serving in justice and love

Advisory Council
Governance Framework and Policies
An Introduction to the Work of CatholicCare

CatholicCare is the professional social care agency of the Diocese of Broken Bay. Each year CatholicCare staff provide living witness to the words of the Gospel throughout the Diocese; they are the face of Jesus to many thousands of children, young people, individuals, and families of all backgrounds and beliefs. In providing services to care for those in need, all CatholicCare staff are an integral part of the Broken Bay Curia, assisting the pastoral work of the Bishop in the most practical of ways.

Good governance is essential to the work of CatholicCare. A strong support structure for the agency assists in advising the Bishop of Broken Bay of the needs of the people, and strategic directions for existing and new CatholicCare services. In appointing members of the CatholicCare Advisory Council, the Bishop relies greatly on the advice of those who are deeply committed to CatholicCare’s Mission, Vision and Values, giving generously of their time to the benefit of both the agency and the Diocese.

The CatholicCare Advisory Council Governance Framework and Policies document provides the underpinnings of good governance for CatholicCare.
Bishop of Broken Bay Mandate to the Council

The purpose of the CatholicCare Advisory Council is to help enact the vision of CatholicCare in the Diocese of Broken Bay by:

- Discerning for the Bishop broad policies and priorities, recommending their adoption to the Bishop and monitoring their implementation once adopted;

and

- Tendering advice to the Bishop regarding issues relevant to CatholicCare in the Diocese.

The Council is essentially pastoral in its outlook and operation. It seeks to initiate, encourage, support, and promote activities within the Diocese which further the local Church’s mission to provide social services.

To guide the Council in this important role and in its responsibilities, good governance requires policies in areas such as human resources, financial, quality and risk management, and complaints, ethics and public relations.

This Governance Framework and Policies document is intended to assist both Council members and those in Curial administration as they work together to promote the Vision of the Diocese in order to ensure a vibrant and evangelising local Church.

The Most Reverend Peter A. Comensoli
Bishop of Broken Bay
Preface

This document constitutes the Governance Framework and Policies for the CatholicCare Advisory Council in the Diocese of Broken Bay. It was initially developed as a component of enacting the CatholicCare (then called Centacare) Strategic Plan 2005-2009.

Dr. Maureen Cleary (Governance & Management Pty Ltd) assisted in initial development of the Governance Framework initially launched in March 2008.

The Framework was reviewed September-December 2010, and amended to included procedural guidelines. Revisions and updates were discussed at the Advisory Council meeting held on 24 March 2011, and approved by Council members on 5 May 2011.

The Framework was again reviewed between February-May 2014 by an Advisory Council Governance Committee. Revisions and updates were discussed at the Council meeting held on Thursday, 8 May 2014 and approved on Thursday, 19 June 2014.
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Our Vision for the Future

In line with principles of Catholic Social Teaching, we strive for a world where people are safe, happy, well, and connected with each other in inclusive communities.

We recognise that individual wellbeing is influenced by relationships within families, neighbourhoods and the wider community.

Our Mission

We serve in justice and love.

We live out the Gospel by walking alongside people to find and build solutions to their needs; to deliver evidence-based services; and to do so with commitment, regardless of the difficulties faced.

To this Mission we bring a long history of service and faith, the resources of dedicated staff, volunteers and partners, a willingness to go beyond essential care, and persistence in supporting justice and well-being for all.

Our Values

Respect
We respect the dignity and worth of all people and embrace difference.

Hope
We see the strengths in each person and believe that every individual can grow and build a positive future. We respect each person’s right to shape their own future.

Commitment
We build relationships with those we serve and stand in solidarity with them through tough times and joyous times. We dedicate ourselves to their rights and interests.

Professionalism
We are ethical and act with integrity in all we do. We are accountable to the communities we serve, to our funders and to each other. We take responsibility for continually learning and improving.

Excellence
We learn from and act on evidence of what works. We maintain high standards and pursue innovative and best practice approaches to effecting change in people’s lives.

Social Justice
We take time to care. We strive for equity and opportunity for all. We speak up for and give voice to those who are vulnerable.
1. **Council Terms of Reference**

1.1 **Membership Advisory**

1.1.1 The CatholicCare Advisory Council (hereafter referred to in this document as "Council") is presided over by the Bishop or his delegate, the Diocesan Financial Administrator (Financial Administrator), who is an ex officio member of the Council.

1.1.2 The Bishop appoints the members of the Council.

1.1.3 The Bishop appoints a Chair of the Council who is also a member of the Council. The Executive Director, the current Chair, and the Recruitment Committee make recommendations to the Bishop regarding appointment of new members.

1.1.4 Members of the Council appoint from their membership a Deputy Chair.

1.1.5 The CatholicCare Executive Director is the Executive Officer of the Council.

1.1.6 With the exception of the Financial Administrator and any other diocesan representative, members are usually appointed for a term of 3 years with a maximum of two consecutive terms.

1.1.7 In periods of transition, at the discretion of the Bishop of Broken Bay, with advice of the Executive Director, ‘retiring’ Advisory Council members may be invited to continue to serve for a further six (6) months.

