangements for the vehicle used by the CEO are separately determined by the Board.

- Staff who have a home garaging privilege are responsible for ensuring that the vehicle is maintained in a clean and safe condition, free of personal items and that it has adequate fuel each morning, for a full day’s activity.

- Any equipment or other moveable object which could be dangerous in the event of sudden braking is to be stored in the vehicle’s boot or securely restrained in the vehicle’s cabin.

- Each vehicle will have a Vehicle Information Kit which will contain:
  - vehicle log sheets;
  - vehicle identification cards;
  - vehicle incident and hazard reporting forms;
  - insurance details;
  - what to do in the event of an accident or medical emergency, including reporting procedures; and
  - emergency contact numbers.
• Share & Care will have an emergency breakdown service available to respond to breakdowns of all Share & Care vehicles.

• Incidents forms are to be used by staff to report any incidents or hazards to do with Share & Care’s vehicles or the transporting of consumers. This includes accidents, mechanical breakdowns, faulty equipment or observed incidents with Consumers that present a safety risk. The Incident and Hazard forms are to be completed by the driver immediately following the incident or identification of the hazard and handed to, or faxed to the Program Manager the same day.

• Vehicle log books must be completed for every journey at its commencement and conclusion, including travel to and from a home garage.

• Vehicle identification cards must be presented to a designated service station before fuel is charged to Share & Care’s account. Fuel purchase dockets, showing the name of the driver, must be presented to the Administrative Officer as requested.

• The Transport Officer in Home Support Services is responsible for maintaining records relating to all buses, including insurance, garaging, servicing and repairs, and for arranging servicing by the due date or kilometres.

• The Administrative Officer in each Program is responsible for maintaining records relating to all vehicles other than buses, including insurance, garaging, servicing and repairs, and for arranging servicing by the due date or kilometres.
Policy 3.7 Use of Private Vehicles for Work or Volunteering

Reference Documents:

Date of Board Endorsement: April, 2012

Last Review Date:

Next Review Date:

Policy Statement

Share & Care consumers are not to be transported in the private vehicles of staff.

Where a Share & Care work vehicle is available, and a staff member chooses to instead use their private vehicle for a work related purpose, the costs of using their private vehicle will not be reimbursed by Share & Care.

Procedures

- Staff who use their private vehicles for work purposes must maintain comprehensive and compulsory insurance at their own expense.

- It is the responsibility of staff to ensure that their vehicles are registered for business use and to inform their Insurance Company of the extent to which they use their private vehicle for work and have it noted on their policy documents.

- The relevant Award will be used to determine the vehicle costs that are claimable.
Policy 3.8 Involvement with the Media

Reference Documents:

Date of Board Endorsement: April, 2012

Last Review Date:

Next Review Date:

Policy Statement

Share & Care will foster positive relationships with regional media organisations for the purposes of:

- getting local community interest in and support for awareness weeks/days e.g. Seniors Week, Mental Health Week, International Volunteers Day; etc
- commenting on local and regional issues that impact on our Consumers; and
- disseminating information about Share & Care that is of community interest, for example the opening of a new service.

Share & Care promotes openness and accessibility in our dealings with the media, whilst complying with the law and maintaining confidentiality when appropriate.

Share & Care’s written communications with the media will be written in plain English and all information will be as objective, balanced and accurate as possible.

Share & Care’s authorised media contacts are the Board Chairperson and the CEO, and staff members must refer all media enquiries to these positions. No other members of staff are to make contact with or respond to any media enquiry or request for comment.

Procedures

- When the media approaches Share & Care in relation to an adverse event, or with an allegation of an adverse event that involves Share & Care, responses will be made only by the Chairperson and CEO in accordance with the Media Crisis Plan, which forms part of the Risk Management Plan.

- The Board will authorise the development of a planned media strategy in relation to a particular event around which Share & Care seeks coverage, and delegate the responsibilities for making approaches to regional media organisations to the CEO.

- When a media organisation approaches Share & Care for comment on a local or regional issue, or on any matter related to Share & Care’s Consumers and service delivery, the enquiry will be immediately referred to the CEO, or in the absence of the CEO, the Board Chairperson. General advertising and service stories are the responsibility of the Chief Executive Officer.
Policy 3.9 Corporate Image and Communications

Reference Documents:

Date of Board Endorsement: April, 2012
Last Review Date:
Next Review Date:

Policy Statement

Share & Care’s corporate communications are an important way in which we convey our professionalism to our Consumers, colleagues, funders, donors and the broader community. Across all of Share & Care’s service sites, the symbols of the organisation, including the logo, the letterhead and the website will be used in a manner that is consistent and in keeping with Share & Care’s values and community standing.

The Share & Care letterhead must be used on all official business correspondence in hard copy or electronic format.

The Letterhead and the Share & Care logo cannot be used by Board members, staff, volunteers or anyone else for any purpose that is not official Share & Care business.

Share & Care is committed to making its corporate information as accessible as possible.

Procedures

- The corporate style for all written communications, including letters and Consumer information brochures is as follows:
  - Letters are to be on the Share & Care letterhead at all times
  - Faxes are to be on the Share & Care fax at all times
  - Brochures are to be in the same format as all others within Share & Care

The Chief Executive Officer is the only employee that has the authority to change formatting on organisational material.

- Staff wearing uniforms and lanyard ID that identify them as Share & Care staff members must behave in ways that are consistent with Share & Care’s values and community image.
- Staff must not wear their uniforms or display a Share & Care lanyard ID outside of working hours, except for the journey to and from their home.
Policy 3.10 Environmental Responsibilities

Reference Documents:

Date of Board Endorsement: April, 2012
Last Review Date:
Next Review Date:

Policy Statement

Share & Care is committed to using environmentally responsible practices in our management, workplace and service delivery, and to the implementation of the Green Office Program.

Procedures

Each Service Group within Share & Care will nominate an Environment Officer. The Environment Officer will be responsible for the following duties:

- Distribution of communications and promotional material from Environmental Services.
- Option to attend Green Office workshops.
- Be the point of contact for work colleagues Green Office suggestions and questions.
- Input into the Green Office programme.
- Report directly to the Chief Executive Officer
- Responsible for instructing staff on responsible use of resources

The benefits of participating in Green Office will include:

- Saving money and reducing resource spending costs
- Reduction in resource consumption and resource waste
- Increase staff knowledge of, and have a say in, sustainability issues
- Improve the workplace image by showing leadership
- Promotion of the organisations efforts
- Support and information provided from external Environmental Services
- Contribute to reducing our impact on the planet

Electrical:

- Ensure that all equipment conforms at least to ENERGY STAR requirements. Specifying the requirement of ENERGY STAR compliant and enabled office equipment in purchasing policies and procurement contracts ensures that your supplier delivers all products with the ENERGY STAR low-power feature enabled and tested.
- Check power ratings in operating, low power, sleep and off modes so that staff can select the most energy-efficient, value-for-money model that meets all our operating requirements. Bear in mind that some equipment can still consume energy after the on/off button has been switched off and the power point is still switched on.
- Commitment to searching for the lowest possible time options to move to low power, sleep and off modes. This will save both energy and money.
- Staff will switch their equipment off before they go home.
Activate power down settings and ensuring staff switch off at least their computer monitors (these use twice the energy of the actual PC itself) when not in use, including when they are away from their desks for meetings, or out to lunch.

Make the best use of computer equipment by upgrading and reusing old machines for low power work, e.g., as print servers.

Solar hot water systems will be installed

Switch computers off outside working hours.

you can switch off the monitor if a computer is being used as a server and the monitor is not required

switch off your computer whenever you are away from your desk for an hour or more or for whatever shorter time you find convenient

Desktop computers generally draw about 40 to 50 watts when in use.

Monitors usually use 50 to 100 watts, with lower values becoming more common.

'Switch Off' campaign. Contrary to popular belief, it is always cheaper to switch off lights, however short the time period.

Ensure that lighting levels are not excessive.

Replace tungsten bulbs with compact fluorescent lamps. They typically make immediate cost savings of between 50-80% and last up to ten times longer.

For fax/printer machines, make sure that the model you choose is more energy-efficient than running two separate machines would be.

Ensure the fax machine has toner or ink-saving modes such as draft or “econosave” and ask for documentation of the amount of toner and ink saved in these modes.

Before faxing something, think about whether you can communicate using email instead.

adjust your margins and type size to fit more on the page

use ink and toner saving settings

recycle and refill toner and ink cartridges.

Ensure redundant equipment is collected and either sold on, or donated to charities, schools or other local groups.

Think of longevity, reusability and refill capability of imaging components when buying equipment.

**Paper & other Consumables:**

Producing and transporting a sheet of paper to the office usually takes more energy than the printer, fax or photocopier uses to place images on it.

- For office equipment that uses paper, specify: capacity to operate effectively using recycled paper
- capacity for double-sided printing
- plain paper instead of thermal paper for fax machines (thermal paper has higher embodied energy and more chemicals in it than plain paper and may not be accepted in office paper recycling schemes)
- a capacity for photocopiers to scan paper printed on both sides
- long-life printing drums and toner cartridges, which are generally cheaper overall, and less environmentally damaging than shorter-lived alternatives
- Avoid overproduction of marketing and publicity material by reviewing distribution lists and regularly updating databases.
Wherever practical, modify the formats of standard documents, correspondence, etc., to use less paper (for example, by reducing margin widths).

Reduce the number of copies made of standard documents, memos, etc., wherever possible.

Distribute only one copy with a circulation list.

Make an additional copy to post on a central notice board; these copies can be kept in a central file or binder for future reference.

Use e-mail where possible to reduce printing and faxing.

Connect PCs directly to the fax server to prevent unnecessary paper use.

Encourage staff not to print out e-mails unless absolutely necessary.

Avoid 'memo mania'. If your office has an e-mail system, use it to send messages wherever possible instead of written memos.

Collect scrap paper (e.g., photocopier mistakes, superseded drafts, obsolete file copies, etc.) and use the clean sides for draft printouts, internal correspondence and fax transmission sheets, then recycle.

Use scrap paper for notes and messages, and encourage others to do the same.

Investigate having wastepaper bound as note and message pads at a print shop. Use waste paper wherever possible instead of self-adhesive notes since glued paper cannot be widely recycled.

Choose minimally packaged products or ask your suppliers to provide products in less packaging. Where possible, return excess packaging to supplier for reuse.

Re-Use envelopes for inter-office mail.

Encourage those responsible for supplies to order in bulk where possible and to purchase durable, high quality supplies (e.g., paper clips vs. staples).

Encourage avoidance of over-packaged goods, such as bubble-wrapped packages or single-item containers. These contain a small amount of product relative to packaging.

Order reusable products instead of disposable ones (e.g., rechargeable batteries instead of single-use batteries).

Cancel junk mail and unwanted publications. If several of your co-workers subscribe to the same publication, suggest reducing to one subscription and circulating the copy.

Design fax cover sheets to have adequate space for messages so that you don't have to attach a separate letter or note.

On computer or word processor, edit on-screen as much as possible to avoid printing multiple drafts.

Wherever practical, modify the formats of standard documents, correspondence, etc., to use less paper (e.g., by reducing margin widths).

Regularly check distribution lists for correspondence and publications, and remove the names of those who no longer need or want the information.

Shredded paper will be given to staff for chook runs, mulching, composting etc

Use the "office library" for your personal paperbacks, magazines; and newspapers. You'll end up buying fewer "disposable" books, and you and your colleagues will be introduced to new authors.
Meals & Coffee Breaks

How we spend our breaks at the office also affects the environment. The same principles of environmentally responsible management will be applied,

REDUCE

- No disposable dishes, (unless for a function and must be bio-degradable) no single-serving creamers and sugars, etc. Stock milk, sugar and condiments in bulk to eliminate the need for single-serving packages.
- If you bring your lunch to work, pack a "garbage-free" lunch in a reusable container (e.g., a washable rigid plastic container,
- Bring a drink in a thermos or reusable glass bottle instead of using single serving juice boxes or milk cartons.
- Use of a cloth napkin instead of a disposable paper towel or serviette.

REUSE

- Use reusable coffee cups and keep extras on hand for visitors.
- If your office has a kitchen, use refillable soap containers. Encourage the purchase of liquid cleaning products in concentrated form. Add water as required and store in bulk containers; to use, refill small portable containers.
- Use cloth tea towels in the staff kitchen. Ask for volunteers to wash these regularly.

Grounds maintenance

- Watering of the grounds only when necessary and at night.
- We will not use chemical fertilizers, pesticides or herbicides
- Clippings and rakings will be put onto garden beds for mulching.

Reducing water use

- Taps turned off tightly so they do not drip.
- Watch for leaks around plumbing fixtures and report them promptly to appropriate repair staff.
- Installation of rain water tanks for garden water

General

- Plants will be placed in all offices as air filters
- Cleaning products will be replaced with natural products such as vinegar, bi-carb of soda etc
SECTION 4
CONSUMERS AND CARERS
Policy 4.1 Access to Services

Reference Documents:
- Program Service Standards

Date of Board Endorsement: April, 2012
Last Review Date:
Next Review Date:

Policy Statement

Share & Care provides services through a range of funding programs, and will operate in compliance with the access and eligibility requirements for each of those programs.

With the resources we have and according to the eligibility requirements of each program, Share & Care’s services are open to all people in our geographical service area regardless of their race, gender, sexuality, marital status, and religious or political beliefs. Where funding limitations restrict capacity to respond to the number of people who seek a particular service, priority will be given to those who are objectively assessed to be in the greatest need.

Services cannot be provided to potential consumers who on assessment do not meet the program’s eligibility criteria.

Services might not be provided to eligible consumers who have a low level of assessed need when limited funding is available and there are high demands from other consumers with high levels of assessed need.

Assessment procedures require that the potential consumer is fit to participate in the assessment interview. Where the assessor believes that the potential consumer is unfit to participate, the interviews will not proceed and another appointment time will be given.

The consumer’s right to refuse an offer of a service for which they are eligible will be respected.

Procedures

- Share & Care will ensure that information on our services is distributed in appropriate formats to agencies in our geographical service area that have contact with the diverse range of people who might be eligible for a Share & Care Service. This will include, but not necessarily be limited to GPs, hospitals, the Wheatbelt Aboriginal Health Service, offices of the Department for Child Protection, the Disability Services Commission’s local area co-ordinators, the Commonwealth Respite and Carelink Centre and other non government service providers.
• All applicants for services will be assessed using the assessment tool required by the particular funding program, and will take into consideration:
  - the potential consumer’s eligibility according to the relevant program’s guidelines;
  - the potential consumer’s level of need and their expected benefits from the service that would be provided;
  - any special additional needs of the potential consumer, and where relevant, their carer, and the extent to which Share & Care can contribute to those needs being met;
  - other services that the potential consumer receives and how the Share & Care service will complement those services and contribute to improved outcomes for the consumer; and
  - the potential consumer’s relative need compared to others who receive or want to receive a Share & Care service.

• When assessment is declined for reasons of the potential consumer’s mental state, being under the influence of alcohol, or displaying verbally or physically threatening behaviour, they will be provided with a new appointment time in writing. Where mental state is a concern, it will be suggested to the consumer that they bring a carer or advocate to the next appointment and this will be noted on the appointment card.

• Reassessments will be held as required for each Share & Care service. Ongoing monitoring will continue as long as the service is in place. Any change in the consumer’s circumstances will instigate an immediate reassessment.

• If the assessment process results in a decision that Share & Care is unable to provide a service to the potential consumer, they, and their carer where relevant, will be advised of other organisations that might be able provide the service they require. If necessary, they will be assisted through referral to another organisation, according to the requirements of the particular program.

• Share & Care will continue to maintain and develop links with agencies across the region, ensuring consumers are provided with a holistic array of choices to meet their needs.
Policy 4.2 Support Letters and Referrals – Incoming or Outgoing

Reference Documents:
- Program Service Standards & Operational Manuals

Date of Board Endorsement: April, 2012

Procedure

Support letters will only be written for client only direct service purposes. Any other letters of support required outside of the services delivery boundaries must be discussed with the Chief Executive Officer beforehand.

Referrals come to Share & Care from many agencies in the region, and we refer out to other agencies where the service cannot be provided in house.

All referrals remain confidential and will always have the consumers signed permission to refer on to another agency.

Any referral received will be responded to within 48 hours. Staff will ensure the referring agency is informed within 48 hours of an assessment date or appointment.

Feedback to the referrer must always be given.

Every outgoing referral must be on the Share & Care referral form.

Share & Care will continue to maintain the extensive network of other agencies to ensure that referrals can be provided to other agencies in working towards the consumers’ goals and recovery.
Policy 4.3 Withdrawal of Service

Reference Documents:
- Program Service Standards

Date of Board Endorsement: April, 2012

Policy Statement

Share & Care uses fair and equitable processes to assess initial and ongoing eligibility for services in all of the Program areas.

Services will not be provided to consumers at times when they are under the influence of alcohol or other drugs, or while they are behaving in a manner that is verbally or physically threatening.

A service may be withdrawn if a consumer is continually absent from the service or misses multiple appointments without giving prior notice.

A service may be withdrawn temporarily or indefinitely if the consumer’s continued participation poses a risk to other participants or staff.

A service may be withdrawn if the consumer’s circumstances change and their assessed relative need for the service is less than that of other current consumers and potential consumers.

When withdrawal of service becomes a consideration, Share & Care will make every attempt to work with the consumer, and where relevant, their carer and/or advocate to resolve the problem so that the service can be continued.

The consumer’s right to withdraw from a service for which they are eligible will be respected, and will not affect their entitlement to access a service at a later date.

Procedures

- The decision to withdraw a service will be made by the Program Manager after consultation with the CEO.

- Except where there are immediate issues of safety (for example when a consumer presents under the influence of alcohol or other drugs) Share & Care will make every effort to resolve the issue of concern with the consumer and where relevant their carer and/or advocate.
• When a service is withdrawn, the consumer will be informed in writing of:
  — the reasons why the service has been withdrawn;
  — when, how and under what conditions they might be able to gain access to the service again; should their circumstances/needs change;
  — how to appeal the decision if they believe Share & Care’s decision is unfair or incorrect; and
  — other agencies that might assist them.

When a consumer chooses to withdraw from a service they are receiving, acknowledgement of their decision will be provided to them in writing, with advice that the decision does not affect their right to re-apply for services in the future, and an invitation to attend an exit meeting to provide feedback on their experience as a Share & Care consumer.
Policy 4.4 Aboriginal and Torres Strait Islanders Service Delivery

Reference Documents:

Date of Board Endorsement: April, 2012
Last Review Date:
Next Review Date:

Policy Statement

Share & Care recognises that improving the health and socio-economic circumstances of Aboriginal and Torres Strait Islander people is one of Australia's highest priorities.

Share & Care supports the drive towards self-determination of Aboriginal people and Torres Strait Islanders by acknowledging that Aboriginal community control in health and socio-economic issues are key means of reducing inequalities.

Share & Care recognises that a range of factors, such as adequate sewerage, potable water, improved housing, employment, education and access to fresh food influence health, and socio-economic outcomes, and is committed to raising community awareness of Aboriginal needs and their cultural context, and to advocating for delivery systems which improve the outcomes of Indigenous Australians.

Share & Care acknowledges that European settlement profoundly changed Aboriginal circumstances and cultures. These changes have contributed significantly to the mental, social and physical health problems of Aboriginal people today.

We recognise that Aboriginal services must involve a holistic and inter-agency approach to Consumer care, and the importance of the role Aboriginal staff play in the delivery of Consumer services in Aboriginal contexts.

Procedures

• Share & Care encourages staff & volunteers to develop an understanding of Aboriginal culture, history, socio-economic and physical health, and to incorporate this into their daily practice.

• Share & Care encourages the employment of Aboriginal and Torres Strait Islander people.

• Share & Care will contribute to enhancing community awareness of Aboriginal needs and their cultural context, and will advocate for programs which improve health and well being outcomes for Indigenous Australians in our geographic service area.

• Share & Care supports educational programs for the community working with Aboriginal and Torres Strait islanders.
• Share & Care encourages research, which makes a difference to outcomes, policy and practice for Aboriginal and Torres Strait Islanders’ issues. It particularly encourages strategic and policy-driven research, focusing on primary care and developing collaborative approaches and the building of research capacity within Aboriginal populations and communities.

• Share & Care will continue to work in a collaborative manner with other organisations to address issues that affect the quality of services received by Aboriginal and Torres Strait Islander people in our geographic service area.
Policy 4.5 Consumers’ Rights and Responsibilities

Reference Documents:
- Program Service Standards

Date of Board Endorsement: April, 2012

Policy Statement

Share & Care respects the rights of consumers in all its programs. All consumers have the right to:

- be treated with respect and dignity
- be assessed for services without any discrimination and according to their needs;
- have information, to be consulted and be part of decisions made about the services they receive;
- receive services that are safe and of good quality;
- have their privacy respected and personal information kept confidential;
- have access to all personal information kept about them by Share & Care;
- have another person of their choice to support them and advocate on their behalf;
- have their feedback listened to and comments valued;
- terminate or refuse a Share & Care service without prejudicing their future access to a service;
- make a complaint if they are not happy with the services they receive.

