



# **Lifeline Australia Delegations Policy**

**Version 2.0**

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Owner: Board of Lifeline Australia

Contact: Company Secretary

## Related Documents

Document	Name
<b>Policy</b>	
Contract Management Framework	<a href="#">N:\Administration\Policies &amp; Procedures Nat Office\Contract Management\1.0 Approved Policy\Lifeline Australia Contract Management Framework v1.01 July 08.doc</a>
Credit Card Policy and Procedures	<a href="#">..\Forms &amp; Manuals\Finance\Financial\Corporate Credit Card Policy v2.0 - Final.pdf</a>
Employment Conditions Policy	<a href="#">..\HR\Policy Documents for New Starters\Employment Conditions Policy V2.0.pdf</a>
Investment Policy	<a href="#">N:\Administration\Forms &amp; Manuals\Finance\Financial\Lifeline Investment Policy.pdf</a>
Purchasing Policy	<a href="#">N:\Administration\Policies &amp; Procedures Nat Office\Finance\Purchasing Policy.doc</a>
Travel Policy	<a href="#">N:\Administration\Policies &amp; Procedures Nat Office\Finance\Travel Policy and Procedure.docx</a>
<b>Procedures / Manuals</b>	
Code of Conduct	<a href="#">..\HR\Policy Documents for New Starters\Code of Conduct V2.pdf</a>
<b>Forms</b>	

## Document history

Version/s	Approval	Version Date	Comments
1.0		26 June 2015	Original
1.1		23 October 2015	Minor Revision
1.2		18 November 2015	Minor Revision
1.3		19 July 2017	Minor Revisions – A/g CEO arrangements, updating policy to reflect new employee titles and Approved Signatories List.
1.4		September 2017	Major Revisions to HR and Finance Delegations Schedules.
1.5		May 2018	Minor revisions to reflect new position titles and additional account signatory.

*DELEGATIONS  
Policy*

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## 1. Overview

The Delegations Policy identifies the requirements for authorising financial and human resources (HR) functions, transactions and contracts.

Financial and HR delegations within Lifeline National Office are intended to achieve the following objectives:

- to ensure the efficiency and effectiveness of Lifeline National Office administrative processes,
- to ensure that appropriate officers have been provided with the level of authority necessary to discharge their responsibilities,
- to assist in the prevention of fraud, and
- to ensure a high level of transparency in the execution of financial and HR functions, transactions and contracts.

## 2. Definitions

**CEO:** Chief Executive Officer

**EDGMS:** Executive Director, Governance and Member Services

**EDO&D:** Executive Director, Operations and Development

**EDR&S:** Executive Director, Research and Strategy

**EDCS:** Executive Director, Corporate Services

**HR:** Human Resources

**COSEC:** Company Secretary

**LG:** Leadership Group Member. Comprises Chief Executive Officer (CEO), Executive Director, Governance and Member Services (EDGMS); Executive Director, Operations and Development (EDO&D), Executive Director, Corporate Services (EDCS) and Executive Director, Research and Strategy (EDR&S).

### 3. Scope and Aim

The National Board Charter specifies the Chief Executive Delegation Policies in terms of:

1. Overarching limitations
2. Financial planning
3. Financial management
4. Investments
5. Remuneration and benefits
6. Protection of assets
7. Communication and support to the Board
8. Emergency Chief Executive succession
9. Employment conditions
10. Privacy
11. Public affairs

This Policy details the delegation limits applicable to specific financial and HR actions from the Board to the CEO. For administrative purposes, the subsequent delegation of functions from the CEO to Lifeline National Office staff has been included in this document, including:

- The financial delegations that Lifeline Australia managers can exercise when purchasing goods and services on behalf of the organisation, and
- The HR delegations that Lifeline Australia managers can exercise in relation to their subordinate staff.

### 4. Policy Principles

Principles underpinning this policy include:

- Delegations are to be assigned to a position, not an individual by name or group of individuals, unless this is specifically required under legislation or to suit specific circumstances.
- Each staff member is accountable and responsible for the correct exercise of delegations assigned to his or her position.
- All staff exercising delegations must adhere to the fundamentals of good judgment and decision making, independence, transparency, and maintain adequate records.
- Managers (Pay Grade 16 or higher) can only exercise their delegations (the committing of Lifeline Australia funds) for the financial cost centres they manage. The expenditure must be covered within existing approved limits and within the approved budget.
- If a Manager will be absent for a period greater than ten working days they can, with the written agreement of their Leadership Group (LG) Member or the CEO, appoint an alternative delegate in their absence.