1.1.8 There are normally ten (10) Council members, this number may be exceeded at times of changeover.

1.1.9 Members of any Council Committees are appointed by the Council.

1.1.10 The Financial Administrator is an ex officio member of the CatholicCare Finance Committee.

1.1.11 Council membership will reflect a broad spectrum of interest in areas such as:

- The development of social policy particularly in a Church context
- The delivery of social care programs
- Funding models utilised by Australian State and Commonwealth Government departments for the provision of social care programs
- Pastoral needs and capacities at both parish and Diocesan levels
- An understanding of and commitment to the Mission of the Church and Catholic Social Teaching
- Commercial law, appropriate legal practice and in particular its application to government contracts
- Financial management, accounting and administration
- Risk management practices and policies
- Corporate governance and best practice
1.2 **Decision Making**

1.2.1 Council members decide the style of decision making that best suits the work of the particular Council.

1.2.2 Decisions that are likely to have significant financial implications or canonical or civil legal impact should be subject to a formal voting process and the results of the voting process are to be minuted.

1.3 **Quorum**

1.3.1 A quorum for meetings is at least half the number of currently appointed members. The quorum is those who are physically present.

1.4 **Remote Attendance (Teleconferencing)**

1.4.1 A physical quorum must be present as required by this document for a valid meeting to occur.

1.4.2 Physical attendance at Council meetings is always preferred; however, remote attendance is allowed when conditions and circumstances justify. Those who desire to attend the meeting remotely must notify the Chair and Executive Director at least one (1) business day prior to the scheduled Council meeting. Council members may attend up to half of the eight (8) scheduled meetings remotely.

1.5 **Meeting Frequency**

1.5.1 Meetings will be held minimum 6 (six) times and maximum 8 (eight) times per year, or as otherwise agreed.

1.5.2 Each member will be required to attend at least six (6) out of eight (8) meetings per calendar year. Being a minimum of 75% of the meetings.

1.5.3 Council Business Papers are to be received in reasonable time in order that members can have adequate time to review and prepare the documents. To facilitate it is recommended that Council papers be received by Council members COB Friday before the meeting. Any late reports can be sent electronically to members 48 hours prior to a meeting and any other documentation outside these timeframes can be tabled at the end of a meeting.

1.6 **Record of Proceedings**

1.6.1 Minutes of proceedings shall be kept of all meetings of the Council and its Committees. Minutes of proceedings are taken by the Executive Assistant to the Executive Director (or nominated by the Executive Director).

1.6.2 Minutes shall be subject to confirmation at the next succeeding meeting.

1.6.3 Copies of confirmed minutes shall be sent to the Bishop of the Diocese of Broken Bay.
1.7 People in Attendance

1.7.1 A wide range of other persons, involved in or interested in the ministry of CatholicCare will, from time to time, be invited to bring their knowledge and experience to the Council's meetings to assist in the deliberations of the Council.

1.7.2 From time-to-time 'specialist guests' (including but not restricted to: business people, academics, experts) may be invited to attend a Council meeting to assist with our deliberations on particular issues at the discretion of the Executive Director and Chair of the Advisory Council.

1.8 Terms of Reference Changes

1.8.1 The Council may recommend changes to these Terms of Reference to the Bishop at any time.

1.8.2 The Bishop may change these Terms of Reference at any time after consultation with the Council.

Note:

The Bishop of Broken Bay is an ex officio member of all Diocese of Broken Bay Agency Councils and the Diocesan Development Fund Board. The Financial Administrator is an ex officio member of all Advisory Councils and Finance Committees and the Diocesan Development Fund Board. The Bishop, after consultation with the Chair of the Council may choose to invite any other person they believe is appropriate to attend a Council meeting.

2. Council Processes

It is above all a question of interdependence, sensed as a system determining relationships in the contemporary world, in its economic, cultural, political and religious elements, and accepted as a moral category. When interdependence becomes recognized in this way, the correlative response as a moral and social attitude, as a “virtue,” is solidarity. It is a firm and persevering determination to commit oneself to the common good; that is to say to the good of all and of each individual, because we are all really responsible for all.

Sollicitudo Rei Socialis
John Paul II
1987 12 30

2.1 Role of the Council

2.1.1 The Council exercises its responsibilities mandated by the Bishop of Broken Bay.

2.1.2 The Council is responsible for determining its development, organisation, and performance.

2.1.3 The Council sets its Work Plan and agenda for the year at the first meeting of each calendar year based on a proposal of priority areas identified by the Executive Director and Council Chair, using such tools and formats as may assist in assessing progress of the plan.

2.1.4 The Council and the Executive Director identify and manage risk in relation to the agency, in accordance with good practice.
2.2 The Chairperson

2.2.1 Maintains clear governance relationships between the Council, the Executive Director, and the Bishop.

2.2.2 Chairs meetings of the Council after developing the agenda with the Executive Director.

2.2.3 Serves as an \textit{ex officio} member of Council committees and attends their meetings when appropriate.

2.2.4 Discusses major issues confronting CatholicCare with the Executive Director.

2.2.5 Guides and mediates Council actions with respect to major organisational priorities and governance concerns.

2.2.6 Assists the Bishop, as requested, to ensure that the annual performance appraisal processes of the Executive Director are conducted in a professional and timely manner.