Share & Care expects that consumers will:

- be honest, cooperative, and courteous in their interaction with Share & Care staff and other consumers;
- be responsible for their choices and the results of any decisions they make;
- play their part in helping Share & Care to provide them with services; and
- when services occur in the consumer’s home, take reasonable steps to provide a safe working environment for staff.

Share & Care recognises that all consumers are individuals and that at different times some will have varying levels of capacity to make decisions and exercise their rights. When a consumer experiences difficulty in making decisions and exercising their rights in relation to the service they receive, Share & Care will be sensitive to their wishes and limitations, and encourage the involvement of carers and significant others, including an advocate, to support the consumer.

In delivering services Share & Care will wherever possible, provide the consumer with choices about the services they might receive.
Procedures

• Share & Care will maintain up to date information brochures about the services the organisation provides.

• Consumers will be provided with a Consumers Handbook for the Program/s they are to receive, will have the contents explained to them by a Program staff member, and be encouraged to ask questions. The Handbook will be in an appropriate format for the consumer’s needs and will address the following:
  — Consumers Rights and Responsibilities;
  — Information about the program/s through which their service/s is to be provided;
  — Information about their particular service, including times, dates, locations, the staff member/s who will provide the service/s and where applicable, fees and service review and reassessment arrangements;
  — Information about Share & Care’s Consumer Complaints Policy; and
  — Share & Care contact names and phone numbers.

• Consumers (and with their permission, their carer or a family member) will be involved in all aspect of their initial assessment, and the planning, delivery and review of services they receive.

• Consumers will have access to all information about themselves that is held by Share & Care.

• Information held about each consumer will remain confidential within the limitations of Share & Care’s duty of care and requirements to comply with legal obligations.

• Consumers’ complaints will be dealt with fairly, promptly and without retribution, and the consumer may involve an advocate of their choice to represent his/her interests.

• Where a consumers rights cause conflict with another consumers rights Share & Care will bring a mediator in to work with the consumers and the agency/agencies involved.
Policy 4.6 Advocates

Reference Documents:
• Program Service Standards

Date of Board Endorsement: April, 2012
Last Review Date:
Next Review Date:

Policy Statement
Share & Care supports the right of consumers to use an advocate in relation to any service they receive.

When a consumer has a legal guardian, a Power of Attorney or has otherwise appointed an advocate to act on their behalf, the rights of the guardian, attorney or advocate to act for the consumer will be acknowledged and respected according to the requirements of the agreement that is in place. Share & Care will respect the advocate’s role and communicate with them using the same standards that are applied to interaction directly with the Consumer.

Procedures
• Information about advocacy organisations will be available and prominently displayed at all of Share & Care’s services sites.

• Initial Assessments will include questions about the consumer’s use of advocates and preferences while receiving the current service.

• When a consumer commences receiving a Share & Care service they will be provided with written information about the role of advocates and how to access an advocate.

• Information on how to access an advocate will be available on Share and Care’s website.

• When an advocate is involved, Share & Care will provide the advocate with a copy of the "Guidelines for Advocates” information sheet.

• Consumers who lodge a complaint about a Share & Care service will be reminded that they have the right to nominate an advocate to support them, and be provided with information about how to access an advocate.

• Consumers who choose to appoint an advocate will be requested to complete an Authority to Act as Advocate form when they appoint or change their advocate.
Policy 4.7 Protecting Consumers from Harm

Reference Documents:
- Program Service Standards

Date of Board Endorsement: April, 2012

Policy Statement

Share & Care will at all times comply with laws that protect everyone in the community such as the Criminal Code, Consumer Protection, Equal Opportunity, and other laws, covenants and protocols that are relevant to our consumers, their carers and the organisation.

Share & Care is committed to protecting and supporting the human rights of all child and adult users of our services, and ensuring that they are kept safe and free from physical and emotional abuse, neglect and exploitation while they are Share & Care consumers. All services will be delivered in a way that minimises risks to consumers, and Share & Care will act to protect them when their rights or safety are a cause for concern.

Duty of Care requires that everyone at Share & Care (Board members, staff and volunteers) has an obligation to take all reasonable steps to avoid injury or other harm to another person or damage to property as a result of any action or inaction – they have a duty to be careful and diligent in carrying out their duties at Share & Care.

In the event of concern, an allegation or a witnessed event of abuse or neglect of a consumer, or the infringement of their rights, the staff member’s duty of care to ensure the consumer’s safety and well being outweighs their duty to maintain confidentiality.

A staff member who has concerns about a consumer must immediately report that concern to their Program Manager, even if the concern arises from confidential information. Such disclosure will not be regarded as breaching Share & Care’s Privacy and Confidentiality policy, but the staff member should make the details known only to their Program Manager and the CEO.

Share & Care does not investigate concerns or allegations. When a concern, allegation or witnessed event is reported by a staff member, the Program Manager and/or the CEO will take all steps that are reasonably possible to ensure the immediate safety and well being of the consumer, until referral is made to an agency with the authority and expertise to undertake an investigation.

The CEO is Share & Care’s Child Protection Contact Officer, and is responsible for liaison with the Department of Child Protection and other agencies, in relation to all matters concerned with the protection of children who receive Share & Care services or who are family members of a parent, guardian or other formal or informal carer who receives Share & Care services.
Procedures

Organisational

- Recruitment and selection procedures will make specific reference to Share & Care’s values and our expectation of staff to treat consumers with dignity and respect and to uphold the human to ensure that they kept safe and free from discrimination, abuse, neglect and exploitation.

- As part of their orientation, all new staff who are in positions with direct consumer involvement will receive an introductory training session, through their Program Manager on:
  - what constitutes abuse of a child or adult consumer and the forms abuse can take;
  - what constitutes neglect of a child or adult consumer and the forms neglect can take;
  - the difference between a concern, an allegation and a witnessed event, and the importance of reporting the matter in all three circumstances;
  - community agencies with the authority and expertise to investigate concerns and allegations;
  - Share and Care’s procedures for staff who have a concern, receive an allegation or witness abuse or neglect;
  - Share & Care’s role, through the Program Manager and/or CEO is to ensure that the consumer is kept as safe as possible until a referral can be made to the agency with the authority and expertise to investigate the matter and arrange for the ongoing safety of the consumer; and
  - groups in the community who are at higher risk of abuse.

- All Board members, staff, students, contractors and volunteers will be required to produce a current National Police Clearance before commencing any work for Share & Care that involves contact with Consumers.

When Staff Have a Concern

- When a staff member who has a concern, receives an allegation or witnesses an event that suggests a consumer is being abused, exploited or neglected while receiving a Share & Care service, or in other aspects of their lives, the staff member must discuss their concern or allegation with their Program Manager at the earliest opportunity, in person or by telephone. In the event that the Program Manager is unavailable, they should discuss their concern with the CEO.
• Action will be taken as follows:
  - The Program Manager will advise the CEO of the concern and will take steps to ensure the immediate safety of the Consumer.
  - The CEO will make a referral to the relevant agency which has the statutory authority to investigate the concern or the allegation (for example, the Police, Child Protection or the Public Advocate).
  - As soon as possible after advising the Program Manager and no longer than 24 hours later, the staff member who raised the concern will document the reasons for their concern, taking care to make the report as complete, factual and free from value judgements as possible.
  - If an external person contacts Share & Care with an allegation of abuse, neglect or exploitation of a Consumer, the staff member who is the first contact should ensure that they have the contact details for the person making the allegation, and immediately pass those details to their Program Manager.
  - The Program Manager will be responsible for speaking with the complainant to obtain details of the allegation and of any immediate risks to the Consumer.
  - This information should be immediately provided to the CEO who will make the decision about how to proceed and who should be involved, and as necessary, refer the complaint to the relevant statutory authority for investigation.

**Cyber safety for the Consumer:**
When consumers are utilising Share & Care computers for various programs the following will apply:
  - No consumer will be left unsupervised with computers. A support worker will always be in attendance when the computers are being utilised.
  - The Share & Care owned computers will have filters applied to ensure no adult content is allowed
  - All consumers will be provided with information about cyber safety before utilising the computers.
  - Children under the age of 18 will have a support worker or Carer seated with them at all times.
  - Facebook will not be allowed and there will be no email attachments allowed.
  - Audits on the computers will be completed quarterly and a report from the independent placed on file.
Policy 4.8 Carers’ Rights and Responsibilities

Reference Documents:
- *Program Service Standards*
- *Carers Recognition Act 2004*

Date of Board Endorsement: April, 2012
Last Review Date:
Next Review Date:

**Policy Statement**

Share & Care operates in compliance with the Carers Recognition Act 2004.

Share & Care recognise the importance of the role of carers in the lives of many of the organisation’s consumers and acknowledges that social, cultural and other experiences have an impact on the caring role.

Carers have the right to:
- be treated with respect and dignity
- to be included (with the consumer’s permission) in the assessment, planning, delivery and review of services that impact on them and their carer role;
- have their views and needs taken into account along with the views, needs and best interests of the person they care for, when decisions are made that impact on them and their carer role;
- be provided with non personal information, advice and support when the consumer does not give permission for them to be directly involved in the service Share and Care delivers;
- have their privacy respected and personal information kept confidential;
- have access to all personal information kept about them by Share & Care;
- have another person of their choice to support them and advocate on their behalf;
- have their feedback listened to and comments valued; and
- make a complaint if they are not happy with the services they receive.

Share & Care recognises the importance of appointed guardians, people who hold power of attorney or who are advocates for Consumers, and acknowledges and respects and will comply with the roles stipulated in the guardianship, power of attorney or advocacy arrangements.

Share & Care expects that carers will:
- be honest, cooperative and courteous in their interaction with Share & Care staff;
- be responsible for their choices and the results of any decisions they make;
- play their part in helping Share & Care to provide them with services.
- when services occur in the Carer’s home, take reasonable steps to provide a safe working environment for staff.
Procedures

• All consumer assessment procedures across all programs will include provision for the identification of carers, appointed guardians, people holding power of attorney and advocates.

• at the time the person they care for begins to receive a service from Share & Care, the carer will be provide with written information that includes:
  — their rights and responsibilities as the carer of a Share & Care consumer,
  — details of the service that the consumer is to receive;
  — information about how to resolve concerns or complaints; and
  — details of other agencies that provide support to carers.

• With the permission of the consumer, carers will be involved in all aspects of the assessment, planning, delivery and review of services to the person for whom they care.

• If a consumer makes an informed decision that they do not want their carer to be included in decision making about the services they receive, Share & Care will ensure that the carer still has the opportunity to make their needs and issues known, receives general information about the services being provided and is assisted to access the supports they require.

• When a carer of a Share & Care consumer is receiving support services from another agency, Share & Care will work collaboratively with that other agency to achieve outcomes that meet both the consumer’s and the carer’s needs.
Policy 4.9 Confidentiality of Consumer and Carer Information

Reference Documents:

- Program Service Standards

Date of Board Endorsement: April, 2012

Policy Statement

Consumers and carers right to privacy and confidentiality is recognised, respected and protected in all aspects of their contact with Share & Care.

Share & Care will at all times operate according to the requirements of applicable privacy legislation.

Share & Care will only request and retain information that is necessary to:

- assess a potential consumer’s eligibility for a service;
- provide a safe and responsive service;
- monitor the services received;
- fulfil our duty of care responsibilities; and
- fulfil contract requirements to provide non identifying data and statistical information to a funding body.

Share & Care is committed to ensuring the confidentiality of all consumer information, in all the forms in which it might be stored. All Consumer service records are to be kept up to date and stored securely.

Consumers will have access on request, to the information that Share & Care holds about them, and have the right to have any inaccurate information corrected.

Consumer information will generally not be disclosed to a third party without the prior knowledge and consent of the Consumer or their appointed guardian, attorney or advocate. However, there could be occasions on which Share & Care must release personal information to a third party, and these will be explained to each consumer before personal information is collected in the Assessment Interview.

These occasions will include, but not necessarily be limited to the following:

(1) The exercise of duty of care

Occasionally, there might be conflicts between Share & Care’s duty of care to the consumer and the duty to maintain privacy and respect confidentiality.
If there are concerns that a consumer might cause harm to himself/herself, or pose a threat to another individual or group, or that someone else poses a threat to a consumer, confidentiality might need to be broken to ensure the safety of the individuals or group concerned.

(2) Fulfilling legal obligations

Confidentiality might need to be broken in order for Share & Care to comply with its obligations at law.

Personal information such as:

- medical conditions and health status;
- racial or ethnic background;
- political opinions and membership of political organisations;
- religious and philosophical beliefs and/or affiliations;
- employment, qualifications and/or industrial affiliations;
- sexual preferences or practices; and
- criminal records

are not to be collected and recorded without the consumers consent.

Procedures

Consumer and Carer Information

- As part of their orientation to the service, all new consumers (and carers where relevant) will be advised of:
  - Share & Care’s commitment to maintaining their privacy and confidentiality and the occasions when legal requirements or our duty of care to ensure the safety and well being of all of our consumers could mean that we might not be able to keep our commitment;
  - the practices in place to help meet privacy and confidentiality obligations;
  - the reasons why particular information is requested, and what Share & Care does with the information;
  - their rights to decline to provide information; and
  - how they can access the personal information that Share & Care holds, and any limitations to that access.

- This information will be summarised in an easy to read Privacy and Confidentiality Information Sheet to be provided to all consumers (and carers where relevant) when they commence receiving a service.
• Consumers (and carers where relevant) will sign a statement to confirm that they have been advised of and have written information to explain Share & Care’s Privacy and Confidentiality of Consumer and Carer Information Policy.

• Consumers (or families and/or advocates) will be required to give written informed consent before personal information is communicated to a third party, except in situations where not informing the third party could:
  — constitute a breach of our duty of care by placing the consumer or others at risk; or
  — place Share & Care in breach of legal requirements.

**Staff and Office Practices**

• Interviews with consumers (and carers and advocates) will be conducted in a room where privacy can be assured.

• If a staff member is in a situation where they believe that they need to disclose information about a consumer that they ordinarily would not disclose, they should seek the advice of the Program Manager before making the disclosure.

• Computer screens must not be visible to members of the public

• Consumer files are not to be left on unattended desks.

• Staff must log off their computer when they leave their desk and must not reveal their access password to anyone.

• Hard copies of information regarding service users will be stored in a filing cabinet that is kept locked when the office is unattended, with keys only available to authorised staff.

• Consumer (and carer where relevant) information that is in electronic form and stored on Share & Care’s computer network will be password protected so that information is only accessible to authorised staff.

• Consumer files, or individual sections or pages of files, are not to be removed from Share & Care premises in any format, unless Share & Care is so directed by an authority with the legal mandate to give the direction to do so.

• Information from a consumer file is not to be copied, except as part of a back up procedure, without the express permission of the consumer.

• Organisational arrangements for maintaining consumer privacy and confidentiality will be reviewed annually as part of a privacy audit.
Policy 4.10 Managing Challenging Behaviours

Reference Documents:

- Program Service Standards

Date of Board Endorsement: April, 2012

Last Review Date:

Next Review Date:

Policy Statement

Share & Care recognises that many factors can contribute to a consumer exhibiting inappropriate or aggressive behaviours. These could include medical or psychiatric conditions, disability, a history of rejection or abuse, an unstable or insecure lifestyle, severe financial stress, strained personal relationships, misuse of alcohol or other drugs and lack of communication skills.

Share & Care is committed to ensuring that when these behaviours occur, they are dealt with promptly and appropriately, having regard for the safety of staff, the rights of the consumer and any other person(s) affected by the behaviour, and duty of care obligations.

Staff will be trained in the use of strategies to prevent and defuse volatile situations, both generally and in relation to individual consumers with specific needs.

Staff are to immediately advise their Program Manager if they feel threatened in anyway and are fearful of providing a service to a particular consumer. They are not expected to provide a service until the matter has been investigated by the Program Manager and resolved to the staff member’s satisfaction.

Withdrawal of service will be a last resort.

Procedures

- When it is identified in an Assessment Interview that a consumer could exhibit behaviours that place themselves and/or staff and others at Share & Care at risk of harm, the Individual Service Plan will specifically include a behavioural management plan developed in collaboration with the consumer (where feasible), the carer and family and/or advocate. In circumstances where risks could be high to the consumer or others, this might also include seeking the guidance of a professional with expertise in the area and transferring the consumer to a clinical support service.

- All staff will receive training in how to defuse volatile situations and reduce the incidence of unacceptable behaviours, both generally and in relation to any consumers who have specific issues that could place themselves or others at risk of harm while they are accessing a Share & Care service.
• In interview rooms, furniture will be positioned so that staff has unrestricted access to an exit.

• Staff must under no circumstances be alone with any Consumer who has a history of unpredictable, aggressive or inappropriate behaviour.

• All incidents of violent or otherwise threatening or inappropriate behaviour will be documented on Share & Care’s Incidents Register and a copy placed on the Consumer’s file.

• When a first event of inappropriate behaviour occurs without warning and no behavioural management plan is in place, staff will follow the procedures contained in Share & Care’s Occupational Health and Safety Guidelines.

• A consumer who continues to behave in a way that places themselves or others at risk of harm, despite a behaviour management plan being in place, will have their service temporarily suspended until further professional advice can be accessed.

• If satisfactory arrangements cannot be put into place to manage the consumer’s behaviour with the resources and expertise available to Share & Care, the service will be indefinitely withdrawn.

• Consumers (and their families and advocates) will be advised of their rights to use Share & Care’s Consumer Complaints Procedures if they want to challenge the decision to withdraw the service.

• If a service is withdrawn in these circumstances, Share & Care will work collaboratively with the Consumer and family and other service providers to try to find an alternative service for the Consumer.
Policy 4.11 Incident Reporting

Reference Documents:

Date of Board Endorsement: April, 2012
Last Review Date: 
Next Review Date: 

Policy Statement

An "Incident" is any event occurring in the course of Share & Care’s work that has an immediate and adverse effect on the safety, and/or health and/or well being of consumers, staff members, volunteers, or students on placement.

Staff are required to be vigilant in reporting incidents when they occur so that appropriate support can be provided to those affected and the circumstances can be analysed to reduce the likelihood of a similar event occurring again.

Procedures

- An incident may be reported verbally by a staff member or volunteer when it occurs, but this must be followed up within 24 hours by the completion of a formal Share & Care Incident Report, which is to be provided to the relevant Program Manager, who will note the Report and forward it to the CEO.

- When an incident results in a physical injury, obtaining medical attention for those affected will be the first and highest priority.

- When an incident results in a Notifiable physical injury, the CEO will immediately inform the Board Chairperson.

- The next of kin of those affected by the incident will be advised at the soonest possible time following the event, after the immediate medical and care needs of those involved have been attended to.

- When the immediate issues arising from the incident have been addressed, it will be investigated and documented by the CEO and Program Manager, and where possible, remedial action taken.

- Any staff that is traumatised by an incident will be offered a referral to Share & Care’s Employee Assistance Program provider as soon as possible after the event.

- Incident Reports will be retained by the OSH Officer, and considered for their broader Occupational Health and Safety implications at Team Leaders Meetings.

- Incident Reports will be included in the OSH Officers monthly report to the Board.
Policy 4.12 Consumer and Carer Complaints

Reference Documents:
- Program Service Standards

Date of Board Endorsement: April, 2012

Policy Statement

Share & Care strives to do the best it can for its consumers and their carers. However, it is recognised that from time to time a consumer (and/or carer) might be dissatisfied with a service they receive. When a consumer (and/or carer) has a complaint, the issue will be dealt with promptly, fairly and in a non-threatening way, according to principles of natural justice and with due regard to the consumer’s (and/or carer’s) rights.

Share & Care’s preference is that grievances will be resolved through the procedures outlined below, but it is understood that on occasions, a consumer (and/or carer) might choose not to follow this practice. They might prefer to make a complaint through an external agency and use the process of that agency to resolve the matter of concern. In these circumstances, Share & Care is committed to working with the consumer (and/or carer) and whomever they nominate to be their representative.

Procedures

- Share & Care will ensure that all consumers, and where they are identified, their carers, are provided with information about the Consumer and Carer Complaints Policy when they first access the service, and that they are reminded of the policy and their rights to make a complaint without fear of affecting their service.

- When a consumer (and/or carer) makes a complaint about any aspect of their involvement with Share & Care, the first step will be for the staff member to whom the complaint is made to listen respectfully and non-judgementally to the complaint and attempts to work with the consumer (and/or carer) to resolve it.

- If this first response does not resolve the complaint, the consumer (and/or carer), will be advised of their rights to make a formal written complaint to Share & Care, and to have a support person or advocate to assist them. The consumer (and/or carer) should be offered assistance to make the complaint.

- Share & Care has a formal Consumers and Carers’ Complaint Form, but it is not essential for the Consumer to use this form if they do not want to.
• All formal complaints will be noted and recorded and filed for Quality Assurance purposes and retained as confidential documents, except that Program Managers will be aware of complaints made in relation to their program areas.