- Acting or higher duty arrangements must be authorised by a LG Member and Human Resources Manager for roles up to and including Manager level. The CEO will sign off on acting LG Member and short-term acting CEO arrangements.
- One-over-one principle – some delegations that relate to an officer's personal situation must be approved by the next senior officer, such as a LG Member or the CEO, regardless of the financial implications for Lifeline. Examples of this principle include travel and leave for managers. One-over-one officer is defined as the staff member's supervisor as detailed in their position description.

## 5. Procedures

All staff exercising delegations are bound by the following Lifeline policies and procedures:

- Purchasing Policy;
- Contract Management Framework;
- Employment Conditions Policy;
- Investment Policy;
- Credit Card Policy and Procedures;
- Travel Policy; and
- Code of Conduct.

As detailed in the Purchasing Policy, all purchases of goods and services for Lifeline Australia need to be made in accordance with the principles of value for money, and open & effective competition.

If there is any inconsistency between this Delegations Policy and other Lifeline Australia Policies/Procedures, then the Delegations Policy governs to the extent of the inconsistency.

Notwithstanding the above, the Delegations Policy is subject to:

1. Lifeline Australia's Governance Charter (as it relates to policy making and decision-making matrix relating to the Board, Lifeline Australia Office, Members and Lifeline Centres
2. Lifeline Australia's Board Charter (Which elaborates on the relationship between the Board and CEO).

The Board Charter states that *'Always with the proviso that the Chief Executive's decisions must be consistent with and not defeat the stated intent and the spirit of the Board's policies, he/she is authorised to establish all operational policies make all operational decisions and design and implement and manage all operational practices and activities'*

## 6. Reporting

All identified instances of non-compliance with delegations as detailed in this policy must be reported immediately to the EDCS, Company Secretary, Finance Lead and HR Business Partner.

## 7. Responsibilities

Staff who hold delegations must:

- Only exercise delegations against the position they currently occupy.
- Take steps to ensure they understand the powers that have been delegated to them.
- Comply with all relevant statutory requirements, government and Lifeline Australia policies relevant to the delegation, and any limitations of the delegation.
- Clearly record the exercise of their delegation by writing their name and position on any documentation they sign as a delegate.
- Take personal responsibility for the exercise of the delegation and not be coerced into making a decision against their will or better judgment.

Leadership Group Members must:

- Ensure that staff exercising delegations within their area possess the knowledge and skills to adequately exercise the delegations assigned to their positions.
- Ensure delegations and limitations are appropriate for the responsibilities and level of the position to which the powers are delegated.
- Request any necessary changes to delegations or limitations when duties or functions of positions change (particularly if a position has been transferred from another business area).

### 7.1 Conflict of Interest

Lifeline places great importance on making clear any existing or potential conflicts of interest for staff and delegates. A conflict of interest may occur:

- When a staff member, or his / her immediate family or business interests, stand to gain financially from any business dealings, programs or services provided to Lifeline even where those dealings are of benefit to Lifeline.
- When a staff member stands to gain personally or professionally from any insider knowledge if that knowledge is used for personal or professional advantage.
- Where a competing duty is also owed to a third person or organisation.

Any business or personal matter which could lead directly or indirectly to a conflict of interest, or a perceived conflict of interest, of a material nature involving a staff member and their role and relationship with Lifeline, must be promptly and fully disclosed to the delegate's senior officer, or the National Board in the case of the CEO.

All conflicts of interest must be declared by the staff member concerned at the earliest time after the conflict is identified.

Where a conflict or potential conflict of interest has been identified, the conflicted staff member's senior officer will determine what records and other documentation relating to the matter needs to be documented and recorded. The senior officer should ensure that all relevant information is documented to ensure decisions which relate to the matter adhere to the fundamentals of good judgment and decision making, independence, transparency and open & effective competition.

## 8. Schedule of Delegations

The following schedules include delegations from the National Board to the CEO and from the CEO to Lifeline Australia staff.