2.2.7 Works with the Bishop, through the Financial Administrator, to ensure that the Council develops an appropriate process for the Council's overall evaluation.

2.2.8 Performs other responsibilities assigned by the Bishop, the Financial Administrator or the Council.

2.2.9 Ensures Council members are satisfied with their opportunity to contribute to the Council.

2.3 Council Members Role

2.3.1 Attempt to attend all Council and committee meetings of which they are members, providing apologies for any meeting they are unable to attend.

2.3.2 It is expected that members attend at least six (6) out of the eight (8) meetings. Being a minimum of 75% of the meetings.

2.3.3 Keep informed about CatholicCare's Mission, social care policies, direct services and all relevant responsibilities under civil and canon law.

2.3.4 Review the agenda and supporting materials prior to Council and committee meetings.

2.3.5 Systematically consider information that evaluates CatholicCare's social care policies and direct service delivery.

2.3.6 Serve on committees and take on special tasks as required.

2.3.7 Never speak on the Council's behalf unless they have been authorised by the Chair to do so.
2.3.8 Keep up to date on developments with regard to broad social policy issues, contributing as relevant to discussion of current trends.

2.3.9 Adhere to the Council's Ethics Policy (see Section 10.).

2.4 Council Committees

2.4.1 Are created by the Council when it becomes apparent that the business of the Council requires a more focused approach than can be had with the full Council.

2.4.2 Develop policy options for the Council and recommend actions for its consideration and approval.

2.4.3 Are non-operational, and exist to support the work of Council as distinct from the CatholicCare Executive Team.

2.4.4 Do not make recommendations on behalf of the Council unless the Council has charged the committee with the authority to do so, in a specific circumstance.

2.4.5 Require a volunteer membership that has a mix of skills and experience appropriate to the task of the particular committee, and are chaired by a current Council member. Council committees may include members of CatholicCare staff if it is deemed they have requisite skills and knowledge to the task of the particular committee.

2.4.6 Require Terms of Reference outlining the committee's purpose, length of appointment, responsibilities, membership, and meeting frequency.

2.5 Ad Hoc Committees

2.5.1 From time-to-time the Council, through the Executive Director and Chair, may identify the need for ad hoc committees, and in doing so, will appoint Terms of Reference and determine the scope in respect of these ad hoc committees.

2.5.2 The Council, through the Executive Director and Chair, may invite a relevant person external to the Council, including but not restricted to: a CatholicCare Executive, a CatholicCare staff member, a 'retired' CatholicCare Advisory Council member, clergy, an academic, an expert, a current user of CatholicCare's services, or a volunteer, to join a Council committee because they have particular information and expertise that will assist the committee in its work.

2.6 Council – Executive Director Relationship

2.6.1 Council members' relationship with the staff of CatholicCare is through the Executive Director.

2.7 Council Member Recruitment and Appointment

2.7.1 The Recruitment Committee will concern itself with all aspects involving the identification of appropriately skilled and experienced people available to fill vacancies on the Advisory Council and in accordance with its Terms of Reference.
2.7.2 Ideally, there should be a target of two (2) diocesan representatives (currently working in a parish(es) within the Diocese of Broken Bay) and a target of two (2) direct service users of CatholicCare’s services. These are full members and not ex-officio.

2.7.3 Recommendations from the Recruitment Committee will be made to the Executive Director and the Chair of the Advisory Council regarding appointment to the Council.

2.7.4 The Executive Director and the Chair of the Advisory Council will recommend prospective Council members to the Bishop.

2.7.5 All Council members are encouraged to identify prospective Council members through a variety of processes and advise the Chair, Recruitment Committee, so follow up action can be initiated.

2.7.6 With the view of ensuring succession planning and transition, a target of two new members to be invited to join the Advisory Council each year is suggested.

2.8 **Council Governance Policy Review**

2.8.1 It is the Council's responsibility to regularly review the CatholicCare Advisory Council Governance Framework and Policies and recommend changes to the Bishop.

2.8.2 A detailed evaluation of work undertaken by the CatholicCare Advisory Council will be undertaken on a three year cyclical basis, corresponding to the current CatholicCare Strategic Plan.

2.8.3 The Council Governance Framework and Policies will be reviewed every 3 years, coinciding with the requirements of 2.8.2.

2.9 **Council Development, Organisation and Performance**

2.9.1 Council will formally evaluate work undertaken on an annual basis at the last meeting of each calendar year. Appropriate evaluative methods may include discussion of activities in relation to the Annual Work Plan, and such formal instruments as may be recommended by the Executive Director and Council members to review performance, processes, and outputs.

2.9.2 Council members will contribute individually to the annual evaluation process, focusing on their own contribution to the Council. Members of the CatholicCare Executive team will also contribute to the annual Council evaluation process.