• Consumers (and/or carers) who make a formal complaint will:
  – immediately be informed of the Consumers’ Complaints Policy;
  – be advised of their right to independent advocacy or representation of their own choice and assisted to access that support (for example through Advocare or a similar organisation) if they wish to engage it; and
  – have their complaint dealt with confidentially and quickly, in an atmosphere of understanding and trust.

• When a formal complaint is made, the Program Manager will meet with the consumer (and/or carer), and their advocate if they have one, as soon as possible to review the complaint and endeavour to resolve the situation. The agreed resolution or reasons for non resolution at this meeting are to be documented, and a copy provided to the parties involved.

• In the event that the matter is not resolved with the Program Manager, it will be referred to the CEO who will endeavour to resolve the situation and document the agreed resolution, and provide a copy to the parties involved. If the Consumer (and/or carer) remains dissatisfied they will be advised of other agencies they can use to assist them to achieve a resolution. If necessary, they will be assisted to access an external agency.

• The Complaints Register will be reviewed at least once every year to analyse complaints and identify opportunities for service improvement.
Policy 4.13 Home Visits

Reference Documents:
Date of Board Endorsement: April, 2012
Last Review Date:
Next Review Date:

Policy Statement

Generally home visits will only be made for the purposes of:

- initial assessment, when it is necessary to the assessment and in the consumer’s interests to be assessed in their home environment;

- collecting or dropping off a consumer who is receiving a transport service; and

- providing a service that has to be delivered in the consumer’s home.

Visits at other times will only be made if there has been a prior appointment time agreed with the consumer (and their carer or family as appropriate), and if the visit is authorised by the Program Manager.

Many of the premises our staff visit have dogs. All premises visited must be aware that attendance by Share & Care staff will mean the dog must be restrained either by chain or behind a door or gate or staff will not be entering.

Staff are not to visit consumers at their homes out of working hours or for any reasons other than those directly associated with providing a Share & Care service to them.

Procedures

- Where a staff member is providing a service that has to be provided in the consumer’s home, the Initial Assessment will include identification of any issues that could have safety implications for staff and a plan for how the risk has been addressed prior to the commencement of the service.

- Staff who are required to attend a consumer’s home as part of a service arrangement must take a mobile phone.

- Other home visits should be authorised by the Program Manager, and advice about destination and estimated time of return left at the office before the visit is made.
• If the staff member has any doubts regarding their personal safety, they should not make a home visit for any reason, and if concerns arise in the course of a visit, they should leave the consumer’s home immediately and advise the Program Manager of their concerns.

• If staff arrives at client premises and a dog is loose they must NOT enter. Instead the client must be telephoned and asked that they secure the dog before staff can enter.

• If a client refuses to secure a dog staff are not to enter. They are to return to the office and report to the Program Manager who will write a letter of explanation and request to the client.
Policy 4.14 Use of Interpreters

Reference Documents:

- Program Service Standards

Date of Board Endorsement: April, 2012

Policy Statement

Share & Care recognises that there are challenges in providing a quality service to people whose first language is not English. We will endeavour to minimise those challenges through the use of interpreters in key exchanges with the Consumer and family, including the Initial Assessment, and the development and review of Individual Services Plans when they are in place to guide the service being received.

Procedures

- Potential Consumers from culturally and linguistically diverse backgrounds who appear in an initial discussion to have a limited capacity to communicate in English will be offered the opportunity to have an interpreter at the Assessment Interview, and in the development and review of Individual Service Plans.

- Telephone interpreters will be arranged through the Telephone Interpreter Service (TIS), which offers a free service (pre-booked) to non government organisations.

- If it is not possible to access a Telephone Interpreter a specialist CALD organisation will be contacted for advice on how best to proceed.

- Except in an emergency or when an independent interpreter cannot be found, family members will not be used as interpreters where matters of a personal nature are being discussed with a Consumer and/or other family members.
Policy 4.15 Service Exits other than for Withdrawal of Service

Reference Documents:
- Program Service Standards

Date of Board Endorsement: April, 2012
Last Review Date:
Next Review Date:

Policy Statement

Generally, Share & Care makes a long term commitment to its consumers, and its services are not time limited, as long as the circumstances for eligibility continue to be met.

Exit from Share & Care could occur for a number of reasons, including that the consumer:

- no longer requires the service or is no longer eligible for the service due to changed circumstances;
- chooses to move to another service provider;
- moves to an area that makes Share & Care’s services inaccessible to them;
- develops a medical condition or a disability that cannot be safely managed with the staffing and resources available to the organisation, or that precludes participation in the activities that Share & Care is able to offer;
- develops new goals and aspirations that are outside of those which Share & Care can support them to meet.

Procedures

- When a consumer exits a Share & Care service of their own volition, the Program Manager will invite them (and as relevant, their carer and/or advocate) to participate in an exit interview to obtain their feedback about the service they have received and to identify opportunities for service enhancement based on the consumer’s experience.

- When a Consumer exits a Share & Care service as a result of a decision by Share & Care that the service should no longer be provided, the consumer (and as relevant, their carer and/or advocate) will be advised in writing, and provided with reasons for the decision.

- When a consumer exits a Share & Care service, regardless of the reason, staff will provide information on other agencies which might support them if necessary and where appropriate, will make a referral to that other agency for the consumer.

- A consumer who exits at Share & Care’s instigation and against their wishes, will be advised that they may use the Grievance Procedure to have the decision reviewed.
• When all parties have agreed on the exit arrangements, whether the cessation of service has been initiated by the Consumer or by Share & Care:
  — a letter will be sent to the Consumer/carer from Share & Care confirming that the Consumer is no longer registered as a Share & Care service user, and
  — with the Consumer and family’s permission, other agencies involved in providing a service to the Consumer will be informed.
SECTION 5

STAFF AND VOLUNTEERS
Policy 5.1 Recruitment of Staff

Reference Documents:

Date of Board Endorsement: April, 2012

Last Review Date: 

Next Review Date: 

Policy Statement

The Board is the employer of all Share & Care Staff and delegates that responsibility to the Chief Executive Officer.

Share & Care is committed to equal opportunity in employment and to providing a work environment that is free from harassment and discrimination.

Share & Care is committed to attracting and recruiting the best possible candidates for available positions. The sole basis for staff recruitment and selection is merit according to transparent criteria. All recruitment and selection procedures and decisions will reflect Share & Care’s commitment to providing equal opportunity by assessing all potential candidates according to their skills, knowledge, qualifications and capabilities.

The Board will manage all aspects of the process for the recruitment of the CEO, and Board members will form the interview panel for the selection of the CEO. The final decision for the appointment of the CEO will be made by the full Board.

All other recruitment will be managed by the CEO on delegation from the Board, or by the Program Manager responsible for the service which has the vacant position, on delegation from the CEO.

All permanent vacancies and temporary vacancies for periods of more than six months will be advertised externally.

Temporary vacancies for periods up to six months may be filled internally and only advertised externally if there is no available suitable internal candidate.

Share & Care staff is not permitted to participate in selection processes that involve a member of their family.

Procedures

To fill a position that is vacant

- The position description and selection criteria for a position will be reviewed and, as necessary, revised by the CEO (or in the case of the CEO position, reviewed and revised by the Board) before an Applicant’s Information Package is prepared and the vacant position is advertised.
• No position is to be advertised until the CEO (or in the case of the CEO position, the Board Chairperson) has authorised it. The advertisement will include:
  - the title and a brief description of the position;
  - the required experience and qualifications;
  - how to obtain the Applicant Information Package;
  - the Share & Care contact person for enquiries; and
  - the closing date for applications.

• Information packages to support potential applicants to submit an informed, quality application will be available for all positions advertised for permanent filling. Names of all potential applicants who request information about a position, and the date the information was sent, should be retained until the selection process has been completed.

• Processes have been completed for 50d positions before advertising.

• All selection panels will interview short listed applicants taking into account EEO requirements and the selection criteria, and using the same core set of questions for each applicant.

• Referee checks are to be conducted in relation to the applicants deemed at interview to be the most competitive for the position, prior to any offer of employment being made.

• All documents confirming conditions of eligibility for the position are met (eg, Qualifications, National Police Clearances, Driver’s Licences, First Aid Certificates, Working with Children Check, etc) must be sighted and noted before Share & Care makes an offer of employment to the recommended candidate.

• Three people will form a selection panel for the CEO position, one of which will be the Chairperson and two other members of the Board. The Chairperson will present the panel’s recommendation to the full Board for endorsement.

• The Chief Executive Officer and Board Chairperson or another nominated Board member will sit on the interview panel for the selection of all Program Managers. In the event of a difference of opinion about the preferred applicant to be selected, the Board Chairperson will make the decision.

• The CEO and the relevant Program Manager will form the selection panel for other supervisory positions. In the event of a difference of opinion about the person to be selected, the CEO’s recommendation will prevail.

• The relevant Program Manager and one other person will form an interview panel for all other positions, and submit their recommendation to the CEO for endorsement. In the event of a difference of opinion about the person to be selected, the CEO will make the decision based on the case presented by both members of the selection panel.
- The preferred candidate will sign an employment agreement which will set out the start date, starting salary, and conditions of employment relevant to the position.

- When the offer of employment has been formally accepted by the preferred applicant, the Program Manager will notify the unsuccessful applicants by either telephone or in writing.

- All newly appointed staff will serve a six month probationary period, during which the staff member may resign or Share & Care may terminate the employment without notice.

*To fill positions that are vacant for periods of six months or less.*

- Expressions of interest will be sought from all existing staff, who believes that they have the necessary experience and skills to meet the selection criteria for the position. Interested staff will be provided with the description of the position, the skills required to fulfil the role, the selection criteria and the closing date for receipt of their written application. All internal applicants who demonstrate in their applications that they have the required skills, qualifications and work-related experience, as specified in the internal advertisement, will be interviewed for the position.

- A selection panel comprising the Chairperson and one other Board member (for the CEO’s position) the CEO and a Program Manager (for a Program Manager’s position) and the Program Manager and one other staff member (for all other positions) will be convened to review all applications and to short list those with the strongest claims to the position and conduct interviews.

- When no suitable internal applicant meets the criteria for the position at short-listing or interview, the position will be advertised externally.
Policy 5.2 Volunteers

Reference Documents:

Date of Board Endorsement: April, 2012
Last Review Date: 
Next Review Date: 

Policy Statement

Volunteers are a valued asset and will be treated with respect and shown appreciation for their contribution. Their activities will complement, not replace, the duties undertaken by paid staff.

Within available resources, and having regard to organisational needs, Share & Care will recruit and place volunteers in the type of volunteer work which best suits their skills and interests.

All volunteers will be provided with tasks that are clearly explained to them and which they are comfortable to undertake.

They will:

- be trained in the duties required of them when they begin as a volunteer, and be provided with at least one training and development opportunity every year;
- have regular supervision and support;
- be provided with the tools and resources necessary to complete their allocated tasks;
- be protected from experiencing harm while working with Share & Care;
- have their complaints heard and responded to without consequences to their volunteering role;
- be reimbursed for all approved expenditure incurred in the exercise of their volunteer duties.

It is the Volunteers responsibility to comply with Share & Care’s Staff and Volunteers Code of Conduct.

Share & Care’s capacity to support volunteers, and the range of suitable work available, will vary from time to time. No volunteer positions should be regarded as being permanently or indefinitely available.

Procedures

- Volunteers will be engaged at the discretion of the relevant Program Manager after consultation with the CEO.
- All volunteers will be subject to a selection process and will serve a six monthly probationary period during which time they will have weekly supervision and receive regular feedback on their performance.
- Share and Care will conduct an event to formally acknowledge the contribution of volunteers each year.
• New volunteers will be provided with an induction by the Chief Executive Officer and orientation into Share & Care and the service area in which they will be working by the Program Manager using the same arrangements that apply for new paid staff.

• Volunteers will carry out duties assigned by the relevant Program Manager, who is responsible for ensuring that each volunteer is trained and capable of fulfilling the tasks to which they are assigned.

• Arrangements for the supervision of volunteers will vary according to the service type and location at which they volunteer, and the experience of the volunteer, but the Program Manager will ensure that all have access to regular supervision and support, and that their work is monitored by a suitably experienced paid staff member.

• Volunteers will submit claims for reimbursement of approved expenses occurred no later than one month after the expense was incurred.
Policy 5.3 Criminal Record Screening and Disclosure

Reference Documents:

Date of Board Endorsement: April, 2012

Last Review Date: 

Next Review Date: 

Policy Statement

Police Clearances (and Working with Children Checks for all positions that provide direct care to children and young people aged less than 18 years) are a key strategy in safeguarding Share & Care and its consumers from potential staff, volunteers or contractors who have been convicted of criminal offences that may present risks to the organisation and its consumers.

A criminal record might not automatically preclude acceptance for a position at Share & Care, either paid or voluntary, but the record must be disclosed. Failure to disclose a record, or a charge that has been laid since employment commenced, constitutes serious misconduct and will be dealt with according to Share & Care’s Staff Misconduct and Discipline Policy.

Procedures

- All staff are required on appointment to complete a Statutory Declaration to confirm the length of their residence in Australia.

- All Board members, staff, volunteers and contractors are required to produce documentary proof of identity (a passport or driver’s licence with photo) a current National Police Clearance and where relevant, a Working with Children clearance) before they commence any paid or voluntary work for Share & Care.

- Paid staff are responsible for obtaining the necessary clearances at their own cost. Share & Care will meet the costs of obtaining the necessary clearances for volunteers and Board members.

- The date of the clearance/s will be logged by the Administrative Officer and copies will be retained on staff files.

- It is the personal responsibility of each staff member to ensure that all clearances required for their position are renewed and submitted to their Program Manager prior to the expiration of the current clearances.

- When a potential Board member, a preferred applicant for a position, a potential volunteer or a potential contractor discloses a criminal record they may still be employed after the consideration of the Board Chairperson and CEO. Consideration will be given to, but not necessarily be limited to the following:
the extent of the criminal record, the nature of the offence/s and whether the offence/s are current, recent or occurred in the past;

- whether the conviction/s are for offences which directly relates to the duties the individual would be required to undertake at Share & Care:

- the penalties imposed and any rehabilitation programs undertaken;

- any extenuating circumstances at the time the offence/s were committed, such as the presence of mental illness;

- the nature of the position the individual would take up at Share & Care;

- with the consent of the individual, the views of reputable referees who are able to make comment on the individual’s current circumstances and suitability for a position at Share & Care; and

- the extent to which the involvement of the individual in Share & Care would expose the organisation, its Consumers, Board members, staff, volunteers and students on placement to risk due to their criminal record.

- All Board members, staff, volunteers and contractors who are charged with a criminal offence while employed or volunteering at Share & Care must immediately advise the CEO (for staff and non Board volunteers) or the Chairperson (for Board members and the CEO). The CEO will decide whether the individual should be allowed to continue in their position, or be stood down until the charges are heard. Action could include suspending the staff member without pay, in which case the staff member may choose to access accrued leave entitlements.

- The CEO will advise the Board Chairperson immediately they are advised that a staff member has been charged with a criminal offence.

Policies and Procedures

Volunteers are expected to conform to the Share & Care Community Services Group Inc Programs Policies and Procedures and operational manuals at all times.

Supervision and Training

Regular supervision sessions will be held for volunteers by the Program Manager. Volunteers may approach the Program Manager or Chief Executive Officer at any time to discuss an issue. An induction kit will be given to volunteers on recruitment by the Chief Executive Officer. Volunteers will receive the training and ongoing support needed to successfully undertake their work.

Grievance Procedure/Dispute Procedure

The staff grievance/dispute procedure is found in Share & Care Community Services Group Inc’s Policies and Procedure Manual.
Policy 5.4 Induction and Orientation of New Staff and Volunteers

Reference Documents:

Date of Board Endorsement: April, 2012

Last Review Date:

Next Review Date:

Policy Statement

Share & Care is committed to providing new staff and volunteers with a sound induction and orientation so that they feel welcomed into the organisation and have the essential information to enable them to safely commence their duties.

Procedures

• The CEO will complete induction for new staff & volunteers and Program Managers will complete orientation for all new staff & volunteers in their areas of responsibility, with orientation to occur over the first three days of the new staff member’s commencement date.

• The induction process will include:
  — providing each new employee with an Employee Induction Manual;
  — informing the staff member/volunteer of their duties, their supervisor and arrangements for supervision while on probation and after the successful completion of probation;
  — ensuring the new staff member/volunteer understands the chain of command;
  — informing the staff member/volunteer about Share & Care’s Staff (or Volunteer) Code of Conduct and practices to ensure their personal safety in the workplace;

• The orientation process will include:
  — introduction of the new staff member/volunteer to the program office area and its facilities area and other Share & Care premises they will visit in the course of their duties;
  — introducing the staff member/volunteer to existing program staff and volunteers;
  — providing a mentor for the new staff member/volunteer;
  — providing the new staff member/volunteer with at least one week for staff and two sessions for volunteers, of supervised orientation in the work place; and
  — providing the new staff member/volunteer with adequate time to read both the Share & Care and Program operational manuals, and to ask questions about the content if necessary.

• At the conclusion of the induction period the CEO and the new staff member/volunteer each will sign the Completion of Induction form, including confirmation that they staff member has received a Copy of Share and Care’s Staff Code of Conduct. The end of probation form which will be placed on the new employee’s Personal Record file after the six months probationary period is complete.
Policy 5.5 Code of Conduct for Staff and Volunteers

**Reference Documents:**

**Date of Board Endorsement:** April, 2012

**Last Review Date:**

**Next Review Date:**

**Policy Statement**

Share & Care’s Code of Conduct for Staff and Volunteers sets out the behaviours, attitudes and ethical practices that guide staff and volunteers on what the organisation expects of them in the workplace and as representatives of Share & Care in the community.

The Code of Conduct applies to all paid staff and all volunteers except for members of the Board, for whom there is a separate Code of Conduct.

Staff and Volunteers are expected to operate according to the Code of Conduct at all times that they are representing Share & Care.

**Procedures**

All new volunteers and staff will be introduced to the Code of Conduct and its implications for their behaviours and attitudes in the workplace, and provided with their own copy as part of their induction into Share & Care.

The Code of Conduct will be framed and displayed at every Share & Care workplace.

**The Code of Conduct**

Staff and volunteers at Share & Care will:

- perform their duties as set out in position descriptions to the best of their abilities and with integrity, honesty and impartiality;
- work co-operatively and courteously with other paid staff and volunteers;
- be courteous and respectful in their interaction with Share & Care’s consumers;
- comply with Share & Care’s administrative and work practices that relate to their area of work;
- exercise a duty of care to protect their own health, safety and welfare in the workplace and that of other staff, volunteers and Share & Care’s Consumers;
- refrain from any behaviour that could be construed to be offensive and/or an infringement of any human rights of a colleague, including:
  - sexual harassment in any form (unwelcome physical contact, sexual remarks or jokes, bringing sexually explicit material into the workplace, making lewd or suggestive comments, requesting sexual favours, or sending lewd or suggestive emails etc)
  - racial discrimination or vilification in any form;
- religious or political vilification in any form; and
- intimidation, harassment (including gossip) and bullying in any form.

- comply with Share & Care’s requirement of zero tolerance of alcohol and other drugs while on duty (which means registering a zero reading at all times) and at all Share & Care premises, in Share & Care vehicles, whilst being accommodated in other premises for work purposes and in consumers’ homes;

- be accountable for using the resources provided to help in carrying out duties at Share & Care in a safe, effective and efficient manner;

- maintain confidentiality in relation to all personal and official information relating to Consumers, staff, members and volunteers and Share & Care itself, this includes refraining from any work discussions on social media;

- disclose to their Program Manager their intention to engage in other employment while still an employee of Share & Care;

- refrain from taking up other employment while employed by Share & Care when that employment could create a conflict of interest with their employment obligations at Share & Care;

- declare to the Board Chairperson (for the CEO), the CEO (for Program Managers) and the Program Manager (for all other staff and all volunteers) any actual or potential conflicts of interest between their role as a Share & Care staff member or volunteer and any other personal roles, as soon as that conflict or potential conflict becomes evident;

- refrain from making improper use of their position, or information gained through their position, as an employee or volunteer to gain, directly or indirectly, an advantage for themselves or any other person, or cause detriment to Share & Care or its Consumers;

- positively promote and represent Share & Care in the community;

- dress in manner that is appropriate to the duties being undertaken, including wearing a uniform and lanyard ID while on duty where this is a requirement for the particular Share & Care service; and

- refrain from accepting any gifts or remuneration for matters which relate to or impinge on their role as a Share & Care staff member or volunteer.

**PLEASE NOTE:** This code of conduct remains in force when you are staying in booked accommodation overnight for training. You may have finished training, however you are still representing Share & Care whilst there, that means no alcohol and appropriate business dress at all times.
Policy 5.6 Staff Dress Code

Reference Documents:

Date of Board Endorsement: April, 2012
Last Review Date:
Next Review Date:

Share & Care Community Services Group Inc take great care to ensure that not only are we delivering professional services to the community, we take pride in presenting as professionals.