### 8.1 Financial and Accounting Delegations

Category	Values	Board / CEO Authorisation to approve / act	CEO Delegation to Others to approve/act	Requirement
1. Budget approval	All Variations which affect the approved annual surplus or deficit by $\leq 10\%$	Board CEO	N/A EDCS	
2. Opening bank accounts	All	CEO	Joint signing: Any one of LG Member, Finance Lead, Senior Accountant, Program Management Office Lead, HR Business Partner or Individual Giving Manager, ICT Lead or Internal Audit and Risk Manager	Any combination of the delegated group.
3. Write off unrecoverable fees	Up to \$100,000 Over \$100,000	CEO CEO	EDCS N/A	
4. Sign PAYG payment summaries	All	EDGMS/COSEC to delegate in a specific form per ATO requirements	EDGMS/COSEC to delegate in a specific form per ATO requirements	
5. Sign cheques	All	CEO	Joint signing: Any one of LG Member, Finance Lead, Senior Accountant, Program Management Office Lead, HR Business Partner ICT Lead, Individual Giving Manager or Internal Audit and Risk Manager	Any combination of the delegated group.
6. Placement and redemption of investments	All	CEO	EDCS	

Category	Values	Board / CEO Authorisation to approve / act	CEO Delegation to Others to approve/act	Requirement
<p>7. Purchase of assets, goods and services and entering into contracts (including grants) on behalf of Lifeline Australia</p> <p><i>Asset cost more than \$1,000 and have a useful life greater than 12 months.</i></p>	<p>Under \$20,000</p> <p>Up to \$100,000</p> <p>Up to \$500,000</p> <p>Over \$500,000</p>	<p>CEO</p> <p>CEO</p> <p>CEO</p> <p>Board</p>	<p>Manager (Grade 16 or higher) or any such position within the organisation as approved by the CEO.</p> <p>LG Member</p> <p>CEO</p> <p>Board</p>	
<p>8. Travel</p> <p><i>Domestic travel – to be approved by the one-over-one principle. Travel to comply with travel policy.</i></p>	<p>Domestic travel</p> <p>Overseas travel</p>	<p>CEO</p> <p>Board</p>	<p>One-over-one</p> <p>N/A</p>	
<p>9. Bank authorisation including the opening of corporate credit cards within existing pre-approved limits</p> <p><i>Two officers are required to approve bank transactions.</i></p>	<p>No limit</p>	<p>CEO</p>	<p>Joint signing: Any one of LG Member, Financial Lead, Senior Accountant, HR Business Partner, PMO Lead, ICT Lead, Individual Giving Manager or Internal Audit and Risk Manager</p>	<p>The initial request to open the card must be signed off by an LG member, the actual signing to open can be any combination of the delegated group once LG sign off is complete.</p>
<p>10. Reimbursement of personal work-related expenses</p> <p><i>Expenses include study costs, training course and memberships of professional bodies. These costs must be approved prior to incurring the expense.</i></p>	<p>No limit</p>	<p>CEO</p>	<p>One-over-One principle</p>	
<p>11. Operation of Petty Cash including transfers in of cash donations</p>	<p>No limit</p>	<p>CEO</p>	<p>Finance Lead</p>	<p>N/A</p>
<p>12. Disposal of assets sold or scrapped (based on the written down value of the asset). basis of WDV).</p>	<p>Upto 20K</p> <p>Over 20K</p>	<p>CEO</p> <p>CEO</p>	<p>LG Member / Finance Lead</p> <p>N/A</p>	<p>Advise ARC via reporting at the meeting following disposal of the asset.</p>

## 8.2 Insurance Policies

Category	Values	Authorisation to approve / act
Insurance (including property, contents, public liability, indemnity, directors & officers, volunteer, motor vehicle)	All	Company Secretary or Internal Audit and Risk Manager

### 8.3 Human Resource Delegations

The exercising of Human Resources delegations must be made in line with Lifeline Australia's Employment Conditions Policy. One-over-one principle applies.

Activity	Officer/s	Board / CEO Authorisation to approve / act	CEO Delegation to Others to approve/act	Requirements
1. Annual and personal leave	Staff Manager LG Member	CEO CEO CEO	Manager LG Member N/A	
2. Long service leave	All positions up to Manager LG Member	CEO CEO	LG Member N/A	
3. Time in lieu / overtime <i>Leave granted in compensation for additional hours worked.</i>	Staff Managers LG Member	CEO CEO CEO	Manager LG Member N/A	
4. Study leave <i>Leave to attend classes and examinations for Lifeline approved study</i>	Staff Manager LG Member	CEO CEO CEO	Manager LG Member N/A	
5. Leave without Pay <i>Leave without pay applications up to and including 2 weeks</i>	Staff Manager LG Member CEO	CEO CEO CEO Board	Manager LG Member N/A N/A	Consult and notify HR Manager or HR Business Partner
6. Leave without Pay <i>Leave without pay applications over 2 weeks</i>	Staff Manager LG Member CEO	CEO CEO CEO Board	LG Member LG Member N/A N/A	HR Manager or HR Business Partner
7. Employment of staff – existing & new positions where variations affect the approved annual surplus or deficit by $\leq 10\%$ <i>Hiring of staff; including advertising and use of recruitment agencies.</i>	All staff	CEO	N/A	HR Manager or HR Business Partner