2.9.3 An Annual Report of the work of Council shall be provided to the Bishop of Broken Bay.

3. **Mission Policy**

*Mission is a single but complex reality, and it develops in a variety of ways. Among these ways, some have particular importance in the present situation of the Church and the world.*

Redemptoris Missio
John Paul II
1990 12 07
3.1 Broken Bay Diocese and CatholicCare Mission

3.1.1 CatholicCare works within the spirit of and is consistent within the Mission of the Diocese of Broken Bay.

3.1.2 The Council assists the Executive Director in sustaining the Mission of CatholicCare and ensures its integration in all policies of the organisation, as required.

3.1.3 The Council reviews CatholicCare Mission, as necessary, as part of its strategic planning process and recommends changes to the Bishop.

3.1.4 The Council considers, with the Executive Director, new social care needs of the Diocese that are consistent with the CatholicCare Mission.

4. Strategic Planning Policy

Involvement in the life of the Church and in its mission, in an attitude of co-responsibility and complementarity, implies an up-to-date knowledge of its projects and the goals it hopes to attain (97).

Religious and Human Promotion
Plenaria of Sacred Congregation for Religious and for Secular Institutes
1978 04 25-28

4.1 The Strategic Plan

4.1.1 The Executive Director is responsible for developing the strategic planning process for CatholicCare, for submission to the Council. Following Council review, recommendations are made by the Council to the Financial Administrator for presentation to the Bishop for approval.

4.1.2 The Executive Director regularly reports to the Council on the progress of implementation of the CatholicCare Strategic Plan, and explains major variances and actions taken to ensure the planned outcomes are achieved.

4.1.3 The Council reviews the CatholicCare Strategic Plan regularly and recommends major changes to the Financial Administrator for the Bishop’s approval.

4.2 The Business Plan

4.2.1 The Executive Director formulates the Business Plan in accordance with the current Strategic Plan.

4.2.2 The Business Plan is presented by the Executive Director to the Council.

4.2.3 The Business Plan contains an annual budget that forms the resourcing expectations of the Strategic Plan.
4.2.4 The Executive Director is responsible for the implementation of the Business Plan.

5. Human Resources Policy

God is opening before the Church the horizons of a humanity more fully prepared for the sowing of the Gospel. I sense that the moment has come to commit all of the Church’s energies to a new evangelization and to the mission.

Redemptor Gravior Misio
John Paul II
1990 12 07

5.1 Diocesan Financial Administrator HR Responsibilities

5.1.1 The Financial Administrator holds key responsibilities with regard to the Human Resource Management of Diocesan Directors and the General Manager of the Diocesan Development Fund.

5.2 Executive Director Appointment

5.2.1 The Bishop, in conjunction with the Financial Administrator develops and implements the process for the selection and appointment of the Executive Director.

5.2.2 The Council, through its Chair, participates with the Bishop and the Financial Administrator in the selection and appointment process of the Executive Director.

5.3 Staff Development and Support

5.3.1 The Council endorses the Diocesan policy that all employees receive appropriate orientation, annual performance review, just remuneration and conditions, including a safe and ethical working environment as well as professional development opportunities and appropriate staff support systems.

5.4 Human Resources Benchmarking

5.4.1 Council will receive information regarding agency performance with respect to issues related to human resources indicators, against appropriate industry benchmarks and standards.

6. Financial Management Policy

With all possible help from experienced lay people [sic], priests should manage those goods which are, strictly speaking, ecclesiastical as the norms of Church law and the nature of the goods require. They should always direct them toward the goals in pursuit of which it is lawful for the Church to possess temporal goods. Such are: the arrangement of divine worship, the procuring of an honest living for the clergy, and the exercise of works of the sacred apostolate or of charity, especially toward the needy.

Presbyterorum Ordinis
Paul VI
1965 12 07

6.1 Financial Stewardship
6.1.1 The Council ensures that CatholicCare has financial policies that reflect its Mission and assist it to achieve its goals, and are consistent with the Diocesan financial policies and goals whilst mindful of the roles of the Financial Administrator and the Diocesan Finance Committee as detailed in the Diocesan Finance Committee Statutes.

6.1.2 There is an established CatholicCare Finance Committee, members of which have been appointed by the Bishop, to assist the Executive Director and provide input into this area.

6.1.3 The Council ensures that CatholicCare has financial policies that reflect its Mission and assist it to achieve its goals, and are consistent with the Diocesan financial policies and goals whilst mindful of the roles of the Financial Administrator and the Diocesan Finance Committee as detailed in the Diocesan Finance Committee Statutes.

6.1.4 Having financial policies and receiving appropriate financial reports are the means by which the Council monitors the financial performance of CatholicCare.

6.2 Financial Planning and Budgeting

6.2.1 The Council is informed of, through the CatholicCare Finance Committee, financial planning which occurs in developing an annual budget for CatholicCare.

6.2.2 The Council ensures that the goals of the Strategic Plan and Business Plan are aligned with the budget and are monitored on a regular basis through financial reports.

6.2.3 The Executive Director presents to the Council CatholicCare’s annual budget prior to the May meeting of the Diocesan Finance Committee, each year.

6.2.4 The Bishop, through the Diocesan Finance Committee, approves the CatholicCare annual budget by June each year.

6.3 Financial Management

6.3.1 The financial management system follows Diocesan approved and accepted accounting standards.

6.4 Financial Delegations

6.4.1 The financial delegations exercised by the Executive Director are in accordance with the Diocesan Financial Delegations Manual.