To this end we require the following dress code within all services:

Shoes:
Administration staff may wear sandals, no scuffs are allowed. Heels no higher than 5cms with a reasonable width to ensure stability.

All Field staff shoes must be fully closed in, flat and non slip.

Home Support Maintenance Staff must wear steel cap work boots.

Skirts/Dresses:
Administration staff skirts to be of a reasonable length, no minis.

Home Support Services Field staff uniform is slacks or culottes, not skirts.

Blouses/shirts:
To show minimum cleavage, remembering that at some of our reception desks consumers look down over staff.

No Tee shirts are permitted, Polo shirts are acceptable.
Hair:

Hair on all field staff that is over the collar must be tied up. Staff that work with mechanical equipment must have hair tied back if over the collar.

Staff not working with clients may wear hair down if it is no longer than mid shoulder blade length, after that it must be tied up.

Jewellery

Staff working with the client base in a care capacity must ensure the jewellery they wear does not have the potential to impact on skin integrity.

No bracelets, loose necklaces, dangling earrings or rings other than plain wedding bands.

Fingernails: Must not be over the top of fingers for all Care staff, skin integrity must be maintained in a safe & hygienic manner.

Clear nail polish only for care staff, to ensure nails can be visually verified as clean.

All staff within each Share & Care service is required to wear the uniform of that service.

Uniforms with our logo are required for all staff other than the Refuge & Lodge, who for safety reasons do not wear the logo.
Policy 5.7 Staff Training and Development

Reference Documents:

Date of Board Endorsement: April, 2012

Policy Statement

Share & Care is committed first and foremost to ensuring that staff and volunteers have the necessary skills and knowledge to (a) meet requirements that are mandatory by law or funding contract and (b) be competent and safe in undertaking the duties of the position for which they are employed.

The next priority is to provide ongoing opportunities for staff to participate in development activities that extend and enhance their capabilities and capacity for advancement within the organisation.

The third ranked priority, according to organisational capacity and resources, is to support staff to pursue further education or training that will contribute to the staff member’s professional development but which is not a requirement directly relevant to Share & Care’s needs.

Share & Care recognises the relevance of a range of training and development strategies and the expertise of a wide range of training providers to meet individual staff and the organisation’s needs. This includes on-the-job training, internal or external courses, support for undertaking research or project work, attendance at conferences or seminars, and networking, coaching and mentoring programs.

Share & Care will provide equity of access to professional development opportunities, taking into account the organisation’s needs and the current competencies relative to the job that the staff member is able to demonstrate.

All staff will have opportunity to participate in a minimum of four training and development activities each year.

Multi-skilling of staff across Programs is in the interests of both individual staff members who want to extend their skills and the organisation, because it builds a more skilled and flexible workforce, and is encouraged.

Procedures:

• Performance Appraisals will be used as a means to encourage staff members to take an active role in their own ongoing development to identify their training and development needs in consultation with their supervisor, and explore the options available to address those needs.
• Where the Program Manager decides, in consultation with the CEO, that it is necessary for a staff member to acquire a particular skill, or a specific qualification in order for them to carry out the duties attached to their existing position, Share & Care will be fully responsible for all costs incurred in the staff member meeting that requirement.

• Where a staff member wishes to pursue further education or professional development that is not a requirement for their current position or the organisation’s needs, Share & Care will not directly contribute to the cost of the staff member’s training. At the Program Manager’s and CEO’s joint discretion, and taking into account any impact on service delivery or other staff, the staff member may be:
  – permitted to take any annual leave or unpaid leave arrangements that would assist the staff member to participate in the development activity; and
  – granted up to two days study leave as necessary to attend examinations.

• Staff will be actively encouraged to notify their Supervisor in Performance Appraisals if they are interested in extending their skills and enhancing their career development at Share & Care by acting in temporary vacancies in services in other Program Areas.
Policy 5.8 Family Friendly and Flexible Work Practices

Reference Documents:

Date of Board Endorsement: April, 2012

Last Review Date:

Next Review Date:

Policy Statement:

Share & Care encourages staff to develop a healthy work life balance. The organisation will be as flexible as possible in providing work arrangements that support staff to achieve that outcome, while at the same time ensuring that service delivery needs of clients are the primary focus, that standards are maintained and other staff are not adversely affected.

Procedures

• Share & Care will ensure that staff are aware that they can request short or long term flexible working arrangements, including:
  – working part-time;
  – job sharing;
  – leave without pay;

  and that they understand that the decision to support or not support their request will be made on the basis of any impact on clients and standard of services, fellow staff and then on the organisation.

• For short term emergencies, staff may:
  – access personal/Carer’s leave entitlements;
  – make flexible use of accrued annual leave or long service leave entitlements; and/or
  – make up time and time in lieu including through formal flexi time arrangements.

• Flexible working arrangements will be documented in individual staffing agreements.

• The individual staffing agreement will state that the arrangement is agreed to by Share & Care only while it does not cause detriment to the organisation’s capacity to provide consumers with a timely service that is of good quality, and does not have adverse consequences for other staff.
• All flexible working arrangements will be reviewed as part of the staff member’s Performance Appraisal.

• Share & Care will ensure that Program Managers and supervisors have the skills and confidence to lead a team in which members have different working arrangements.

• Share & Care recognises that there might be occasions on which staff are unable to find alternative care arrangements at short notice when their normal arrangements for the care of a family member (eg, a child or an elderly family member) break down. In these emergency circumstances, the family member may be brought to the workplace providing:
  − there is a safe place for them to be, away from contact with Consumers or the public;
  − they do not have a contagious illness;
  − they remain under the supervision of the staff member at all times; and
  − they do not behave in ways that disrupt other staff or the delivery of services.

Such arrangements are for emergencies only and generally for one day’s duration.
Policy 5.9 Share & Care Scholarship

**Reference Documents:**

**Date of Board Endorsement:** April, 2012  
**Last Review Date:**  
**Next Review Date:**

**Policy Statement:**

Share and Care Community Services Inc (‘Share and Care’) seeks to continually improve its skills and knowledge base by developing our employees, thereby enhancing quality service delivery to the community.

To this effect, Share and Care is committed to supporting courses of study leading to appropriate qualifications. Scholarships (depending on the annual budget – but not more than three (3) annually) will be made available to fund employees’ further education. Applications for consideration will be judged on:

- merit
- budget constraints;
- relevance to work;
- ability of the organisation to provide suitable resources in any absences;
- quality and reputation of the course and, the provider
- the signing of a Scholarship Authority Form

by the Board of Management and Chief Executive Officer.

The decision to grant the education scholarship rests with Share and Care and it reserves the right to refuse any such application.

**Scope**

This policy applies to all employees of Share and Care unless expressly excluded.

Casual employees are not eligible to apply for the Scholarship but, will continue to be supported through all other methods of training required (In-house and External trainers) for them to undertake their role.

This policy applies only to courses that lead to formal qualifications (certificate, diploma, degree), which are considered to be appropriate to the work of Share and Care and, which are greater than six (6) months in duration.

Generally, priority will be given to those courses which are purely role specific – i.e. courses/qualifications that are directly related to the current job of the employee and would have a measurable impact on their performance in that role.
On occasion, Share and Care would like to be able to assist with the development of employees by granting applications for courses/qualifications that, whilst not directly related to the current job of the employee, would assist him/her in progressing his/her career within Share and Care. In making this decision, the provisions of the Policy Clause will apply.

**Financial Assistance**

**Irrespective of length of service, the following principles will apply:**

Financial assistance will be provided up to a maximum of $1500.00 per annum. It will apply to the course, including those that are modular in nature, for a period of 12 months. Employees may apply annually for the assistance.

Where course fees exceed $1500 p.a. the applicant must pay the balance.

Employees are not required to contribute any costs up front, but, by signing the Scholarship Authority Form, agree to continue employment with Share & Care for a period of two (2) years following completion of the certification/diploma/degree.

**Procedures**

Applications for assistance should be:

Made prior to enrolling in the course (retrospective applications will not be considered).

Application must be made by completing a cover letter and submitting a Scholarship Authority Form to the immediate line manager (ILM). The ILM must submit the form to the Chief Executive Officer (CEO).

The application will be referred by the CEO, to the Board of Management for discussion and final authorisation.

**Failure/Discontinuation**

Under no circumstances should an employee discontinue a course without first discussing the matter with his/her ILM. Unless exceptional circumstances exist, employees who fail to do so will be liable to fully reimburse Share and Care for monies paid on their behalf.

Exceptional circumstances include, but are not limited to, the following: redundancy, pregnancy & serious illness. The CEO will ultimately decide if a particular situation will be regarded as exceptional circumstances.

Employees, who fail examinations, or units/modules, are required to notify the CEO and their ILM before undertaking any re-sits.

Employees must fund re-sit costs.
Success

Employees are required to inform their ILM and the CEO when they successfully pass units/modules.

Copies of certificates/proof of passing should be passed on to the CEO in order for the file to be updated and, an incremental/level raise administered where required by the award.

Leaving Share and Care Community Services Inc

All payments made by Share and Care in respect of the Scholarship will be regarded as a loan. The loan will be satisfied by the employee remaining in the employment of Share and Care for a period no less than 2 years from the date of completion of the relevant course.

Unless exceptional circumstances exist, Employees who leave Share and Care at any time during their course programme or prior to the 2 year period being served will be liable to repay all or part of any monies paid in respect of the Scholarship as set out in the table below.

Exceptional circumstances include, but are not limited to, the following: redundancy, pregnancy & serious illness. The CEO will ultimately decide if a particular situation will be regarded as exceptional circumstances.

The scale for re-imbursement of fees:

<table>
<thead>
<tr>
<th>Period of Employment Served Since Course Completion</th>
<th>Percentage repayment of Scholarship Amount Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 12 Months</td>
<td>100%</td>
</tr>
<tr>
<td>Over 12 Months – Up to 24 Month Requirement</td>
<td>50%</td>
</tr>
</tbody>
</table>

The Employer may request that monies be deducted from an employee’s final salary.

An independent consultant from Workplace Relations and Management Consultants (WRMC) will hear appeals from anyone who feels that they have been unfairly treated in respect to applications or fees.
# Scholarship Authority Form

<table>
<thead>
<tr>
<th>Employee Name:</th>
<th></th>
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<tbody>
<tr>
<td>Course Title:</td>
<td></td>
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<tr>
<td>Course Code:</td>
<td></td>
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<tr>
<td>Commencement Date:</td>
<td></td>
</tr>
<tr>
<td>Expected Completion Date:</td>
<td></td>
</tr>
</tbody>
</table>

I, ____________________________ have read, understand, and hereby agree to the terms and conditions of this form and, the contents within the Share & Care Scholarship Policy.

Name: ____________________________

Date: ____________________________

Signature: ____________________________

Witness: ____________________________ Date: ___________
Policy 5.10 Employee Leave

Reference Documents:

Date of Board Endorsement: April, 2012

Last Review Date:

Next Review Date:

Policy Statement:

Share & Care encourages staff to develop a healthy work life balance and to utilise their holidays when due, Carers to take the time they need to care for their family member or take some down time for health or other reasons.

Procedures:

After discussion with the Program Manager, or in the case of the Program Manager the Chief Executive Officer, the staff member wanting to utilise any form of time off needs to ensure they complete the Leave Application form and hand to their supervisor at least two weeks in advance of the requested time off.

Failure to lodge 2 weeks prior may see the request denied if there are work requirements that mean there will not be sufficient staff coverage.

Sick Leave:

All staff will be allowed 3 days sick without a certificate, after that a certificate must be provided for each occasion if you require payment.

Certificates are acceptable from either your General Practitioner or the local hospitals emergency department

An exception for one day will be granted for those staff that a Program Manager sends home from work sick.

Long Service Leave:

Although the National Employment Standards dictate employees work ten years before accessing LSL (and every five thereafter) the Board of Management has allowed for employees to access at seven years and every five thereafter.
Policy 5.11 Program Managers’ Incentives

Reference Documents:

Date of Board Endorsement: April, 2012
Last Review Date:
Next Review Date:

Policy Statement:

Share and Care recognises the time and commitment of all staff, but particularly acknowledges the contribution of its program managers and the complexity of their responsibilities when they manage multiple programs.

When a Program Manager is required to manage more than four programs, Share and Care will offer a pay/R&R incentive above their salary entitlements. Such payments will be subject to the Manager’s satisfactory performance across all of the Program Areas they manage, to program funding and the organisation’s capacity to pay.

The maximum annual incentive payment will be 10% of the funding to a maximum of $1,000.00 for the life of the contract. When the contract ceases, so too will the incentive payment. The incentive will only apply to those programs over $80,000.00, that are separately funded, audited and recurrent funded services.

Program Managers have the option of utilising R&R days in lieu of the monetary incentive as follows:
- 5 Programs 5 days R&R
- 6 Programs 6 days R&R
- 7 Programs 7 days R&R

These days are not able to be accrued, they must be utilised by the end of each financial year or staff lose them as of the 1st of July each year.

Procedures

- When a Program Manager becomes responsible for more than four programs the CEO will discuss with them the incentive arrangements to apply, and the annual amount that the incentive will be.

- Incentive arrangements will be reviewed annually by the CEO in consultation with the Program Manager, as part of the Manager’s running performance appraisal.

- When arrangements change and the Program Manager is no longer responsible for more than four programs, the incentive payment will cease from the next pay day following the changed arrangements.
Policy 5.12 Family Members as Consumers

Reference Documents:

Date of Board Endorsement: April, 2012

Last Review Date:

Next Review Date:

Policy Statement:

Share & Care recognises that as a regional service provider operating in many small towns, the organisation is sometimes the only available service provider for the family members of staff.

As far as possible, staff are to separate their roles as employees of Share & Care and family members of a Consumer, to reduce any actual or potential conflict of interest.

Procedures:

• All staff are required to inform their Program Manager as soon as they become aware that a member of their family has been referred to Share & Care for an assessment of eligibility for service.

• Program Managers are to ensure that a member of staff does not conduct an assessment of needs and service eligibility in relation to a member of their own family, or provide Share & Care services to a family member.

• The same eligibility and other criteria must be met for all applicants for any Share & Care Service; no special provisions are available to staff members’ families.

• Where a family member is an applicant for Financial Assistance the eligibility/needs assessment will be conducted by another financial counsellor or Chief Executive Officer in their absence.

• When special circumstances mean that the requirements of this Policy and Procedures cannot be met, the Program Manager should discuss the matter with the CEO to decide on the right course of action.
Policy 5.14 Supervision and Performance Appraisal

Reference Documents:
Date of Board Endorsement: April, 2012
Last Review Date:
Next Review Date:

Policy Statement

The regular supervision of staff and running performance appraisals are strategies to support staff to perform at their best and ensure that Share & Care’s consumers receive quality services from appropriately skilled staff.

All staff that is responsible for the supervision of other staff will be provided with training in how to be an effective supervisor.

The staff member and their supervisor share equal responsibility for ensuring that running Performance Appraisals occur at least once each month.

It is the responsibility of the staff member to participate openly and honestly in planning and assessing their own performance objectives and receiving feedback from their supervisor.

It is the responsibility of the supervisor to familiarise themselves with the running performance appraisal process and to meet their responsibilities according to this policy.

Share & Care will ensure that supervisors have the necessary skills to provide quality supervision and to lead effective running performance appraisal sessions with the staff for which they have supervisory responsibility.

Procedures

CEO

- The CEO will have formal supervision with the Board Chairperson and another nominated Board member at least fortnightly in the first 3 months of their employment, and thereafter at least once per month, or more frequently at the discretion of the Board Chairperson or at the request of the CEO.

- Notes will be made on key points raised and discussed in each supervision session with copies retained by the CEO and the Board Chairperson and brought to subsequent supervision sessions.
**Staff**

- All paid staff will have formal supervision on a weekly basis in the first six months of their employment, and thereafter at least once per quarter, or more frequently at the discretion of the supervisor or the request of the staff member.

- Notes will be made on key points raised and discussed in a supervision session with copies retained by the staff member and the Supervisor and brought to subsequent supervision sessions.

- Notes from supervision must be retained according to the requirements of the Retention and Disposal of Files and Electronic Records Policy.

- All paid staff will also complete annual performance appraisals.

- The performance appraisal process is also the process through which salary reviews are conducted and recommendations made to the CEO in relation to entitlement of the staff member to move to the next incremental salary level.

**Procedures - Volunteers**

- Volunteers will have formal supervision after each of their first three sessions as a volunteer, and thereafter at least once per quarter, or more frequently at the discretion of the supervisor or the request of the volunteer.
Policy 5.15 Staff Accountability and Reporting

Reference Documents:

Date of Board Endorsement: April, 2012
Last Review Date:
Next Review Date:

Policy Statement

Share & Care places a high value on being an accountable, transparent and ethical organisation and has accountability and reporting arrangements in place to support good standards of practice.

The CEO is accountable to the Board.

Program Managers are accountable to the CEO, and are responsible for managing the day to day operations of our program and services and for providing general directions on a daily basis - in accordance with policies – to the staff and volunteers who work in the Program areas for which the Program Manager is responsible.

Procedures

- The CEO will provide a report to each Board meeting in a format agreed between the Board and the CEO.

- Each Program Manager will provide a report to the CEO on the 17th day of each month, with the following information:

  Strategic Plan
  - For each service outline how that month has worked towards the plan outcomes required

  Financial Reports
  - Bank Reconciliation
  - Profit & Loss and Balance (YTD)
  - General Ledger
  - Debtors & Creditors
  - GST Report
  - Budget Actual vs projected

  Other information
  - Plans for the next month, special events, etc.
Policy 5.16 Overtime and Time Off in Lieu (TOIL)

Reference Documents:

Date of Board Endorsement: April, 2012

Last Review Date:  

Next Review Date:  

Policy Statement

Due to the nature of the work in several of Share & Care’s Programs, in which call outs and emergencies occur, overtime and TOIL are at times a necessary part of Share & Care’s services.

Overtime can be accrued for a maximum of 4 weeks, unless there are exceptional circumstances and alternative arrangements are requested by the staff member and approved by the Program Manager.

TOIL must be taken within 4 weeks of the hours being accrued. In exceptional circumstances, determined and approved by the CEO (for example, if other positions in the service area are vacant, or the service has unusually high levels of sick leave), TOIL can be accrued for 8 weeks.

TOIL that is not taken within the prescribed period is forfeited.

Staff members working overtime hours at any Share & Care Workplace must observe the after hour’s security arrangements for the premises at which the overtime is worked.

Procedures

• Overtime must be approved by the staff member’s Program Manager using the Overtime Application Form, (in the case of Program Managers by the Chief Executive Officer) before the hours are worked except in an emergency event, in which case the staff member incurring the additional hours must advise their supervisor within 24 hours of the overtime being incurred.

• When unauthorised overtime is worked in an emergency, the Overtime Application Form, signed by the staff member and their supervisor, may be lodged with the staff member’s Time Sheet.
Policy 5.17 Management of Poor Performance

Reference Documents:

Date of Board Endorsement: April, 2012

Last Review Date:

Next Review Date:

Policy Statement

Share & Care recognises that there might be occasions when a staff member or volunteer does not perform their duties at an adequate standard for reasons other than deliberate misconduct.

Share & Care’s duty of care to consumers requires that the organisation is confident that every staff member and volunteer has the knowledge, competencies and personal attributes to fulfil all the requirements of their position and provide a quality service to Consumers. When a staff member is not performing to the required standards, Share & Care will provide the staff member with the opportunity to raise their performance to an acceptable level.

Terminating the employment of the staff member, or the service of a volunteer, will be a last resort.

Procedures (Staff)

Step 1 – Advise the CEO and the Staff Member

- When poor performance or deterioration in a previously acceptable standard of performance is identified, the Program Manager will first advise the CEO of their concern.

- After discussion with the CEO, the Program Manager will advise the staff member that there is a problem with their performance, and the staff member will have the opportunity to respond to the Program Manager’s concerns. This process may be in writing with both the Program Manager and the employee signing off on outcomes, the paperwork is then forwarded to the Chief Executive Officer.

Step 2 – Provide the Opportunity for the Staff Member to Respond and Identify Reasons

- The Program Manager will listen to the staff member’s response to the concerns, and identify the reasons for the poor performance with them, including, but not limited to considerations such as conflicts with work colleagues, a health issue, a personal or family crisis, and deficits in the knowledge and competencies required for the job.

- If external reasons, such as health or a personal or family crisis, are identified as contributing factors to the poor performance, options for taking accrued leave or moving to alternative working arrangements such as reducing working hours on a short term temporary basis will be discussed with the staff member.
• If relationships with others in the workplace, including issues such as bullying and harassment in any form are identified as contributing factors, the Program Manager will advise the Chief Executive Officer who may request the attendance of WRMC for resolution.

Step 3 – Develop a Plan to Help the Staff Member Rectify the Problem

• After consideration of the circumstances contributing to the poor performance the Program Manager and the staff member will decide the steps to be taken to improve performance, (what Share & Care will do and what the staff member is expected to do) the timeline over which performance will be monitored for improvement, and what the measurable indicators of improvement will be.

• This agreement will be documented as a Performance Management Plan, with copies being held by the CEO and the staff member.