Activity	Officer/s	Board / CEO Authorisation to approve / act	CEO Delegation to Others to approve/act	Requirements
<p>8. Approval of probation</p> <p><i>Approve the passing of the six month probation period.</i></p>	<p>Up to Manager</p> <p>LG Member</p> <p>CEO</p>	<p>CEO</p> <p>CEO</p> <p>Board</p>	<p>LG Member</p> <p>N/A</p> <p>N/A</p>	<p>With advice from Direct Manager and HR Manager or HR Business Partner</p> <p>N/A</p>
<p>9. Termination of employment:</p> <p>Individual - to management level</p> <p><i>Approval to terminate the employment of an officer in accordance with the Employment Conditions Policy</i></p>	<p>All</p>	<p>CEO</p>	<p>LG Member</p>	<p>Consult with CEO &amp; HR Manager or HR Business Partner</p> <p>HR Business Partner or HR Manager to be present at termination discussion.</p>
<p>10. Termination of employment:</p> <p>LG Member to CEO</p> <p><i>Approval to terminate the employment of an officer in accordance with the Employment Conditions Policy</i></p>	<p>LG Member</p> <p>CEO</p>	<p>CEO</p> <p>Board</p>	<p>N/A</p> <p>N/A</p>	<p>CEO to consult with the Chairman of the Board</p> <p>N/A</p>
<p>11. Termination of employment:</p> <p>Multiple, i.e. restructure/redundancies</p> <p><i>Approval to terminate the employment of an officer in accordance with the Employment Conditions Policy</i></p>	<p>All</p>	<p>CEO</p>	<p>N/A</p>	<p>Consult with the Board</p>
<p>12. Acting and Higher Duties – up to and including Manager level</p>	<p>All</p>	<p>CEO</p>	<p>LG Member &amp; HR Business Partner</p>	<p>Advice from Direct Manager</p>
<p>13. Acting &amp; Higher Duties for CEO position (up to one week) (excluding acting arrangements following CEO departure)</p>	<p>N/A</p>	<p>CEO</p>	<p>N/A</p>	<p>Consultation with Chairman of the Board</p>
<p>14. Acting &amp; Higher Duties – CEO (longer than one week, e.g. to temporarily fill position between CEO departure and recruitment of permanent CEO or to cover CEO leave arrangements)</p>	<p>CEO</p>	<p>Chairman of Board</p>	<p>N/A</p>	<p>Consultation with the Board at the discretion of the Chairman</p>

Activity	Officer/s	Board / CEO Authorisation to approve / act	CEO Delegation to Others to approve/act	Requirements
15. Salary variations where variations affect the approved annual surplus or deficit by ≤10%	Up to Management  LG Member  CEO	CEO  CEO  Board	LG Member  N/A  N/A	Consultation with the Chairman
<b>16. Grievance resolution</b> <i>Employee grievances – internal(Grievances relating to the CEO or the entire Leadership Group will be referred to and managed by the Board)</i>	All	CEO	LG Member (where the matter does not relate to the Leadership Group Member)	LG and CEO to seek advice from HR Business Partner
<b>17. Dispute resolution</b> <i>Employee disputes involving external investigators or Fair Work Commission(Grievances, disputes, investigations relating to the CEO or the entire Leadership Group will be referred to and managed by the Board)</i>	All	CEO	N/A	With support and advice from HR Manager or HR Business Partner.
18. Workers Compensation management	All	CEO	HR Business Partner	LG and Direct Manager to be notified and kept informed throughout process.
19. Staffing levels - Variations to total staff numbers which affect the approved annual budget estimate by ≤10%	All	CEO	N/A	



## Acknowledgement of Lifeline's Delegations Policy

This form is used to acknowledge receipt of, and compliance with, the Lifeline Australia Delegations Policy v2.0 June 2018.

### Procedure

Complete the following steps:

1. Read the Delegations Policy.
2. Sign and date in the spaces provided below.
3. Return this page only to Lifeline Australia Human Resources.

By signing below, I agree that I have received, read and understood Lifeline Australia's Delegations Policy.

<b>Name of employee</b>	
<b>Signature of employee</b>	
<b>Date</b>	