6.5 Capital Expenditure

6.5.1 Anticipated capital acquisitions are included in the annual budget which is received by the Council.

6.6 Capital Reserves
6.6.1 It is the responsibility of the Executive Director, following the advice of the CatholicCare Finance Committee, to recommend to the Council the amount of funds to be kept in reserve in each financial year.

6.7 Cash Funds

6.7.1 In accordance with Diocesan policy, all cash funds are normally placed with the Diocesan Development Fund.

6.8 Financial Reporting

6.8.1 The Executive Director presents, through the Finance Committee, reports to the Council on the financial performance of CatholicCare on a regular basis.

6.8.2 The CatholicCare annual audited financial report is received by the Council by October each year.

6.9 Financial Audit

6.9.1 The Financial Administrator appoints the auditor upon the recommendation of the Diocesan Finance Committee.

6.9.2 The Executive Director, with appropriate input from the Council via the Finance Committee, is responsible for recommendations to the Financial Administrator regarding extensions to the scope of the CatholicCare financial audit.

6.9.3 The Council shall be informed about the audit process and its implications for the financial policies, structures, and processes of CatholicCare.

6.10 Gifts and Bequests

6.10.1 The Executive Director separately identifies gifts and bequests from appropriate sources, from the operating income.

6.10.2 Appropriate sources of income include gifts and bequests from individuals or groups acceptable to the moral and ethical requirements of the Diocese.

6.10.3 Restricted purpose donations are to be spent for their dedicated purpose only.

7. Quality Management and Compliance Policy

Evangelization, for the Church, means bringing the Good News into all strata of humanity and through it transforming humanity itself from within: its criteria of discernment, its determinant values, its sources of inspiration, its designs for living, opening them up to a total vision of humanity.

Religious and Human Promotion
Plenaria of the Sacred Congregation for Religious and for Secular Institutes,
1978 04 25-28
The Council supports the Executive Director in ensuring that:

7.1.1 A CatholicCare Quality Assurance Plan is developed that ensures agency compliance with all appropriate accreditation processes and other legislative and contractual requirements.

7.1.2 Compliance exists with the required regulatory and professional standards set by the range of professional bodies and organisations with whom CatholicCare relates.

7.1.3 The quality of CatholicCare’s programs and services is monitored through appropriate reporting mechanisms.

7.1.4 There is regular and ongoing review of the Council Governance Framework and Policies (including performance).

8. Risk Management Policy

While the wisdom of the law, by providing precise rules for participation, attests to the hierarchical structure of the Church and averts any temptation to arbitrariness or unjustified claims, the spirituality of communion, by prompting a trust and openness wholly in accord with the dignity and responsibility of every member of the People of God, supplies institutional reality with a soul.

John Paul II
Novo Millennio Ineunte
2001 01 06

The Council supports the Executive Director to ensure that:

8.1.1 Continuous quality assurance activities are an integral component of risk management in the agency.

8.1.2 CatholicCare has a risk management policy and plan which is presented and reported on to Council on a regular basis.

8.1.3 There are sufficient resources available to implement the risk management plan, including monitoring the development and implementation of this plan.
In developing a risk management policy and plan, CatholicCare seeks to ensure that:

8.1.4 The safety of Council members, employees, volunteers, clients and the general public is given the highest priority in their interaction with CatholicCare.

8.1.5 Buildings, facilities, equipment, materials, copyright and trademarks are cared for in such a way that characterises responsible stewardship.

8.1.6 Employment policies and practices are established and followed so that staff experiences a just workplace.

8.1.7 CatholicCare conforms to all legal and regulatory requirements.

8.1.8 CatholicCare provides a safe physical environment for any person who is likely to come in contact with its property and premises.

8.1.9 The reputation of CatholicCare is enhanced through its service delivery and marketing activities.

8.1.10 The internal financial controls adequately protect the assets of CatholicCare.

8.1.11 The Executive Director will present to the Council for its consideration, a risk assessment of any proposed project, venture or endeavour that is outside CatholicCare's normal business activity, before recommending it to the Financial Administrator for presentation to the Diocesan Finance Committee.

9. Complaints Policy

Whenever a person considers himself or herself aggrieved by a decree, it is particularly desirable that the person and the author of the decree avoid any contention and take care to seek an equitable solution by common counsel, possibly using the mediation and effort of wise persons to avoid or settle the controversy in a suitable way.

Code of Canon Law
Canon 1733 §1

The Council through the Executive Director will:

9.1.1 Ensure there are adequate mechanisms to deal with complaints about any aspect of CatholicCare in an open, transparent and timely manner.

9.1.2 Ensure the complaints handling mechanism provides monitoring data for management, and when required, the Council.

9.1.3 Ensure the complaints handling mechanism is integrated in the risk management plan.

9.1.4 Ensure the Executive Director makes staff and clients aware of the process for resolution of grievances.
10. Ethics Policy

To be faithful to their calling, politicians, government officials and police must be honest and avoid corruption in all its forms, for it is always a serious injustice to citizens. By working together with politicians, business executives and community leaders, Church leaders can offer valuable assistance in establishing ethical guidelines on issues affecting the common good and ensuring that they are put into practice.