Step 4 – Review Progress

• Supervision meetings will be held as regularly and outcomes documented and attached to both copies of Performance Improvement Plan.

• If at the agreed review date, the issues of concern have been resolved there will be no further action.

Step 5 Meeting with First Written Warning

• If the necessary supports have been provided (such as a move to reduced working hours, addressing workplace issues, providing training, etc) and the staff member’s performance is still unsatisfactory, there will be a further meeting to discuss the concerns and the appropriate action to be taken.

• This meeting may be attended by a specialist HR advisor, the Program Manager, the staff member and if the staff member chooses, their nominated advocate. At this meeting the Program Manager’s continuing concerns will be provided to the staff member in writing by the Chief Executive Officer as a first written warning that their performance is not meeting the necessary standards

• At the conclusion of the meeting the Performance Management Plan will be updated with copies to the Specialist HR advisor, the Chief Executive Officer, the Program Manager and the staff member. The Plan should include the date for the next review, and the measurable indicators of improved performance that must be met.

• The staff member may also be provided with written advice by the Chief Executive Officer that failure to achieve improvement in performance by the set date could result in a final written warning that could lead to the termination of their employment.
**Step 6 – Review Progress**

- Supervision meetings will be held weekly until the date of the next review and outcomes documented and attached to each copy of the Performance Improvement Plan.

- The next meeting will be attended by the specialist HR advisor, the Program Manager, the staff member and if the staff member has chosen, their advocate. If there has been no improvement, the CEO will decide if it is reasonable for Share & Care to implement more strategies to assist the staff member to meet the required standard of performance, or if a final written warning should be issued.

- If at the agreed review date, the issues of concern have been resolved there will be no further action.

**Step 7 – Final Written Warning**

- If performance is still unsatisfactory, a final written warning will be issued by the CEO, after consultation with a specialist HR adviser, informing the staff member that their employment will be terminated if their performance does not improve by a specified date.

**Step 8 – Termination of Employment**

- If a final written warning has been issued and there is still no improvement in performance in the specified time, the CEO should advise the Board Chairperson and work with the specialist HR advice regarding the termination of employment.

**Procedures – Volunteers**

- The Volunteer has the right to make a Grievance under the Staff and Volunteers’ Grievance Policy, or to seek external advice independently of Share & Care at any time in the process of identifying and managing poor performance.

**Step 1 – Advise the CEO and the Volunteer**

- When poor performance or deterioration in a previously acceptable standard of performance is identified, the Program Manager will first advise the CEO of their concern and then discuss the matter with the volunteer.

- After discussion with the CEO, the Program Manager will advise the volunteer that there is a problem with their performance, and the volunteer will have the opportunity to respond to the Program Manager’s concerns.

**Step 2 – Provide the Opportunity for the Volunteer to Respond and Identify Reasons**

- The Program Manager will listen to the volunteer’s response to the concerns, and identify the reasons for the poor performance with them.

- If external reasons, such as health or a personal or family crisis, are identified as contributing factors to the poor performance, the options of a temporary break from volunteering, or a reduction in hours of volunteering will be discussed with the volunteer.
• If relationships with others in the workplace, including issues such as bullying and harassment in any form are identified as contributing factors, the Program Manager will advise the Chief Executive Officer and take the necessary steps to address those issues with the staff/volunteers involved.

**Step 3 – Develop a Plan to Help the Volunteer to Rectify the Problem**

• After consideration of the circumstances contributing to the poor performance the Program Manager and the volunteer will decide the steps to be taken to improve the volunteer’s performance, (what Share & Care will do and what the volunteer is expected to do) the timeline over which performance will be monitored for improvement, and what the measurable indicators of improvement will be. The considerations should include moving the volunteer to a less demanding volunteering role if one is available.

• This agreement will be documented as a Performance Improvement Plan, with copies being held by the Program Manager and volunteer.

**Step 4 – Review Progress**

• The volunteer will have regular supervision and receive feedback during the performance improvement period.

• If at the agreed review date, the issues of concern have been resolved there will be no further action.

**Step 5 - Termination**

• If the necessary supports have been provided (such as a more supervision, a move to reduced volunteering hours, alternative volunteer duties if available, addressing workplace issues, providing training, etc) over an adequate period of time, and the volunteer’s performance is still unsatisfactory, the Program Manager will seek the CEO’s approval to meet with the volunteer and sensitively and respectfully advise them that their volunteering services are no longer required at this time.
Policy 5.18 Staff Misconduct and Discipline

Reference Documents:

Date of Board Endorsement: April, 2012

Last Review Date:

Next Review Date:

Policy Statement

Share & Care will maintain a fair and positive working environment for all staff members. All incidents of staff misconduct are serious and unacceptable, but Share & Care recognises that some are more serious than others.

Serious cases of misconduct might result in instant dismissal. Examples of serious misconduct could include, but are not limited to:

- Physical or sexual assault of a consumer or colleague, or other person associated with Share & Care;
- Repeated episodes of verbal abuse towards consumers, colleagues or other persons associated with Share & Care;
- Falsification or misrepresentation of qualifications and experience;
- Presenting at work under the influence of alcohol or other drugs, and other serious breaches of occupational health and safety requirements;
- Theft of property or funds from Share & Care;
- Serious wilful damage to Share & Care property;
- Use of Share & Care’s equipment and other resources for purposes that are unlawful or are otherwise proscribed in Share & Care’s Policies and Procedure;
- Failure to disclose a criminal record;
- Failure to comply with some elements of the Staff Code of Conduct;
- Acceptance of inducements to disclose confidential information about a Consumer or Share & Care’s operations;
- Otherwise acting in a manner which brings Share & Care into disrepute or threatens its ongoing viability, this includes utilising social media to discuss clients, colleagues or the organisation.

Less serious cases of misconduct could include, but are not be limited to:

- Persistently failing to present at work without notification of absence or a medical certificate, or persistent lateness;
- Carelessness in the use of Share & Care property;
• Being verbally abusive to a Consumer or colleague, or other person associated with Share & Care;
• Failure to comply with some elements of the Staff Code of Conduct;
• Failing to disclose engagement in other employment when there is potential or actual conflict of interest with the position at Share & Care.
• Any publication on social media that identifies and defames, bullies or harasses a client, a co-worker or Share & Care.

**Procedures – Serious Misconduct**

• The staff member has the right to make a Grievance under the Staff and Volunteers’ Grievance Policy, or to seek external advice independently of Share & Care at any time in the management of a misconduct and disciplinary matter.

• Staff under investigation for serious misconduct are entitled to have an advocate of their choosing accompany them to meetings with the subcommittee investigating the alleged misconduct.

**Step 1 – Advise the Staff Member in Writing**

• The staff member accused of serious misconduct shall be advised in writing of the serious misconduct allegation. They will be stood down from their duties during the investigation and, if the occurrence of misconduct is substantiated, until an appropriate penalty is determined. This could include instant dismissal and reporting the matter to the police.

**Step 2 – Establish a Serious Misconduct Investigation Process**

• All matters of misconduct deemed by the CEO to be of a serious nature, will immediately be reported by the CEO to the Chairperson of the Board, and they will jointly determine an appropriate process through which the matter will be investigated, and by whom.

• If the outcome of the process is that instant dismissal is the deemed necessary course of action, the staff member will continue to be stood down until the CEO has sought industrial advice to confirm that all requirements necessary to support a decision of instant dismissal have been met.

• **Step 3 – Advise the Staff Member of the Outcome**

• The staff member will be advised in writing by Board Chairperson and CEO of the outcome of the serious misconduct investigation and the Board’s decision, whether that outcome is instant dismissal, other sanctions, or that the allegation has been dismissed.

**Procedures – Other Misconduct**

**Step 1 Advise the CEO (or Board Chairperson)**

• Where the misconduct is deemed not to be serious misconduct warranting instant dismissal and/or the involvement of the police it will be reported to the CEO by the relevant Program Manager.

• The matter will be managed by the CEO in consultation with the Program Manager.
• If the allegation involves the conduct of the CEO, it shall be reported by another senior staff member to the Chairperson, who will determine the appropriate process to investigate the allegation.

**Step 2 Provide the Staff Member with the Opportunity to Respond**

• The CEO and the Program Manager (or the Chairperson, if the staff member is the CEO) will discuss the matter in which misconduct is alleged with the staff member, and agree a course of action to ensure that the issue is resolved. The staff member will be provided with the opportunity to make a written response to the allegation of misconduct and may choose to seek advice before doing so. The staff member can request that the meeting be adjourned until they have sought the advice of an advocate and/or arranged for an advocate to be present at the continuation of the meeting. The CEO will document the discussion, agreement reached in the meeting, and a date for review. The document will be signed by the CEO, the Program Manager and the staff member, a copy retained by all three.

**Step 3 Review and First Warning if Necessary**

• A review meeting with the CEO, the Program Manager and the staff member (and their advocate where there is one) will be conducted at a time agreed, or earlier if the misconduct is repeated.

• If the misconduct has not been repeated, no further action will be taken.

• If the misconduct has been repeated, the CEO will seek specialist HR advice and issue the staff member with a first written warning that further occurrence of misconduct could result in the termination of employment. Notes of meetings and discussions at this step will be placed on the staff member’s personal file.

**Step 4 Final Warning**

• If the misconduct occurs again, the CEO, in consultation with the Program Manager and after seeking specialist HR advice, will issue a final written warning which will include advice that employment will be terminated if the misconduct continues.

• The CEO will advise the Board Chairperson when a final written warning has been issued.

**Step 5 Review and Final Action**

• If the misconduct continues after Step 4, the CEO will seek specialist HR advice. If and when the specialist HR advisor confirms to the CEO that all requirements necessary to support a decision of termination of employment have been met, the CEO will advise the Chairperson.

• **Step 6 – Advise the Staff Member of the Outcome**

• The staff member will be advised in writing by the Chief Executive Officer of the decision.
Policy 5.19 Staff and Volunteer Grievances

Reference Documents:

Date of Board Endorsement: April, 2012

Last Review Date:
Next Review Date:

Policy Statement

This Policy applies to any grievances of a staff member or volunteer.

Share & Care is committed to ensuring that all employees and volunteers are free to lodge any grievance, to have that grievance dealt with promptly, fairly and without fear of retribution by the organisation.

Share & Care will have mechanisms in place to promote fast and fair resolution of workplace issues.

No employee will be intimidated or unfairly treated in any respect if they utilise this Policy to resolve an issue.

Although it is Share & Care's preference that staff and volunteers will follow these procedures, it is recognised that they have the right not to do so, and to make their grievance to an external agency, such as the Equal Opportunity Commission, at any time during the grievance process. In this event, Share & Care will be committed to working cooperatively with the external agency to achieve a resolution to the grievance as quickly as possible.

It is the responsibility of Program Managers to ensure that as far as possible; they identify, prevent and address potential problems before they become formal grievances.

It is the responsibility of staff and volunteers to ensure that they attempt to resolve any issues through their immediate supervisor and through internal processes at the earliest opportunity.

Procedures

- Share & Care will ensure that all employees and volunteers are aware of their right to lodge a grievance and to have that grievance heard promptly, fairly and without fear of retribution.

- Share & Care will ensure that all employees and volunteers are aware that they may have an advocate of their choice to support them during a formal Grievance Process.

- All formal avenues for handling of grievances will be fully documented and the employee/volunteer's wishes will be taken into account in the determination of appropriate steps and actions.
**Step 1**

- The staff member/volunteer should approach their Program Manager and advise that they have a grievance. Should the grievance be in relation to the Program Manager, and the staff member/volunteer does not wish to approach the Program Manager directly, the approach will be made to the CEO. Should the grievance be in relation to the CEO and the staff member does not wish to approach the CEO directly, the approach will be made to the Chairperson of the Board in writing.

- The discussion will be confidential and be formally documented, and every effort will be made to resolve the grievance at this stage.

**Step 2**

- If the grievance is not resolved, the staff member/volunteer will put the grievance in writing to the person with whom they discussed it in Step 1. The grievance will be presented to the Program Manager or in the case of a grievance involving the Program Manager, to the CEO and in the case of a grievance involving the CEO, to the Chairperson of the Board. If the grievance is in relation to the behaviours or actions of staff member/volunteer, that person will be advised of the grievance in writing by the person to whom the grievance was presented, within 48 hours of the grievance being lodged. The advice will include a request for the person to respond and provide their response to the grievance within five working days.

- The grievance will remain confidential to the aggrieved person, the person who receives the grievance and the person/s who are the subject of the grievance, until a response to the grievance is received from that person. Strategies to resolve the grievance must be initiated no later than seven working days after the receipt of the written grievance.

**Step 3**

- If the grievance is not resolved at Stage 2, the parties, (the aggrieved staff member/volunteer, the person to whom the grievance was made and the person/s who are the subject of the grievance) will meet and endeavour to agree on an external mediator to work with them to resolve the grievance.

- If the matter remains unresolved after the involvement of an external mediator and specialist HR advisory service, or if the parties cannot agree on an external mediator, the Chief Executive Officer will make a decision on the issue which shall be a final decision. In the case of the grievance being against the Chief Executive Officer, the full Board will make the decision. The decision will be provided in writing to both the aggrieved person and the person/s who were the subject of the grievance.

- If the aggrieved person remains aggrieved they may choose to consult an external organisation for further advice and support.
Policy 5.20 Staff Transfer between Services

Reference Documents:

Date of Board Endorsement: April, 2012

Last Review Date: 

Next Review Date:

Policy Statement

There will be times when staff from one program will wish to apply for an advertised position in another one, or, because of workload requirements staff members may be transferred to another program.

Procedures

1. The employee will meet with the Chief Executive Officer and Program Manager to complete an Exit Interview for the Program they are leaving.

2. The contract for the new position will be signed in the Chief Executive Officers office with the employee and appropriate Program Manager.

In regards to entitlements for the employee:

Since the employee has chosen to leave one program for another, there is under the awards no necessity for any accruals to be transferred – however; the Ethos of caring for our staff is important and continuous, therefore:

(a) Long service leave value will be determined pro-rata by the Program the employee is leaving, this will be recorded as outstanding via memo to the Program starting off the employee in their new role, and transferable to that program via the Contingency Account.

** Copies of memo to: Program concerned, Financial Controller and Chief Executive Officer.

(b) Holiday pay value will be determined for the year pro-rata, also transferable via the Contingency account to the Program taking the employee on board.

(c) SICK LEAVE accrued will not be allowed. This will begin fresh with the new program.

** Copies of memo to: Program concerned, Financial Controller and Chief Executive Officer.
Policy 5.21 Staff Exits

Reference Documents:

Date of Board Endorsement:  April, 2012

Last Review Date:

Next Review Date:

Policy Statement

As part of Share & Care’s commitment to continuous quality improvement, Share & Care values the feedback of staff who are leaving the organisation.

Procedures

• All staff who are leaving Share & Care will be invited to participate in an exit interview with the CEO.

• The staff member’s letter of resignation or a letter of termination will be placed on their Personnel File.

• The Financial Controller will prepare the staff member’s eligible termination payment.

• If requested, and if appropriate to the staff member’s performance and the circumstances under which they are leaving Share & Care, the staff member may be provided with a written statement of employment detailing the period of employment and type of work performed, and a reference.

• The Financial Controller or Program Manager, according to the position being vacated, will identify if the staff member has property belonging to Share & Care Community Services Group, including keys, files, mobile phones and equipment. All identified items must be returned no later than the final date of employment.
SECTION 6

Workplace Health & Safety (OSH)
Policy 6.1 Workplace Health and Safety

Reference Documents:
- Occupational Health and Safety Guide

Date of Board Endorsement: April, 2012

Policy Statement

Share & Care is committed to providing, a workplace that is safe and minimises risks to the health and well being of staff, volunteers, Consumers, and visitors, and will promote good occupational safety and health practices which are consistent with legislative requirements.

The Board and the CEO have primary responsibility for maintaining a working and service delivery environment that is safe and without risks to the health and well being of Consumers, families, staff, volunteers and visitors.

Share and Care is committed to minimising staff harm and injury, and minimising lost work time and compensation costs by:

- complying with all OHS legislation;
- continuously improving organisational capacity to recognise, assess and manage OHS risks;
- encouraging staff and volunteers to recognise their personal responsibilities to act safely and report OHS risks;
- effectively communicating and consulting with staff and volunteers in relation to OHS matters; and
- incorporating OHS into all of the organisation’s planning processes;

Share & Care will maintain an up to date Occupational Health and Safety Guide, so that staff are properly informed about Share & Care’s and their own personal health and safety responsibilities in their workplace; and

Staff, volunteers and students on placement have a duty to take the care of which they are capable for their own health and safety, and for others affected by their actions at work. This includes the duty to immediately inform their Program Manager should they become aware of any workplace risks or hazards that are not addressed in Share & Care’s Occupational Health and Safety Guide.
Procedures

- Share & Care’s Occupational Health and Safety Guide is the source document for Occupational Health and Safety procedures in relation to specific issues including:
  - workplace accidents;
  - fire safety;
  - consumer lifting and transferring techniques;
  - communicable and notifiable diseases;
  - blood and the prevention of transmissible viruses;
  - working off site;
  - workplace aggression and protective behaviours;
  - harassment and bullying in the workplace;
  - driving safety;
  - fatigue;
  - alcohol and other drugs in the workplace;
  - smoking;
  - furniture and equipment;
  - stress; and
  - adverse weather working arrangements.

- The Program Managers and at least 1 other staff at each service site will be trained by an accredited training provider in Occupational Health and Safety in the workplace.

- Occupational Health and Safety awareness training sessions will be conducted with staff at least once each year.

- Occupational Health and Safety will be an item on the agenda of all workplace meetings and meetings of the Management Team.

- Staff will:
  - cooperate with the Board and CEO to ensure a safe and healthy workplace is created and maintained;
  - comply with the safety procedures and directions as set out in the Occupational Health and Safety Guide;
  - not wilfully misuse or interfere with items or facilities provided in the interests of health, safety and welfare;
  - report potential and actual hazards to their Program Manager immediately the hazard is observed; and
refrain from smoking inside any of Share & Care’s workplaces.
refrain from drinking too much at the staff Christmas Party and not drive home from the function if alcohol has been consumed.
Adhere at all times to S&C OSH policies

- Staff and volunteer induction will include information on occupational safety and health for the organisation and in the particular service setting.
- Staff are required to identify and eliminate potential workplace hazards by completing the hazard request form and reporting any matters in respect of workplace health and safety to their Program Manager immediately they observe the possible hazard.
- Details of all work related accidents, injuries and illnesses will be documented in a standardised way through the Incident Report Form.
- Outcomes of investigations into work related incidents, accidents, injuries and illnesses including identification of strategies to minimise future occurrences will be documented.
- In the event of injury or illness, a rehabilitation plan to assist the employee to return to work will be implemented as soon as practicable.
- The CEO and the relevant Program Manager will promptly investigate, remedy and document reports of workplace hazards made by any staff member, volunteer or student, or any grievances regarding occupational health and safety matters.
- At unannounced times, but at least once every six months, Share & Care’s CEO and Program Managers will organise a practice emergency evacuation - the CEO for the main office and the Program Managers for each of Share & Care’s premises for which they are responsible.
Policy 6.2 Infectious Diseases

Reference Documents:

Date of Board Endorsement: April, 2012

Last Review Date:

Next Review Date:

Policy Statement

As part of Share & Care’s duty of care to the consumer, the employee and volunteers every person on our premises will be made aware of the requirements for the below infectious diseases and the processes taken to manage them.

Infectious diseases (also known as communicable diseases) are caused by organisms such as bacteria, viruses, fungi and parasites. These micro-organisms are able to invade and reproduce in the human body, and then cause harmful effects. Infectious diseases such as meningitis, malaria and influenza can be spread directly or indirectly from one human being to another.

Procedures

Standard precautions (previously defined as universal precautions) are guidelines designed to prevent or reduce the transmission of infectious organisms from patient to health care worker (HCW) or alternatively from HCW to patient.

Employees working in any care establishment have a common law duty of care, and therefore, must take all reasonable steps to safeguard consumers, other staff and members of the public from infection. (Occupational Health and Safety 1984 Updated Regulations 1996, Equal Opportunity Act 1988).

All staff with any infectious disease, including the flu is required to stay away from the office until such time as they are cleared by the doctor. A doctor’s sick note is required to be presented with the time sheet for payment of sick days.

Routine cleaning

Standard precautions must be implemented when cleaning surfaces and facilities. Employees must wear suitable gloves and other protective clothing appropriate for the task. Protective eyewear must be worn where splashing is likely to occur.

Toilets, sinks, washbasins, baths, shower areas, and surrounding areas should be cleaned regularly or as required. Cleaning methods for these items should avoid generation of aerosols. Although environmental surfaces play a minor role in the transmission of infections, a regular cleaning and maintenance schedule is necessary to maintain a safe environment.
Surfaces should be cleaned on a regular basis using only cleaning procedures that minimise dispersal of micro-organisms into the air.

Floors should be cleaned daily or as necessary with a vacuum cleaner. Alternatively, damp dusting or cleaning with a dust-retaining mop is acceptable. Routine surface cleaning should proceed as follows:

- clean and dry work surfaces before and after usage or when visibly soiled.
- spills should be dealt with immediately;
- use detergent and warm water for routine cleaning;
- where surface disinfection is required, use in accordance with manufacturer’s instructions;
- clean and dry surfaces before and after applying disinfectants;
- empty buckets after use, wash with detergent and warm water and store dry; and mops should be cleaned in detergent and warm water then stored dry.

Notifiable diseases are those that must be reported to the Health Department by the GP. Any employee that has a disease from the table below must not attend the office until such time as they are cleared by their doctor.

**Table 1 : Notifiable Diseases Surveillance System, Australia**

<table>
<thead>
<tr>
<th>Disease</th>
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<tbody>
<tr>
<td>Hepatitis (NEC)</td>
</tr>
<tr>
<td>Hepatitis B (newly acquired)*</td>
</tr>
<tr>
<td>Hepatitis B (unspecified)†</td>
</tr>
<tr>
<td>Hepatitis C (newly acquired)*</td>
</tr>
<tr>
<td>Hepatitis C (unspecified) †‡</td>
</tr>
<tr>
<td>Hepatitis D</td>
</tr>
<tr>
<td>Botulism</td>
</tr>
<tr>
<td>Campylobacteriosis</td>
</tr>
<tr>
<td>Cryptosporidiosis</td>
</tr>
<tr>
<td>Haemolytic uraemic syndrome</td>
</tr>
<tr>
<td>Disease</td>
</tr>
<tr>
<td>---------------------------------------------</td>
</tr>
<tr>
<td>Hepatitis A</td>
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<tr>
<td>Hepatitis E</td>
</tr>
<tr>
<td>Listeriosis</td>
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<tr>
<td>Salmonellosis</td>
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<tr>
<td>Shigellosis</td>
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<tr>
<td>STEC, VTEC</td>
</tr>
<tr>
<td>Typhoid</td>
</tr>
<tr>
<td>Cholera</td>
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<tr>
<td>Highly pathogenic avian influenza in humans</td>
</tr>
<tr>
<td>Plague</td>
</tr>
<tr>
<td>Rabies</td>
</tr>
<tr>
<td>Severe acute respiratory syndrome</td>
</tr>
<tr>
<td>Smallpox</td>
</tr>
<tr>
<td>Viral haemorrhagic fever</td>
</tr>
<tr>
<td>Yellow fever</td>
</tr>
<tr>
<td>Chlamydial infections&lt;sup&gt;*,**&lt;/sup&gt;</td>
</tr>
<tr>
<td>Donovanosis</td>
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<tr>
<td>Gonococcal infection&lt;sup&gt;**&lt;/sup&gt;</td>
</tr>
<tr>
<td>Syphilis &lt; 2 years duration&lt;sup&gt;**&lt;/sup&gt;</td>
</tr>
<tr>
<td>Syphilis &gt; 2 years or unspecified duration&lt;sup&gt;†,*&lt;/sup&gt;</td>
</tr>
<tr>
<td>Disease</td>
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<td>----------------------------------------------</td>
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<tr>
<td>Syphilis – congenital**</td>
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<tr>
<td>Diphtheria</td>
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<tr>
<td><em>Haemophilus influenzae</em> type b</td>
</tr>
<tr>
<td>Influenza (laboratory confirmed)††</td>
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<tr>
<td>Measles</td>
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<tr>
<td>Mumps</td>
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<tr>
<td>Pertussis</td>
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<tr>
<td>Pneumococcal disease (invasive)</td>
</tr>
<tr>
<td>Poliomyelitis</td>
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<tr>
<td>Rubella</td>
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<tr>
<td>Rubella – congenital</td>
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<tr>
<td>Tetanus</td>
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<tr>
<td>Varicella zoster (chickenpox)‡‡</td>
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<tr>
<td>Varicella zoster (shingles)‡‡</td>
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<tr>
<td>Varicella zoster (unspecified)‡‡</td>
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<tr>
<td>Arbovirus infection (NEC)§§</td>
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<tr>
<td>Barmah Forest virus infection</td>
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<tr>
<td>Dengue virus infection</td>
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<tr>
<td>Japanese encephalitis virus infection</td>
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<tr>
<td>Kunjin virus infection</td>
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<tr>
<td>Disease</td>
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<tr>
<td>---------------------------------------------</td>
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<tr>
<td>Malaria</td>
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<tr>
<td>Murray Valley encephalitis virus infection</td>
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<tr>
<td>Ross River virus infection</td>
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<tr>
<td>Anthrax</td>
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<tr>
<td>Australian bat lyssavirus</td>
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<tr>
<td>Brucellosis</td>
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<tr>
<td>Leptospirosis</td>
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<tr>
<td>Lyssavirus (NEC)</td>
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<td>Ornithosis</td>
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<tr>
<td>Q fever</td>
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<tr>
<td>Tularaemia</td>
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<tr>
<td>Legionellosis</td>
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<tr>
<td>Leprosy</td>
</tr>
<tr>
<td>Meningococcal disease (invasive)</td>
</tr>
<tr>
<td>Tuberculosis</td>
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</tbody>
</table>
Policy 6.3 Blood and other body fluids

Reference Documents:

Date of Board Endorsement: April, 2012

Last Review Date:

Next Review Date:

Policy Statement

Share & Care have a duty of care to all persons working within the organisation. Standard precautions (previously defined as universal precautions) are guidelines designed to prevent or reduce the transmission of infectious organisms from client to staff or alternatively from staff to client.

Procedures

Epidemiological data indicates that blood-borne viral diseases show no signs of abating. Furthermore, it is impossible to identify all persons carrying the Human Immunodeficiency Virus (HIV), Hepatitis B (HCV), or any other communicable diseases such as Cruetzfeld-Jakob Disease (CJD). Standard precautions should be applied to all persons regardless of their presumed infectious status.

This Operational Instruction provides guidelines for the standard precautions recommended to prevent transmission of infection by the following routes:

- Parental (eg. Inoculation, any puncture or needle stick injury of the skin surface).
- Mucous Membrane (eg. Splash into the mouth).
- Conjunctival (eg. Spray into the eye).
- Direct Contact – Non Intact Skin (eg. Contamination of cut on hands or other parts of the body).

BODY SUBSTANCES TO WHICH STANDARD PRECAUTIONS APPLY

- Highly infectious body substances include blood, serum, plasma, and all other body substances containing visible blood.
- While other body substances such as sweat, saliva, urine, and faeces are considered less infectious for blood-borne viral diseases, standard precaution principles should still be applied.

MAIN PRINCIPLES OF INFECTION CONTROL

Hand washing and hand care is considered to be the most important measures in infection control. Intact skin, that is, without cuts, abrasions or lesion, is a natural defence against infections.
SHARPS

- All staff should be adequately informed/trained and be able to demonstrate competence in the procedures involved in using sharps and in the disposal of such.
- Special care must be taken to prevent injuries during procedures, when cleaning used sharp instruments.
- Sharps should be handled properly after use and disposed of into a clearly labelled puncture resistant container.
- Needles should not be removed from the syringe or vacuguard by hand after use. If it is necessary to do so, remove by using needle notches of a sharps container. It is preferable and safer to dispose of the needle and syringe without disassembly.
- Sharps containers should never be overfilled, and should be securely sealed with a lid before disposal.
- Reusable sharps containers must be cleaned and disinfected/sterilized if necessary before reuse.

CONTAMINATED WASTE

Contaminated waste is defined as human material, which has the potential to cause a microbiological or pathological hazard to health. This waste includes sharps and human tissues: however, sharps should be disposed of as recommended above.

Contaminated waste must be segregated i.e. placed in an appropriate leak-proof bag and then double bagged again.

- Contaminated clinical waste bags and containers must be triple bagged.
- Sharp objects should never be placed into contaminated waste bags or containers.

LINEN

Linen soiled with blood, excreta or body substances must be placed in a clear plastic bag and then be transported immediately to the washing machine. It is not necessary to use disposable linen for clients known to have blood-borne infection, as the hot wash cycle for foul linen destroys these pathogens.
STAFF MUST TAKE THE FOLLOWING PRECAUTIONS:

- Hands should be washed regularly with soap and water, using a thorough cleansing action, covering all surfaces.
- An alcoholic hand rub may be used in emergency situations or when hand-washing facilities are limited or are not available.
- Hands can be protected from chafing through the regular use of a moisturising cream.
- Inspect the skin for any abrasions or breaks prior to commencing duty/work.
- Cuts and abrasions of the skin must be covered by a waterproof dressing, and the dressings changed as necessary. Individuals with dermatitis or weeping lesions on their hands should seek advice from their line manager.
- Hands must be washed and dried immediately before and after any direct patient care.
- Hands or other skin surfaces, which become contaminated with blood or body substances, must be washed immediately with soap and running water.

PROTECTIVE BARRIERS

- Protective barriers (eye shield, gloves, gowns and mask) should be used by staff whenever there is the potential for exposure to blood or body substances.
- Disposable gloves should be worn, wherever there is the risk of exposure to blood or body substances.
- Wearing gloves does not replace the need for hand washing. Hands should be washed before putting the gloves on as well as after the removal of gloves.
- Staff should be use general-purpose gloves when undertaking such tasks as cleaning instruments, handling chemical disinfectants or when undertaking decontamination procedures.
- Aprons or gowns must be used where there is a likelihood of being splashed or contaminating of clothing with blood or body substances.
- Clothing contaminated with blood or body substances should be removed as soon as practicable and before health care workers meet other patients.
- Masks must be worn where there is a likelihood of splashing of blood or other body substances.
- Masks should be removed as soon as practicable.
ALL staff are to assume infection is possible with EVERY client and take all precautions at all times.

- Masks should be removed by touching the strings/loops only.
- Protective eyewear must be worn where there is likelihood of splashing or splattering of blood or body substances.
- Eye wear must be optically clear, anti-fog and distortion free, close fitting and disposable or reusable after cleaning and disinfection.
- Minimise the potential for blood or substance spills through being alert and following guidelines recommended.
Policy 6.4 Driving Fatigue Management Guidelines

Reference Documents:

Date of Board Endorsement: April, 2012

Last Review Date:

Next Review Date:

Policy Statement

These guidelines are provided for staff that is required to drive. It is assumed that all action has been taken in accordance with the agency’s Driving Policy to avoid or minimise the need to drive.

Staff who are driving more than 40,000 km or 400 hours per year are likely to be driving an excessive amount and managers / supervisors are required to review with the staff member means to reduce the amount of driving being undertaken.

Fatigue or sleepiness at the wheel can occur at any time while driving. Therefore, basic guidelines need to be applied by everyone involved in driving – both drivers and passengers.

Procedures

Recognise the signs of fatigue / sleepiness at the wheel. These signs include:

- Drowsy, relaxed feeling
- Blurred vision
- Difficulty keeping your eyes open
- Head nodding
- Excessive yawning
- Repeatedly drifting out of lane

When these signs are present carry out immediate action to stop sleepiness becoming sleep:

- Change drivers
- Have a short break
- Take a short walk
- Drink tea / coffee
- Use accommodation for sleep


If the passenger recognises the signs of fatigue / sleepiness and the driver takes no appropriate action the passenger can require the driver to stop driving.

Other guidelines are recommended to be applied, where practicable, for each of the identified risk categories.

- All drivers shall hold current driving licenses for the class of vehicle(s) they are to drive. License cancellation or suspension is to be reported immediately to the Program Manager who will advise the CEO.

- Employees shall not drive under the influence of alcohol, medication or drugs that may impair their ability to control their vehicle.

- Drivers shall abide by all road traffic regulations.

- Drivers shall not use hand held mobile phones in a moving vehicle, unless with a hands free kit.

- Drivers should drive with their lights on during country travel.
Policy 6.5 Sexual Harassment

Reference Documents:

Date of Board Endorsement: April, 2012

Next Review Date:

Policy Statement

Sexual harassment will not be tolerated in the Share & Care Community Services Group Inc work environment. The Chief Executive Officer and Program Managers will promote workplace practice that eliminates sexual harassment.

Under the Western Australian Equal Opportunity Act 1984 it is unlawful for a person to sexually harass another person.

Share & Care Community Services Group has a legal responsibility to take all reasonable steps to prevent and eliminate sexual harassment in the workplace.

Management in the work environment must ensure employees and volunteers are able to work and learn in an environment, which is free of sexual harassment. Chief Executive Officer / Program Managers may face internal disciplinary action if they fail to take reasonable measures to prevent sexual harassment. The individual harasser may also be personally liable and internal disciplinary action may be taken where an employee is considered to have behaved in an inappropriate manner.

The principle of sexual harassment is not the intent of the alleged harasser but rather how the behaviour is received. Some forms of sexual conduct, which are considered harmless or innocent by some people, may be perceived as offensive to others.

Sexual harassment is a serious issue that undermines morale and can adversely affect the ability of staff to achieve their full potential. It is the intent of the policy that workplace practice treats staff with dignity in an environment characterised by trust, mutual respect and the acceptance of responsibility for personal action.

Procedures

Sexual harassment includes, but is not limited to the following.

Spoken or written harassment which includes:

- Risqué or smutty jokes and innuendo;
- Sexual or obscene remarks;
- Propositions or requests for sexual favors;
- Sexual compliments;
- Stated or implied employment advantage or reprisal as a result of sexual advances;
Comments that have a sexual component about a person’s private life, such as their marital status, sexual activity, sexual preference, morality or physical appearance.

**Visual harassment which includes:**
- Leering, staring or gesturing in a sexual way;
- Presence of suggestive or sexual magazines, pictures, posters, pin-ups or cartoons in the work environment, either displayed in a public place or in a person’s work area which is accessible by others, or may even include those contained in a person’s belongings at work.

**Physical harassment which includes:**
- An act of touching, patting, fondling, brushing, slapping or grabbing in a sexual manner.

**Electronic harassment which includes:**
- Sending of lewd pictures, posters or cartoons (Internet, e-mail or screensavers) in the work environment;
- Sexually suggestive comments, obscene messages or jokes sent via e-mail;
- Invitations or requests for sex sent via e-mail.

Sexual harassment is not behavior based on mutual attraction, friendship and respect. If the interaction is consensual, welcome and reciprocated it is not sexual harassment.

**VICTIMISATION**

It is unlawful for anyone to threaten, harass or victimise a person who has been involved with a sexual harassment complaint. Victimisation includes any unfavorable treatment such as adverse changes in the working environment, denial of training or promotion, making negative or belittling comments, restricting access to information necessary to perform one’s work or exclusion by peers. Complaints of victimisation related to a sexual harassment complaint will be dealt with in the same manner as a complaint of sexual harassment and may result in disciplinary action.

**RELEVANT LEGISLATION / AUTHORITY**

- Sex Discrimination Act, 1984
- School Education Act, 1999 and Regulations, 2000
- Racial Discrimination Act, 1975
- Occupational, Health & Safety and Welfare Act, 1984
- General Disposal Authority for Human Management Records, State Records Office of Western Australia.
Policy 6.6 Return to Work Program

Reference Documents:

Date of Board Endorsement:  April, 2012

Last Review Date:

Next Review Date:

Policy Statement

As part of Share & Care’s duty of care to the employee we will ensure we work with the employees medical team to ensure return to work is done in an expedient and safe manner.

Procedures

1. When an injury Occurs

- All injuries must be notified and reported immediately to the Program Manager who will then notify the Chief Executive Officer;
- The importance of the legal requirements to notify our insurers of the injury within the stated timeframes is re-emphasised;
- The Program Manager and Chief Executive Officer will be responsible for coordinating all efforts aimed at assisting the injured worker to recover and return to work as quickly and as safety as possible;
- For all lost time injuries, the Program Manager will contact the injured employee within 24 hours of the injury being reported to ensure;

  i. That appropriate medical attention is received;
  ii. That the process of lodging a workers compensation claim is explained and;
  iii. To prepare the injured employee for a safe and timely return to work consistent with medical advice.

2. Nominating a Treating Doctor

- All injured employees MUST nominate a treating doctor who will be responsible for medical management of the injury and will co-operate with the development and implementation of the Return to Work Program;

- Provision for nominating the treating doctor is made on the approved Workcover medical certificate.
3. Involving a Rehabilitation Provider

When it becomes evident that an injured employee is not likely to resume the pre-injury duties or can not do so without changes to the workplace or the work practices, the Chief Executive Officer will consult our workers compensation insurers, and the workers treating doctor to discuss the need to involve an accredited Rehabilitation Provider to assist develop and monitor the return to Work Plan.

Share & Care acknowledges that the injured employee has the right to choose their treating doctor and rehabilitation Provider to assist, develop and monitor the return to Work Plan.

Share & Care acknowledges that the injured employee has the right to choose their treating doctor and rehabilitation provider, therefore they must contact the insurer.

4. Finding and Providing Suitable duties

Program Manager and Chief Executive Officer in consultation with the treating doctor will ensure that the individual returns to work strategies are developed for each injured worker. This will include the provision of suitable duties for those workers who are partially incapacitated and therefore need to be offered suitable duties as part of their rehabilitation program.

Share and Care undertakes to ensure that the duties offered to the injured employees as part of their Return To Work program will always be meaningful, productive, a safe match with the client’s physical and psychological capabilities and consistent with medical advice.

5. Consultation

The Program Manager will consult injured worker, doctor, insurer and Chief Executive Officer regarding the implementation of any arrangements for the return to work of injured employees of the company.

6. Disputes

The Chief Executive Officer will attempt to resolve any disputes by consulting with employees, the Rehabilitation Provider and the treating doctor; if the dispute cannot be resolved the insurer will be contacted for advice.

* ALL ORIGINAL DOCUMENTS MUST BE FORWARDED TO THE CEO *
Policy 6.7 Drugs & Alcohol

Reference Documents:

Date of Board Endorsement: April, 2012

Last Review Date:

Next Review Date:

Policy Statement

As part of Share & Care’s duty of care to the employee we will ensure we work with the employees to ensure they are at all times safe and not under the influence of any substance.

Share & Care Community Services Group is committed to providing a safe and healthy workplace. If is from this commitment that the need for a Drug and Alcohol Policy has been recognised.

Policy and procedure manuals are designed to counteract factors that may affect safety in the workplace. Alcohol and Drugs (whether used during private life or at the workplace) are factors that reduced a person’s ability to work safely by impeding a person’s ability to exercise judgment, co-ordination, motor control, concentration and alertness. Employees under the influence of alcohol and or drugs become an occupational health and safety liability by increasing the risk of injury and illness to themselves and others.

The Share & Care Community Services Group Drug and Alcohol Policy has been formulated to ensure that all employees are aware that drug use or possession and the consumption of alcohol or intoxication at the workplace will not be tolerated. This policy will outline the disciplinary procedures, employee assistance programs and counselling service available to those employees who experience problems with drugs and alcohol.

Share & Care Community Services Group has a duty of care to ensure that the workplace is free from hazard and unnecessary risk. Employees of Share & Care Community Services Group have a responsibility to ensure their own safety and that of their fellow employees, clients and visitors to the workplace.

It is important that the effects that alcohol and other drugs may have on a person’s ability to work safely are understood. The effect of a range of substances including alcohol, cannabis, opiate analgesics, hallucinogens, volatile substances and stimulants is detrimental to the safety standard of a workplace. Prescription and over-the-counter medication may affect a person’s ability to work safely, as can combining different drugs or mixing drugs with alcohol.

The strategy adopted at Share & Care Community Services Group will ensure workplace hazards and risks associated with the use of alcohol and other drugs are eliminated or reduced as far as practicable. The share & Care Community Services Group Drug & Alcohol Policy is adopted as part of this strategy.
Aims and Objectives of Policy

The Share & Care Community Services Group Drug and Alcohol Policy is primarily designed to prevent harm, whilst also dealing with occurrences and rehabilitation. The objective of this policy is to foster and maintain a safe working environment.

The aim of the Share & Care Community Services Group Drug and Alcohol Policy is to prevent alcohol and drug related incidents, accidents and absenteeism and increase productivity and workplace moral, providing a safe and healthy work environment.

The aims and objectives of this policy shall be achieved by implementing strategies, which will eliminate or reduce and alcohol and other drug related harm as far as practicable. This objective will be achieved through a three-tiered approach:

- Preventing harm through such steps as providing information and education;
- Management of hazards through introducing procedures for dealing with affected persons at the workplace; and
- Provision in the strategy for the return to usual work duties of affected employees.

The expected outcome of this policy and procedure manual is a “clean” workforce at Share & Care Community Services Group. Staff will be expected to test negative to all contraband substances. Due to the inability to measure impairment for some substances (such as cannabis), no allowance shall be made for the presence of any contraband substance. A positive test will show the presence of drugs or alcohol, regardless of strength or amount.

The policy will apply to everyone who comes into the workplace. All new people at the workplace shall be provided with a copy of the policy via the Policy and Procedures Manual.

Scope

The Share & Care Community Services Group Alcohol and Drug Policy is applicable to all Programs and the head office of Share & Care Community Services Group. This includes but is not limited to locations in Northam, Wundowie and Gingin.