Ecclesia in Oceania
John Paul II
2001 11 22

10.1 Meeting Confidentiality

10.1.1 Council members ensure that all matters, information and discussions coming before them as Council members are kept confidential.

10.2 Client Confidentiality

10.2.1 The Council ensures that all information that is confidential or privileged is managed in an appropriate way and according to the relevant laws and regulations.

10.2.2 With respect to interactions with clients or potential clients, CatholicCare shall not allow conditions, procedures or decisions that are unsafe, undignified, and unnecessarily intrusive or that fail to provide respect or appropriate confidentiality or privacy.

10.3 Conflict of Interest

10.3.1 Each Council member has a duty to place the interest of CatholicCare foremost in any dealings with the organisation.

10.3.2 Council members are not to use their positions in such a way that a conflict of interest between the interest of CatholicCare and their personal interest can arise.

10.3.3 If any Council member has an interest in a proposed transaction with CatholicCare, he or she must make full disclosure of such interest before any discussion or negotiation of such transaction.

10.3.4 Any Council member who is aware of a potential conflict with respect to any matter coming before the Council shall not be present for any vote in connection with that matter.

10.4 Nepotism

10.4.1 Council members will not show any favouritism through the exercise of their position on the Council that would result in any benefit whatsoever to close relatives or friends.

10.5 Research

10.5.1 Any research involving clients or CatholicCare personnel must adhere to the appropriate research standards.
11. Public Relations Policy

The Church has a mission to carry out: it must preach, educate persons and groups, form public opinion, and give guidance to public authorities. Draw, then, from these genuine sources. Speak with the voice of experience, of the sufferings and hopes of contemporary humanity.

John Paul II
Puebla, inaugural discourse, III,4

11.1 Spokesperson

11.1.1 The Bishop, through the Financial Administrator appoints a spokesperson on issues of public interest relating to CatholicCare.

11.1.2 The Diocesan Communications Manager is the appointed spokesperson for the Diocese.

11.1.3 The Executive Director is normally the appointed spokesperson for CatholicCare in relation to social policy issues.

11.2 Marketing, Promotion and Advertising

11.2.1 All marketing and promotion activity shall include the logo and the brand of CatholicCare.

11.3 Crisis Management

11.3.1 The Chairperson, in consultation with the Financial Administrator and the Executive Director, convenes an emergency meeting of the Council, if appropriate, in the event of issues of crisis, emergency or matters of gravity.

11.4 Stakeholder Engagement

11.4.1 The Executive Director with the Advisory Council should organise a venue or forum for the different stakeholders to provide input into our services. This should be an ongoing process.
Appendix 1: The Mission of Broken Bay Diocese

We, the Catholic Church of Broken Bay are, through Baptism, a community of disciples of Jesus. Under the guidance of the Holy Spirit, we are committed to work together to extend the Kingdom of God. We will:

Proclaim
Proclaim the Good news of Jesus in our words and actions

Respond Personally
Respond personally to God’s unique love for each of us

Love Each Other
Live with each other in the love of Jesus

Celebrate
Celebrate and share our Catholic faith and life experience

Educate
Educate our people in our Catholic story and beliefs and their implications for our lives

Serve
Serve each other, the community and all creation in justice and love

Seek Unity
Seek unity with our fellow Christians and meaningful dialogue with people of all faiths.
Appendix 2: Diocesan Vicariate Governance in the Diocese of Broken Bay

In order to understand the particular role of the Financial Administrator in the governing structures of the Diocese of Broken Bay it is necessary to provide some information about:

- The Canonical Foundations of Diocesan Governance;
- The Canonical Roles of Vicar General, Episcopal Vicars and the Moderator of the Curia;
- Curial organisation in the Diocese of Broken Bay;
- The Relationship between Financial Administrator and the Diocesan Finance Committee.

This document refers to the term "Curial Offices" which means in the Diocese of Broken Bay, the Bishop's Office, Parish Support Unit, Catholic Schools and CatholicCare.

The style of governance in the Diocese that will best achieve the Diocesan Mission requires a commitment to interdependent and respectful relationships so that the Gospel may be promoted in the work of the Curia.

1. The Canonical Foundations of Diocesan Governance

Diocesan governance is derived from the institution and functions of a Bishop in the Catholic Church and is explained in Canon 375 of the Code of Canon law:

Canon 375
§1. By divine institution, Bishops succeed the Apostles through the Holy Spirit who is given to them. They are constituted Pastors in the Church, to be the teachers of doctrine, priests of sacred worship and ministers of governance.

The power of governance is a sacred and personal power which is conferred by Episcopal ordination. Diocesan bishops are entrusted with the care of a particular diocese (Canon 376).

A Diocesan Bishop's power of governance is distinguished as legislative, executive and judicial (Canon 391 §1). It is the Diocesan Bishop's exercise of executive power that is of particular significance in defining the Diocese of Broken Bay's Governance Policies for the Curial Offices.