This policy will apply to everyone who comes into the workplace. This includes Employers, Chief Executive Officers, Program Managers, Directors, Consultants, Employees, as well as Visitors, Clients, Customers and Contractors.

The organisation’s policy and procedures with respect to alcohol and other drugs at the workplace will be communicated clearly to everyone who comes onto the workplace.
Employee Duty of Responsibility

As Employers have a responsibility to provide a safe workplace, employees have a responsibility to work safely and within certain safety guidelines set out by the Employer and Worksafe. Employees must ensure that they do not jeopardise their own safety, the safety of their colleagues or any visitors to the workplace.

The use of drugs and / or alcohol by an employee impacts on their ability to fulfil their Occupational Health and Safety obligations. An employee under the influence will jeopardise not only their own safety, but also the safety of all others in the workplace.

Failure to encompass the duty of Responsibility by the employee can impact on their worker’s compensation entitlements, fines from Worksafe, or internal disciplinary procedures.

Employee’s Responsibilities

- Immediately and honestly report any accident and / or injury on the prescribed forms;
- Visit a medical practitioner if required to have accident symptoms recorded and treated;
- Continue to visit medical practitioner when and as required until a full or partial clearance has been given to return to work;
- Compensation will not be paid if the employee –
  - Was under the influence of alcohol and drug of addiction;
  - Was not using protective clothing or equipment as required by the employer
  - Committed an act of serious or willful misconduct.

Any false claims will be refused and the employee may be liable for prosecution for fraud.

Obligations of Employees (Section 20 of the Occupational Safety and Health Act)

Employees also have a general duty in relation to safety at all workplace as outlined in Section 20 of the Act. Employees have an obligation to take reasonable care to:

- Ensure their own safety and health at work;
  
  Employees should ensure their activities away from work do not impact on their ability to perform their duties safely when at their workplace. An employee should inform him / herself about the effect of alcohol and other drugs on their ability to work safely. An employee should be present and remain, while at work, fit for work.
- Avoid adversely affecting the safety and health of other persons at the workplace;
  
  An employee affected by alcohol and other drugs presents a danger to co-workers and other persons at the workplace.
- Report to their employer any situation that they have reason to believe could constitute a hazard and he/she cannot reasonably correct themselves;
  
  A person who cannot work safely due to impairment by alcohol or other drugs may constitute such a hazard and this situation should be reported to the employer or other appropriate person in control.
- Report to their employer any injury or harm to health of which he / she is aware that arises in the course of, or in connection with, his / her work.
Work Function Guidelines

On Occasion, employees will be invited to attend Share & Care Community Services Group work functions (eg Christmas Party). There are some guidelines employees will be required to follow in order to make sure the event is both enjoyable and safe for all employees.

Work Functions will generally be held off work premises and out of work hours and will be completed by a set time. The function is purely a social event, and attendance is voluntary. It is expected, however, that employee’s behaviour at this staff party should not differ to their behaviour at work. All staff are to act in a responsible, courteous and polite manner. Any behaviour that can be construed as offensive will result in that employee being asked to leave the staff party. It is possible that employee behaviour at the work function may have repercussions when the employee returns to work. Serious instances of employee misbehaviour can result in written warnings or termination if the action is deemed serious enough. If you are unsure if certain behaviour could get you into trouble, please ask the Chief Executive Officer.

Share & Care Community Services Group may provide a meal or light snacks. All staff will be invited to enjoy the non-alcoholic beverages and food provided, and those who decide to drink, will be asked to do so responsibly by keeping the following guidelines in mind.

• Excessive alcohol consumption will not be tolerated. Those staff members who are seen to be intoxicated will not be served alcoholic drinks according to the responsible service of alcohol regulations. Staff members who are drunk or behaving inappropriately will be asked to leave and may have to face work related recriminations if their actions are serious enough;
• Those who decide to drink alcohol must have some safe form of transport home. Designate a skipper, pre-book a cab or arrange to be picked up. For those who cannot get home a cab will be called to ensure your safe trip home;
• Alcoholic drinks will not be paid for by Share & Care Community Services Group;
• Staff who are under age will NOT consume any alcohol. Any under-aged staff member found consuming alcohol will be asked to leave and may be issued with a written warning or have their employment terminated;
• Alcohol will not be consumed by any staff member wearing a Share & Care Community Services Group uniform or badge;
• Non-alcoholic beverages, alcoholic beverages and light snacks will be provided at the venue;
• Drink responsibly;
• Do not drive under the effect of alcohol.

In order to attend the staff party tonight it is imperative that you follow these guidelines. Drink responsibly, behave courteously and most importantly enjoy yourselves!
Employee Assistance Program

Share & Care Community Services Group will endeavour to offer assistance to any employee who is experiencing performance related problems at work. Where appropriate, the Chief Executive Officer and Coordinator will be available to discuss any difficulties an employee is experiencing which directly impacts on their ability to work efficiently and safely.

Where required the Chief Executive Officer and Program Manager may refer the employee to the appropriate medical services or counselling services. In particular, performance issues that relate to drug and alcohol use will be referred to a medical centre for professional assistance.

Confidentiality

All procedures regarding drug and or alcohol counselling shall remain confidential between the employee and the management of Share & Care Community Services Group unless information is needed for the purposes of workers compensation.

Should the evidence of drug use by an employee by bought to the attention of Share & Care Community Services Group by another employee, the evidence will be investigated further. This may require further questioning of employees, however no personal information shall be revealed to co-workers unnecessarily.

Rehabilitation and Counselling

The management of Share & Care Community Services Group have a variety of sources which an employee may be referred to for counselling or medical advise. An employee may request these services to be provided voluntarily if they believe they have a drug and or alcohol problem which is impacting upon their work performance. An employee who is experiencing difficulties at work is encouraged to seek assistance from their Chief Executive Officer or Program Manager, and wherever possible, Share & Care Community Services Group will provide information or contact to ensure that the employee received professional help.

If a serious performance issue is raised regarding a Share & Care Community Services Group employee, the employee will be referred to a medical centre. An employee will be medically assessed and suspended on full pay until the results of the medical become available. Should then employee test positive to drugs and / or alcohol the employee will be advised to seek counselling, be warned of the dangers of working whilst under the influence and warned that any further violation of Share & Care Community Services Group Policy will result in the employee’s dismissal.

Share & Care Community Services Group will endeavour to provide the best options to employees to assist with their drug or alcohol related problems. However, an employee who is uncooperative and does not comply with the drug and alcohol policy of Share & Care Community Services Group will be dismissed.
For Cause Testing Only

Testing for Illicit Drugs

Drug testing will be introduced into Share & Care Community Services Group as part of a comprehensive alcohol and drug program, which in turn is part of a general safety and health program.

**THIS WILL ONLY OCCUR WHERE THERE IS OBVIOUS CAUSE FOR CONCERN.**

Both employees and Share & Care Community Services Group Management should be aware that drug testing does not measure impairment. Current testing techniques do not disclose the quantity of the drug consumed, when it was consumed or the level of impairment that has resulted from the drug consumption.

It is for this reason that Share & Care Community Services Group will not tolerate any presence of an illegal drug in the samples of employees. Until testing techniques can measure impairment, Share & Care Community Services Group will enforce a “no tolerance” attitude to drug testing. Any presence of illicit drugs in the employees system will be considered to be a positive test result. A positive test result will result in the commencement of disciplinary procedures and may result in the ultimate termination of the employee from their position.

Drug testing will not be done on site at Share & Care Community Services Group. If an employee is reported to be suffering from effects not unlike those experienced by one who is under the influence of drugs, they will be directly referred to the Northam Regional Hospital for testing. The Northam Regional Hospital will abide by appropriate safeguards include ensuring tests results are supervised and assessed by a qualified person. All testing will be done in accordance with Australian Standard 4308 which outlines the recommended practice for the collection, detection and qualification of drugs of abuse in urine or blood samples as appropriate.

Testing for Alcohol

For cause alcohol testing will be introduced into Share & Care Community Services Group as part of the comprehensive alcohol and drug program outline in this policy and procedure manual, which in turn is part of a general safety and health program.

Unlike drug testing, alcohol testing can measure impairment. Breathalysers are a non-invasive method used to accurately measure Blood Alcohol Concentration (BAC). Studies have shown that although a person with a BAC of 0.02% may be able to perform routine tasks safely (like driving a car), it is likely that if anything out of the ordinary occurs, such as a critical safety issue, the response of the employee will be impaired.

It is for this reason that Share & Care Community Services Group will not tolerate any positive BAC reading. Share & Care will enforce a “no tolerance” attitude to the intoxication of employees by alcohol whilst they are working. Any presence of alcohol in the employees system will be considered to be a positive test result. A positive test result will result in the commencement of disciplinary procedures and may result in the ultimate termination of the employee from their position.
Alcohol testing will not be done on site at Share & Care Community Services Group. If an employee is reported to be suffering from effects not unlike those experienced by one who is under the influence of alcohol, they will be directly referred to the Northam Regional Hospital for testing. The Northam Regional Hospital will abide by appropriate safeguards include ensuring test results are supervised and assessed by a qualified person.

If an employee is believed to be under the influence of drugs and / or alcohol, Share & Care Community Services Group will ensure that the employee is provided with transport to the Northam Regional Hospital for testing procedures.

**Self-assessment by the employee**

Employees are not to present themselves for work if they have consumed alcohol and other drugs that affect their ability to work safely. Employees should not remain at the workplace if they become affected by alcohol and other drugs.

Although Share & Care Community Services Group discourages the use of alcohol and drugs at the workplace, the management is likely to take self assessment into consideration before implementing disciplinary processes. It is quite likely that an employee who relieves themselves from their duties due to intoxication will be disciplined less severely than one who is reported to be intoxicated by other employees, staff, Program Managers or third persons.

It must be stressed that self-assessment will not excuse the employee from the consequences of intoxication whilst at work; however it will be seen favourably in regards to the successful rehabilitation and counselling of that employee. Self Assessment will be viewed as an employee taking responsibility for their actions and may indicate the willingness of an employee to admit they have a problem with drugs and / or alcohol, and take steps to ensure this problem is solved or controlled.

Should an employee believe that they have inaccurate test results, they may ask for one additional test or an alternative method of testing to occur. More specifically, should an employee provide a positive breathalyser test, they may request a blood / urine rest for confirmation of this result, or alternatively should a urine test for drugs show positive, an employee may request a blood test.

**Safeguards for Medications**

If an employee’s ability to work safely may be affected as a result of medication, the employee should inform either the employer, Program Manager or Safety and Health Representative at the workplace of the affects of the medication. It is not necessary for the employee to disclose the illness for which they are taking medication.

It may also be appropriate for the employee to provide some means of verification as to the side effects of the medication, such as a medical certificate, if medication is to be taken over an extended period of time.

If an employee can perform their usual work duties safely, an appropriate person should be assigned the task of monitoring the safety performance of the employee.
If an employee is unable to perform his or her usual work tasks safely, the employee should not be assigned those usual tasks. Where practicable, an employee should be given reasonable alternative work until consumption of the medication ceases.

If an employee is unable to complete usual work duties safely for an extended period of time, and there is no alternative work available for the employee, there needs to be consultation between the employee concerned, the Safety and Health Representative and the employer to discuss steps that can be taken until the employee can resume duties. The process of consultation also needs to address issues of transport away from the workplace. The employee should only recommence normal duties when they are able to work safely.

**Third Persons at the Workplace**

Responding to a hazard presented by alcohol and other drugs may also include a situation where a third person, who is an employee, enters the workplace affected by alcohol and other drugs. An example includes when a client, customer or visitor is at the workplace. Should this situation occur, the employer and employee must respond by minimising the risk of an impaired third person presenting a hazard at the workplace.

**Dealing with an Impaired Third Person**

If a third person at the workplace appears to be impaired by alcohol and other drugs the procedures outlined below should be followed.

The Program Manager or Chief Executive Officer should approach the impaired person. If the impaired person was identified by a person other than the Chief Executive Officer, they must immediately report the intoxication to the Chief Executive Officer or their Program Manager. If the person is aggressive or appears unpredictable, the Chief Executive Officer or Program Manager may request the assistance of more than one person for the initial approach. The initial approach should be quietly assertive – not aggressive, argumentative or threatening.

**When Dealing with Substance-Impaired Persons in the Workplace**

- Avoid using terms such as “You’re drunk”;
- Be brief, firm and calm;
- Advise the Chief Executive Officer;
- Use the affected person’s name, speak slowly and clearly and repeat your message if necessary (I am instructing you to leave our premises. If you do not leave I will contact the police”);
- Do not argue or debate; simply repeat your message;
- Try to persuade them not to drive their own vehicle.
If the Impaired Person Refuses to Co-operate

- Ensure that the Chief Executive Officer has been contacted;
- Assess dangers;
- Evacuate all surrounding people, at risk from the location of the impaired person or isolate the impaired person;
- Contact the police and advise them of your circumstances. If necessary request police assistance to escort the person off the premises.

Disciplinary Procedures

Infringement of the Policy

Share & Care Community Services Group has a “no tolerance” approach to the use of drugs and alcohol in the workplace. Share & Care Community Services Group will not tolerate the possession of, or intoxication by drugs or alcohol at the workplace. Should an employee test positive to any illicit or contraband drugs, or show a positive blood alcohol test, the employee will be seen by Share & Care Community Services Group to be under the influence of intoxication.

Should an employee be shown to be under the influence, it will be viewed by Share & Care Community Services Group as a direct infringement of this drug and alcohol policy. Any infringement of this policy will result in the commencement of disciplinary procedures against the employee. Disciplinary procedures may result in the termination of an employee from their position within Share & Care Community Services Group.

In addition, Share & Care Community Services Group will not tolerate the presence of such substances on company property. Any employee who brings illicit drugs or alcohol into the property of Share & Care Community Services Group will be in direct violation of this policy and procedure manual. Therefore Share & Care Community Services Group reserves the right to search bags and lockers from time to time if a person is suspected of carrying or using drugs or alcohol.

Share & Care Community Services Group policy is one of counselling, step one is to inform the employee that it has been reported the employee has a drug or alcohol abuse problem or you suspect the employee because of his / her behaviour that the employee is under the influence of drugs or alcohol. In the first instance, Share & Care Community Services Group will have an investigation as to whether the report can be substantiated by evidence of other co-workers.

If there is substantial evidence then Share & Care Community Services Group will request that the employee undergo a medical, the employee will be suspended (on full pay) and until the results of the medical examination are available.
If the Results are Positive?

The employee shall be counselled in respect of the drug or alcohol abuse and whether he or she is prepared to undergo counselling, warn him or her of the dangers of being under the influence in the workplace and warn the employee that further violation of Share & Care Community Services Group Policy of drug and alcohol will result in the employee's dismissal.

Share & Care Community Services Group will follow up the procedure in 4 weeks and if the employee is found to be still abusing the situation then his / her services will be terminated.

Drug and Alcohol Policy

1. **Drug and Alcohol Procedures**

1.1 A person in possession of non-prescribed or illegal drugs on Share & Care Community Services Group property, or whilst on duty, shall be summarily dismissed. The offence may be reported to the police.

1.2 A person who is affected by drugs or alcohol are unable to work safely will not be allowed to work.

1.3 The decision on a person's ability to work in a safe manner will be made by the Executive Manager.

1.4 There will be no payment of lost time to a person unable to work in a safe manner.

1.5 The employee will be referred to the Northam Regional Hospital for testing.

1.6 The worker shall be issued with a written warning and made aware of the availability of counselling treatment. If the worker refuses help he / she may be dismissed the next time he / she is affected.

1.7 **A Worker Having Problems with Alcohol or Other Drugs**

1.7.1 Will not be sacked if he / she is willing to seek help unless there is persistent abuse of the policy; and

1.7.2 Must undertake and continue with recommended treatment to maintain the protection of this program; and

1.7.3 Will be entitled to sick leave or leave without pay while attending treatment.
2. **After Commencement of Employment**

2.1 It is a term and condition of employment that all persons employed by Share & Care Community Services Group agree to undergo alcohol and other drug testing as and when requested to do so by the organisation in accordance with this policy. Testing will only be conducted for cause (section 3), at the discretion of the Chief Executive Officer (section 4).

3 **Testing Options**

3.1 **For Cause Testing**

Examples of circumstances where testing for cause may be carried out include the following:

(a) Following accidents or incidents.

(b) Where an employee's general behaviour indicates to the Chief Executive Officer / Program Manager that the employee may be influenced or adversely affected by alcohol or drugs, the Chief Executive Officer may arrange for the employee to undergo an alcohol and / or other drugs test.

(c) Where the Chief Executive Officer or Program Manager becomes aware that an employee's performance has deteriorated such that in the opinion of the Chief Executive Officers / Program Managers job performance standards are not met and that the Chief Executive Officer / Program Manager suspects the inappropriate use of alcohol or drugs to be the cause, then the Chief Executive Officer may arrange for the employee to undergo an alcohol and / or other drugs test.

(d) Where the Chief Executive Officer / Program Manager has reason to believe that there has been inappropriate use of alcohol or drugs.

(e) Where an individual who has previously tested positive is being monitored to ensure safe practice.

4.1 **Refusal to Take a Test**

In the event that an employee presents him / herself for work and subsequently refuses to take a test when required to do so by the Chief Executive Officer, the employee will be encouraged to take part in the test. Continued refusal will be treated as if it were a positive test.
4.2 **Test Results Recorded for Share & Care Community Services Group Employees**

The following action will be taken in the event of positive tests recorded for employees and contractors working on Share & Care Community Services Group business.

4.3 **First Positive Test**

In the event of a first positive result for alcohol or drugs the following action will be taken:

(a) The person will be counselled by their Program Manager and the Chief Executive Officer regarding:

- The performance standard that has not been met
- The procedures that have not been followed
- The alcohol and other drugs policy and the obligation and responsibilities under it
- The serious nature of the person’s behaviour
- The risk that this behaviour creates for other employees and the workplace
- The consequences for this and future breaches
- The employee’s responsibility to demonstrate that the problem has been effectively addressed
- The reason for the person’s positive test and unfit state

(b) The person will be stood down from duties until the employee can show a negative test being a BAC of 0.00% or a sample test with 0.00ug of contraband substance. In the case of marijuana this period may be as long as 28 days (the accepted period for the substance to be removed from the body). The employee may use accrued entitlements during this period (i.e. sick leave or annual leave). Should the employee have no accrued entitlements they will be stood down without pay.

(c) The person will be advised that they may be monitored for a period of time to ensure that the problem has been addressed.

(d) The person will be formally offered the opportunity to contact a professional Counsellor

(e) The person will receive a written warning reflecting the key points in this process and indicating that the employee is liable to summary dismissal if there is a second positive test. The person will be provided with written warning indication that the employee is liable to -
termination of employment if there is a further positive test. A copy of this will be placed on their personnel file.

(f) The person will take sick leave, rostered leave or annual leave (if so accrued) or otherwise authorised unpaid leave depending on entitlements.

(g) Should the employee fail to respond to the suggestions of their Chief Executive Officer they will be dismissed.

4.3 **Second Positive Test**

In the event of a second positive result for alcohol or drugs, unless there are legitimate reasons to the contrary, the person’s employment with Share & Care Community Services Group will be summarily terminated. Summary termination will mean the loss of any accrued entitlements and non payment of a notice period.

**Identifying an Intoxicated Person**

The identification of an intoxicated person is primarily the responsibility of the Program Manager or the Chief Executive Officer on duty. However it is acceptable that employees who have concerns about their co-workers report their concerns to their Co-ordinator or the Chief Executive Officer. Additionally employees who believe they are under the influence are encouraged to request self assessment.

When assessing the “impairment” of an employee, Program Managers and the Chief Executive Officer will always consider the possibility of impairment through other causes, such as fatigue or stress. These possibilities will be discussed with any employee who is believed to be intoxicated.

**Identification**

There are a number of ways persons who are adversely affected by alcohol and other drugs may be identified.

(i) **Criteria**

Employees may be identified by a number of physical and behavioural characteristics associated with drug use. These may include but are not restricted to:

- Tiredness and fatigue;
- Lack of interest or emotion, apathy and indifference;
- Poor coordination, confusion & clumsiness;
- Glazed and sore eyes and vision problems;
- Decreased mental alertness, impaired judgement and slowed reaction times;
- Inability to concentrate, loss of memory;
- Nausea & or vomiting;
• Constipation;
• Drowsiness, respiratory depression (the cause of death from overdose);
• Agitation, anxiety, paranoia or panic;
• Increased pulse rate and blood pressure, insomnia;
• Loss of appetite;
• Psychosis, hallucinations, delusions or increased likelihood of violent or aggressive behaviours, poor perception of time and distance;
• Hypoactivity, convulsions;
• Insensitivity to pain, reduction in muscle strength;
• Continual headaches, dizziness.

An employee that exhibits one or more of these symptoms will not necessarily be intoxicated or under the influence. However when these symptoms are exhibited and are out of character the Chief Executive Officer has a responsibility to investigate the probable causes, which may include the use of drugs and/or alcohol.