2. Role of Vicar General, Episcopal Vicars and the Moderator and the Financial Administrator

A Diocesan Bishop exercises his executive power either alone or through his Vicar General, Episcopal Vicars or a Moderator (Canons 391, 473 and 475). The Vicar General has by virtue of his appointment the authority of the Bishop and acts within the prescriptions of the Law of the Church, and within the terms of any special mandate the Bishop may give him.

Where there is more than one Vicar General, the Bishop may by special mandate appoint one of the Vicars General to deal in the absence of the Bishop with matters which are by law reserved to the Bishop. The other Vicars General continue to act with the ordinary power their office or mandate provides. The Bishop may appoint Episcopal Vicars to exercise his executive power of administration in a determined part of the territory of the Diocese, or in an area of activity of the Diocese, or with the faithful of a particular rite, or with groups of people.

Canon 473
§1. The Diocesan Bishop must ensure that everything concerning the administration of the whole diocese is properly coordinated and is directed in the way that will best achieve the good of that portion of the people of God entrusted to his care.
§2. **The Diocesan Bishop has the responsibility of coordinating the pastoral action of the Vicars General and Episcopal Vicars. Where it is useful, he may appoint a Moderator of the Curia, who must be a priest. Under the Bishop’s authority, the Moderator is to coordinate activities concerning administrative matters and to ensure that the others who belong to the Curia properly fulfil the offices entrusted to them.**

§3. **Unless in the Bishop’s judgement local conditions suggest otherwise, the Vicar General is to be appointed Moderator of the Curia or, if there are several Vicars General, one of them.**

The role of the Moderator is to act in the name of the Bishop and with the executive power of the Bishop in the administration of Curia. The Curia consists of those individuals as well as those structures which exist to assist the Diocesan Bishop in his governance responsibilities. The Curial Offices are the means of carrying through the pastoral program of the Diocese which the Bishop has authorised in consultation with his presbyterial and pastoral councils.

*Canon 469*

*The Diocesan Curia is composed of those institutes and persons who assist the Bishop in governing of the entire diocese, especially in directing pastoral action, in providing for the administration of the diocese, and in exercising judicial power.*

There are various ways in which a Diocesan Bishop may choose to organise the Diocesan Curia. A model of Curial organisation includes the appointment of a Vicar General and various Episcopal Vicars to assume ordinary, executive authority in the terms of their appointment.

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The Bishop of the Diocese of Broken Bay has instituted a position called Financial Administrator and this position is held by a lay person. This position has the same canonical status as other Heads of Curial Offices. However, the Bishop, as the Employer of Diocesan staff, has entrusted certain organisational responsibilities to this position which align with the Moderator’s role in Canon Law.

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### 3. The Relationship of the Diocesan Financial Administrator in the Broken Bay Diocese

In every Diocese the Bishop must appoint a Financial Administrator in accordance with Canon 494 §1.

The Financial Administrator’s canonically mandated duties (Canon 494 §3 and §4) are as follows:

- To administer the goods of the Diocese in accordance with the plan of the Diocesan Finance Committee;
- To follow the budget determined by the Diocesan Finance Committee;
- To meet the expenditures authorised by the Bishop or his delegate; and
- To submit to the Diocesan Finance Committee at the end of the financial year a report of receipts and expenditures.

Besides the duties mentioned in Canon 494 §3 and §4, Canon 1278 allows for the fact that the Diocesan Bishop may also entrust to the Financial Administrator the duties mentioned in Canon 1276 §1 and Canon 1279 §2. These additional duties would be:
• Ordinaries must carefully supervise the administration of all the goods which belong to the public juridical persons subject to them, without prejudice to lawful titles which may give the Ordinary greater rights (Canon 1276 §1)

• Where no administrators are appointed for a public juridical person by law or by the documents of foundation or by its own statutes, the Ordinary to which it is subject is to appoint suitable persons as administrators for a three year term. The same person can be re-appointed by the Ordinary (Canon 1279 §2)

The Diocesan Financial Administrator of the Broken Bay Diocese does not have these additional roles. As the Executive Officer of the Diocesan Finance Committee, the Diocesan Financial Administrator has a close working relationship with that Council and is responsible for assisting the Council in the execution of its responsibilities in accordance with the Code of Canon Law.

4. The Relationship of the Bishop, the Diocesan Financial Administrator and the Diocesan Finance Committee in the Broken Bay Diocese

While the roles of the Bishop, the Diocesan Finance Committee and the Diocesan Financial Administrator are clearly mandated in Canon Law, the ability of each of these persons or group to carry out their roles substantially depends on the timeliness and accuracy of information and the integrity of advice that is given to them. Therefore, trust and respect must be critical values in the relationship between the Bishop, the Diocesan Financial Administrator and the Diocesan Finance Committee.

The Bishop has determined that the Financial Administrator (Diocesan Financial Administrator) is an ex officio member of the Diocesan Finance Committee. He has also appointed the Financial Administrator as his delegate on each Curial Council.

The Financial Administrator also is able to provide important guidance to the Diocesan Finance Committee on Diocesan matters because he is the only person who has a day-to-day governance and management relationship with the Curial Councils and Curial Directors. As such, he is able to provide the Diocesan Finance Council with comprehensive advice from his perspective across all these areas.

The Diocesan Finance Committee has a significant role in assisting the Bishop in his financial administration of the Diocese by the advice and consent it offers him. In order to carry out its role effectively, the Diocesan Finance Committee requires the best possible information from all Diocesan entities. Through the formal and informal relationships the Financial Administrator (Diocesan Financial Administrator) has with the Curial Directors and Curial Councils, they are able to ensure the integrity and accuracy of the advice and reports provided to the Diocesan Finance Committee by the various Diocesan entities.

The Financial Administrator's various roles are critical to the Diocesan Finance Committee and the Bishop. As a member of the Finance Committees of the Curial Councils, the Financial Administrator (Diocesan Financial Administrator) is able to consistently monitor the financial management of the Diocesan Curia. He can ensure that all financial "checks and balances" are in place and can offer a critique of their financial systems and management. A quality relationship between the Financial Administrator (Diocesan Financial Administrator) and the Curial Directors ensures that his opinion is sought and respected. Improvements in the overall financial management of Diocesan entities are likely to occur through these informal relationships rather than through more formal instructions.

Where Curial Councils recommend matters to the Diocesan Finance Committee for their acceptance and the Diocesan Finance Committee has concerns with aspects of the matter presented, e.g., the annual budget, the Financial Administrator negotiates these concerns with the Curial Directors and the Diocesan Finance Committee.
Appendix 3: The Role of the Financial Administrator in the Diocese of Broken Bay

The Financial Administrator assists the Bishop with the oversight of the following Curial Offices – Catholic Schools, CatholicCare and Parish Support. He also has oversight of the Diocesan Development Fund.

The Financial Administrator's governance responsibilities include:

**Mission**
- Provides leadership and guidance to Curial Directors and Curial Councils on the appropriateness of their Mission Statements and their revision.
- Communicates proposed Mission Statements to the Bishop for his approval.
- Assists with the ongoing theological and mission formation of Curial staff.

**Human Resources**
- Provides pastoral leadership and coordination of the apostolic works to the Curial Offices and Curial Councils.
- Through the Curial Directors, facilitates the effective support for the Bishop, Deans, Parish Priests, and other key Diocesan personnel in the exercise of their roles.
- Provides support and leadership to the Curial Directors.
- Develops and implements processes for the selection and appointment of Curial Directors in consultation with appropriate bodies and persons.
- Develops annual and summative performance appraisal processes for the Curial Directors.
- Assists the Curial Directors to set development goals resulting from the outcomes of their performance appraisal processes.
- Ensures that just processes exist for the termination of employment of a Curial Director.
- Makes recommendations in relation to the employment or termination of a Curial Director to the Bishop, subject to all legal and canonical requirements.
- Provides support and pastoral leadership to the members of Curial Councils and other advisory bodies.
- Oversees the development and implementation processes for the selection of members of Curial Councils.
- Ensures that the members of the Curial Council are persons of outstanding integrity and are expert and experienced in the Council particular area of service.
- In accordance with the policies of respective Councils takes recommendations, for the appointment or cessation of Council members to the Bishop.
- Works with Curial Councils to develop appropriate evaluation processes for the work of that Council.

**Diocesan Planning**
- Assists the Directors to coordinate the pastoral activities, strategic development and mission focus of the Curial Offices.
- Develops processes and encourages initiatives to ensure that there are strong links between the Curia, parishes and other key groups within the Diocese.
- Ensures that the Strategic Plan of each Curial Office supports the strategic development and pastoral plan of the Diocese.
Financial Management

Ensures that:

- Appropriate operational policies are established for the production of timely and accurate financial information by each Curial Office;
- A budget is prepared for the Diocesan Finance Committee of income and expenditure for recurrent and capital expenditures for the Curial Office on an annual basis;
- An external financial audit of each Curial office is performed each year as part of the total Diocesan audit, and presented to the Diocesan Finance Committee; and
- Appropriate risk management policies and practices are in place in the Curia.

Services and Programs

- Supports programs and services of the Curia to remain faithful to the Mission and priorities of the Diocese by:
  - Ensuring that Curia programs and services enable the carrying out of the Diocesan Mission and priorities;
  - Ensuring that programs and services of the Curia are coordinated so that duplication of services is avoided and structures are efficient and effective for service delivery; and
  - Recommending all major changes to services or programs of the Curia to the Bishop after consultation with appropriate bodies

Operation of Curial Councils

- Ensures that each Curial Council has in place appropriate Governance Frameworks and Policies.
- Recommends the financial governance policies to the Diocesan Finance Committee for their consideration before recommending them for the Bishop’s approval.
- Recommends all other governance policies of each Curial Council directly to the Bishop for his approval.
- Ensures that good relations and efficient work practices exist within and between each Curial Council.
- Identifies for each Curial Council any matter that may require the Bishop’s advice or consent.

Public Relations

- Appoints an official spokesperson for each Curial Office with due consideration for the fact that the Bishop may choose to appoint a spokesperson on particular matters.
- Liaises with the Catholic Communication Office and other key Diocesan personnel in relation to Diocesan communication issues.
## Review and update history

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