(ii) Identification

The responsibility of identifying intoxicated employees rests with the Chief Executive Officer or the Program Manager on duty. This does not exclude identification by other parties, but it is expected that the Chief Executive Officer or Program Manager will be notified in any event.

The entire workforce is encouraged to report a person at the workplace who may be impaired or not working safely.

(iii) Training

Identifying persons affected by alcohol and other drugs is a complex process, therefore the Program Manager and the Chief Executive Officer will receive training in substance abuse identification and the use of the most effective style of approach.

Coordinators and the Chief Executive Officer are trained in recognising and appropriately assisting employees with “fitness for work” problems that may impact on work performance or safety.

Dealing with an impaired person

If any person at a workplace appears to be impaired by alcohol and other drugs the procedures outlined below should be followed.

The Program Manager or the Chief Executive Officer should approach the impaired person. If the impaired person was identified by a person other than the Chief Executive Officer, they must immediately report the intoxication to their Program Manager. If the person is aggressive or appears unpredictable, the Chief Executive Officer or Program Manager may request the assistance of more than one person for the initial approach. The initial approach should be quietly assertive – not aggressive, argumentative or threatening.
When dealing with substance-impaired persons in the workplace:

- Avoid using terms such as “You’re drunk”;
- Be brief, firm and calm;
- Advise the Coordinator or the Chief Executive Officer on duty;
- Use the affected person’s name; speak slowly and clearly and repeat your message if necessary (‘I am instructing you to stop work for the day. Arrangements will be made for you to be drug tested and then to go home’);
- Do not argue or debate; simply repeat your message;
- The Chief Executive Officer will make suitable arrangements to ensure the impaired person gets home safely; and
- Try to persuade them not to drive their own vehicle.

If the impaired person refuses to cooperate:

- Ensure that the Chief Executive Officer or Program Manager has been contacted;
- Assess dangers; and
- Evacuate all surrounding people at risk from the location of the impaired person or isolate the impaired person.

After the incident and the employee returns to the workplace not impaired by alcohol and/or other drugs:

- Sick leave, special leave or sickness benefits advice will be arranged according to the discipline procedures in section 16;
- Information and advice about substance abuse, assessment and counselling will be provided;
- The policy regarding further incidents will be made clear to the employee, and the normal procedures concerning failure to perform will apply.

Further incidents:

Should further incidents of being impaired by alcohol or other drugs occur by the same employee:

- Repeat the above procedure;
- Follow disciplinary procedure outlined in section 16;
- Keep all parties informed; and
- Encourage the impaired person to seek information and counselling and treatment if appropriate.

Information on Alcohol

It is essential that all Share & Care employees are aware that alcohol will impact on their ability to work safely and the effect this may have on the safety of others at the workplace. This is why Share & Care will not tolerate any employee working under the influence of alcohol not matter how slight.

Alcohol is the most commonly consumed drug in Australia. It is a potent central nervous system depressant. Alcohol is a depressant drug that slows brain activity responses and impairs co-ordination.
The effects of alcohol vary according to:

- Gender, body size and weight, state of health, built up tolerance and dependence, the amount and strength of alcohol and the way it is consumed, food in stomach, environmental and psychological factors and whether alcohol is used with other drugs or substances.

A raised blood alcohol level while at work may increase the likelihood of accidents. Alcohol consumption can lead to delayed reaction time, impaired coordination, memory and other cognitive functions and decrease the ability to concentrate and communicate. In some cases alcohol consumption may lead to an increased likelihood of violent or aggressive behaviour. Regular heavy consumption of alcohol can lead to a range of psychological, social and medical problems, and is associated with poor work performance and attendance. Alcohol dependence is also likely to lead to deterioration of skills and interpersonal difficulties.

**Effect of Alcohol on performance**

Alcohol is a potent depressant which slows down the body by acting on the central nervous system, affecting both physical and mental functioning.

Excessive drinking can cause cognitive impairment, which can affect judgement, memory and reaction time. Alcohol-related brain damage can affect short-term memory and reduce the ability to engage in abstract thinking or learn new information.

Alcohol consumption will impact upon the ability of an individual to complete a task. If the task requires problem-solving skills, or is complex, the effect of alcohol on a person’s thought processes and motor-skills is great. This can lead to injury in the workplace, particularly when using dangerous equipment.

Research indicates that long after blood alcohol levels have dropped to zero, driving ability may be reduced by approximately 20 per cent (for example, on the day following acute intoxication). This has been supported by studies on pilots who have shown impairment on flight-related tasks for up to 24 hours after the consumption of five or more standard drinks of alcohol.

The time it takes to remove alcohol from the body can also impinge on work performance. An individual can drink a large quantity of alcohol in the evening and still have alcohol in his or her body the next day. As a guide, one standard drink will raise the blood alcohol concentration (BAC) of an average sized healthy woman by approximately 0.03 per cent and that of an average sized healthy man by 0.02 per cent.

Excessive alcohol consumption over a short period of time can lead to hangovers. A hangover usually occurs several hours after drinking has stopped and all the alcohol has been removed from the body. Symptoms can include headache, dehydration, tremor, dizziness, nausea and vomiting. Hangovers can also lead to inattention at work or absenteeism.

**Information on Drugs**

The use of drugs in the workplace is a serious issue. Share & Care will not allow any employee to work whilst under the influence of drugs. Any employee who is suspected of being on drugs will be stood down pending further investigation. Share & Care has based this strict policy on the following information.
Cannabis

Cannabis is the short name for the hemp plant Cannabis Saliva. Marijuana, hashish and hashish oil come from this plant. THC is the major psychoactive compound that gives the user a ‘high’ and affects the mood and perception of the user. Cannabis, when smoked emits a distinctive odour.

Marijuana consists of dried flowers, buds and leaves of the cannabis plant and may be smoked or eaten in food and is the most commonly used illicit drug in Australia. Marijuana is also known as ‘grass, ‘mull,’ ‘pot,’ ‘weed,’ ‘dope’ or ‘ganga’.

Hashish is made from the resin of the cannabis plant. ‘Hash’ is stronger than marijuana and is usually mixed with tobacco for smoking. Hashish oil is a liquid extract and is the most potent cannabis product. It is usually added to ‘joints’ (cigarettes) or cooked in foods and eaten. As with alcohol, the effects of cannabis will vary from person to person depending on the person’s weight and height, the person’s general health, the person’s mood, the way in which the cannabis is taken or ingested, the amount or concentration of cannabis taken, whether the drug is mixed with other drugs, including alcohol, and the experience and regularity of use.

Cannabis consumption may lead to difficulty in concentration, fatigue, psychological dependence and paranoia. A person affected by cannabis will exhibit signs of tiredness or lack of interest: poor coordination, confusion, clumsiness, glazed eyes and vision problems, decreased mental alertness, impaired judgement and slowed reaction times.

When cannabis is used in conjunction with alcohol it can decrease alertness and motor and intellectual skills.

Opiate analgesics

The following drugs are opiate analgesics:


OOpium (illegal).

MMorphine (on prescription or illegally obtained).

PPethidine (on prescription or illegally obtained).

Methadone (on prescription or illegally obtained) is used to treat heroin dependent people and is only legal within a treatment program. Methadone maintenance treatment is recognised as an effective method for treating opioid dependence and reducing the harms associated with illegal opioid use.

During the early stages of methadone treatment a person’s ability to drive a care or operate heavy machinery may be affected.

These types of opiates relieve pain and produce euphoria. However users develop a tolerance and dependence very quickly. If large amounts of opiates are consumed, adverse physical effects include nausea, vomiting, constipation, drowsiness, reduced vision and respiratory depression (the cause of death from overdose). Other effects include lack of emotion, apathy and indifference.
Stimulants

Stimulants are drugs that elevate the mood and increase wakefulness but may have a variety of negative effects such as agitation, fatigue, convulsions and high psychological dependence.

Amphetamines

Amphetamines may be obtained illegally or on prescription. Amphetamines are known by many names, including ‘speed’, ‘goey’, ‘fast’ and ‘whiz’.

Consumption of amphetamines may affect the user through increased pulse rate and blood pressure, anxiety, confusion, insomnia, loss of appetite and, in some cases, psychosis.

Methamphetamine use is associated with high physical and psychological dependence, extreme paranoia, argumentativeness, loss of appetite and hyperactivity. In severe cases, users may be affected by hallucinations, delusions or increased likelihood of violent or aggressive behaviour.

Cocaine

Cocaine hydrochloride is a white powder that is also known as ‘coke’, ‘charlie’, ‘flake’, ‘snow’ and ‘c’.

The effects of cocaine are similar to amphetamines. Consumption of large amounts of cocaine may cause chest pain, a heart attack or psychosis.

Hallucinogens

Hallucinogens are a group of drugs that can change a person’s perception. Hallucinogens include substances such as Phenylcyclidine (PCP) and Lysergic Acid Diethylamide (LSD). LSD is also known as ‘trips’, ‘tabs’, and ‘microdots’. Psilocobin is a hallucinogen that occurs naturally in plant species and is sometimes referred to as magic mushrooms.

Consumption of hallucinogens may lead to illusions and hallucinations, poor perception of time and distance, panic, paranoia, possible drowsiness, hyperactivity, confusion, inability to concentrate, loss of memory and insensitivity to pain and anxiety.

MDMA

Ecstasy is the common name for methylenedioxymethamphetamine (MDMA). It is available in tablet, capsule and powder form. Ecstasy is usually ingested in tablet form, however it can be injected or snorted. Effects include increased blood pressure and body temperature, dehydration, nausea and anxiety. High doses can lead to convulsions and hallucinations. Other drugs such as amphetamines are often used with Ecstasy.

Volatile Substances (Solvents and Inhalants)

Volatile substances are commonly known as inhalants or solvents. They include butane gas, paint thinner and petrol. As with alcohol, volatile substances are classified as a central nervous system depressant.
Deliberate inhalation of inhalants, along with unintentional inhalation, may lead to intoxication and/or impair the ability to work safely. Research evidence suggests that short-term use of volatile substances rarely causes permanent damage, except from accidental injury caused by intoxication.

Effects include headache, sore eyes, drowsiness, disorientation, double vision, anxiety, dizziness, tiredness, nausea, poor coordination, slowed reaction time and in higher doses, reduction in muscle strength.

Unintentional long-term inhalation of solvents may be a serious health hazard. For example, inhaling excessive amounts of toxic substances such as leaded petrol can damage the brain and nervous system, liver, kidneys and bone marrow. Death can, in rare cases result from arrhythmia (irregular heart beat) or suffocation.

**Medication**

Everyone at a workplace should be alerted to the fact that some medications prescribed by doctors or available over-the-counter may affect the ability to work safely.

**Prescription Medication**

Employees taking medication should find out how it affects them by consulting their doctor.

During this consultation employees should explain their work duties to the doctor in order to determine if their ability to work safely will be affected by the medication.

Any directions or warnings on the medication should also be read carefully and followed.

Doctors issuing prescription medication should ask their patients about their work duties when giving advice on the likely side-effects of medication.

Side effects which could affect work performance may include, but are not limited to, drowsiness, being less alert, tiredness, difficulty in concentration, slowed reaction times or decreased physical coordination. Antihistamines, prescribed or purchased over the counter for allergies or as cold medicine, can cause drowsiness.

For further details please refer to section 13 Safeguards for Medications.

**Over the Counter Medication**

Employees should ask their doctor or pharmacist about the short and long term effects of medication and whether or not their ability to perform their work duties safely may be affected. Employees should always be alert to the fact that commonly taken medications can cause drowsiness and impair the ability to work safely.

**Combining Drugs**

Combining different drugs may increase the intensity or completely alter the effect of the drug.

It is advisable for employees to seek advice from their doctor or pharmacist about any possible side effects arising from mixing drugs.
Combining medication and alcohol may also alter the side-effect of medication and affect a person’s ability to work safely. Sleeping tablets mixed with alcohol, for example, may impair judgment or coordination. Further information about alcohol and other drugs and their effect can be obtained from the agencies outlined in Section 16.

**Employer Duty of Care**

Both Employers and Employees have safety responsibilities according to the *Occupational Safety and Health Act 1984* (the act). While Employers have a duty of Care to provide a safe workplace, employees have a duty to perform their work in a safe and hazard free manner.

Whilst the use of drugs and alcohol is not specifically mentioned in the act, the use of these substances impedes the employer’s ability to exercise their duty of care, and impede the ability of the employees to work safely.

Alongside the Act there is other legislation which refers directly to the use of Drugs and Alcohol in the workplace. Legislation which may be pertinent to employees and employers at Share & Care include:

- **Misuse of Drugs Act 1981**
  - Section 5: Offences concerned with prohibited drugs and plants in relation to premises and utensils.
  - Section 7: Offences concerned with prohibited plants generally.

- **Road Traffic Act 1974**
  - Offences relating to driving a motor vehicle, truck or mobile equipment whilst under the influence of alcohol and/or drugs.

- **Workers’ Compensation and Rehabilitation Act 1981**
  - This Act disallows compensation for an employee if alcohol and drugs are involved in the employee’s disablement, unless the incident results in death or permanent disablement.

- In some industries specific laws on alcohol and other drugs apply, for example:

**The Act**

The *Occupational Safety and Health Act 1984* provides for the promotion, co-ordination, administration and enforcement of occupational safety and health in Western Australia.

With the objective of preventing occupational injuries and diseases, the Act places certain duties on employers, employees, self-employed persons, manufacturers, designers, importers and suppliers. In addition to the broad
duties established by the Act, it is supported by a further tier of statute, commonly referred to as regulations, together with lower tiers of non-statutory codes of practice and guidance notes.

**Regulations**

Regulations have the effect of spelling out the specific requirements of the legislation. Regulations may prescribe minimum standards. They may have a general application or they may define specific requirements related to a particular hazard or a particular type of work. Regulations may also be for the licensing or granting of approvals, certificates, etc.

**Codes of Practice**

A code of practice is defined in the Act as a document prepared for the purpose of providing practical guidance on acceptable ways of achieving compliance with statutory duties and regulatory requirements.

Codes of practice should be followed, unless there is another solution which achieves the same or better result; and can be used to support prosecution for non-compliance.

**Guidance Notes**

A guidance note is an explanatory document approved by the Commission providing detailed information on the requirements of legislation, regulations, standards, codes of practice or matters relating to occupational safety and health.

**Obligations of Employers (Section 19 of the Occupational Safety and Health Act)**

- Employers have a general duty to ensure the safety of their employees.
- Employer duties are set out in Section 19 of the Act. Employers must, so far as is practicable:
  - Provide a workplace and safe system of work so that, as far as practicable, employees are not exposed to hazards;
  - Provide employees with information, instruction, training and supervision to allow them to work in a safe manner;
  - Consult and co-operate with safety and health representatives and other employees in matters related to safety and health at work;
  - Provide adequate protective clothing and equipment where hazards cannot be eliminated;
  - Provide for the safe use, transport and disposal of machinery and substances.

The use of alcohol and other drugs may present a hazard at the workplace. The risk of injury or harm to any person resulting from the use of alcohol and other drugs must be assessed and measures taken to reduce the likelihood of any injury or harm occurring from their use.

Where a person’s capacity may be impaired by alcohol and other drugs, the employer should ensure the person is not in a position of personal risk, and that the person does not present a risk to the safety and health of others.

If developing a policy on alcohol and drugs in the workplace, employers are obliged to ‘consult and co-operate’ with any Safety and Health Representatives and other employees.
The Law

The Western Australian Occupation, Safety and Health Act 1984 outlines the legal requirements (duty of care) of both employers and employees. This act requires employers to take all practical measures to ensure employees are not subject to hazards. The consumption of alcohol may present a hazard at the workplace. It is the responsibility of the employer to ensure that a person does not work whilst affected by alcohol. Employees must also ensure that they do not present a risk to the safety and health of others through the use of alcohol.

If an employer subsidises or provides alcohol at the workplace or allows an employee to consume alcohol during the working day, the Share & Care is failing to protect employees from potential hazards. This is particularly important in jobs requiring specialist’s skills or where there are dangers from handling chemicals or heavy machinery.

Employers risk prosecution and penalties if an employee, client or member of the public is injured by actions of another employee who is intoxicated or under the influence at work.

Employers have a duty to ensure that work does not harm employees, visitors, clients or customers. On an international level, civil law suits have also been brought against employers for injury caused by employees who were intoxicated at work sponsored functions.

Smoking

In meeting the requirements of the Occupational Health and Safety Act, Share & Care is committed to maintaining a safe working environment for all staff. Accordingly Share & Care is required to ensure that all workers are not put at risk from passive smoke.

Smoking is prohibited in all work areas, offices, toilets, washrooms, storerooms and designated interior lunchrooms.

If employees must have a cigarette, it must be done during their designated break time, before work or after work in the designated patio area. Workers who fail to observe these instructions will be disciplined and repeat offences may lead to dismissal.
Policy 6.8 Sick Leave

Reference Documents:

Date of Board Endorsement: April, 2012

Last Review Date:

Next Review Date:

Policy Statement

As part of Share & Care’s duty of care to the employee we will ensure we work with the employees to ensure they are at all times well when presenting for work.

All staff will be allowed three days sick per annum without a certificate, after that a certificate must be provided for each occasion if you require payment.

Certificates are acceptable from either your General Practitioner of the local hospitals emergency department Doctor.

An exception for one day will be granted for those staff that a Program Manager sends home from work sick.
Policy 6.9 Working in Hot Conditions

Reference Documents:

Date of Board Endorsement: April, 2012

Policy Statement

As part of Share & Care’s duty of care to the employee we will ensure we work with the employees to ensure they are at all times safe when working in hot weather conditions.

Legal Standards

There are no regulations specifying standards for maximum temperatures in the workplace.

However, employers have a duty under the Occupational Health and Safety Act to provide and maintain for employees, as far as practicable, a working environment that is safe and without risks to health. This includes providing a safe system of work, information, training, supervision, and where appropriate personal protective equipment. The employer also has the duty to monitor conditions at the workplace - this includes heat.

After consultation with Occupational Safety & Health agencies across Australia and discussions with employees and Occupational Safety & Health representatives Share & Care will manage employees’ safety whilst working outside by ensuring:

► Clean drinking water will be provided for employees at all times.

► When workplaces are temporary, remote or mobile, and employers are unable to provide drinking points, they will be provided access to water containers for employees to take with them. Such employees include transport drivers, security personnel, park rangers & gardeners, forestry employees, sale reps or mobile community health workers.

► Drinking water will be clean, safe for consumption, cool and palatable.

► Drinking water will be from outlets that are separate from sanitary and hand washing facilities to avoid contamination and hygienically provided by means of disposable or washable drinking containers or delivered by a drinking fountain or cups so that employees do not share drinking containers.

► Interior workplace buildings will maintain a temperature range that is comfortable and suitable to the work. Workplace temperatures that are too high or too low can contribute to fatigue, heat illness and cold-related medical conditions.

► Optimum comfort for sedentary work is between 20°C and 26°C, depending on the time of the year and clothing worn.
The means of maintaining a comfortable temperature will depend on the working environment and the weather and could include any of the following (125):

- Air conditioning
- fans
- electric heating
- open windows
- building insulation
- the layout of workstations
- direct sunlight control
- controlling airflow and the source of draughts
- a work and rest regime

All heating and cooling facilities will be serviced regularly and maintained in a safe condition.

- Air movement throughout a workplace is necessary for the health and comfort of employees. We will ensure a workplace that provides natural ventilation and mechanical ventilation which complies with AS 1668 The use of ventilation and air-conditioning in buildings. In enclosed workplaces, we will ensure that comfortable rates of air movements (usually between 0.1m and 0.2m per second) are maintained.

- **For outdoor employees:** Share & Care will ensure access to shelter such as the air conditioned vehicles and will call employees in when the temperature exceeds 39C.

**Measuring Heat**

An ordinary dry bulb (DB) thermometer is adequate to measure air temperature when humidity and air movement is not excessive and is often the only practical method to measure temperature.

**Identifying heat illness hazards**

Air temperature alone cannot be used to determine whether there is a risk of heat illness. The key risk factors that need to be taken into account are:

- air temperature
- humidity
- radiant heat
- air movement or wind speed
- workload (nature of the work and duration)
- physical fitness of the worker (including acclimatisation and any pre-existing conditions e.g. overweight, heart/circulatory diseases, skin diseases or use of certain medicines)
- clothing - including protective clothing such as overalls,
During hot weather, Share & Care advises employees they should be drinking a cup of water (about 200 mL) every 15 to 20 minutes.

Personal protective equipment may be needed to further reduce the risk of heat illness. Share & Care will provide these protective items free of charge and includes:

- broad brimmed hat
- appropriate protective clothing (outdoor workers should ensure clothing covers them at least between elbow and knee, however long sleeves and pants provide the best protection).
- sunscreen
- sunglasses

Work outside for our gardening crews will cease when the temperature is at 39C or humidity exceeds 75%. Employees will report to the Program Manager who will allocate other duties until their workday is completed.

The Program Manager and Chief Executive Officer may take the option of releasing employees earlier if they feel it is warranted.