



CATHOLIC DIOCESE  
OF ROCKHAMPTON

# Use of Diocesan Resources Policy

DRAFT

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# 1. Purpose

To ensure that appropriate measures are in place to ensure that the resources of Diocesan Entities are used in accordance with the organisation's purpose and strategy.

# 2. Scope

This policy applies to those bodies that are entrusted to make decisions about the management and use of Diocesan Entities' resources.

# 3. Policy Statement

The management of Diocesan Entities' resources is critical to ensuring they are optimised, allocated and used in accordance with the organisation's purpose and strategy.

# 4. Principles

## 4.1. Management of resources

The decision-making bodies for Diocesan entities will ensure appropriate policies exist for the appropriate use and management of financial resources, fixed assets, technology, intellectual property, and human resources.

## 4.2. Budgeting and forecasting

Financial decision-making bodies for Diocesan entities must ensure that an annual budget is prepared and approved each year. They must also regularly review the organisation's performance against the budget.

Longer term financial forecasting is strongly recommended, applying a minimum 3-year horizon.

While it is desirable for all Diocesan entities to have a capital master plan, they can be expensive and time-consuming to produce. Good judgment should be applied in determining whether it is a worthy initiative for the organisation. Capital master plans are required by Diocesan entities:

- whose capital needs are significant or complex, such as schools; and/or
- where they are a prerequisite to receiving government funding.

## 4.3. Measuring performance

Wherever possible, the decision-making bodies for Diocesan entities will adopt and regularly evaluate the organisation's performance against a mix of financial and non-financial measures that support the organisation's purpose. The decision-making body will agree with management on the style, format, content and timing of management accounts and other reports.

The decision-making body will actively seek more information if needed to discharge its duty of care and diligence.

## 4.4. Financial information

Members of financial decision-making bodies must be able to read and understand financial information so they can effectively monitor the organisation's financial performance. At a minimum, management accounts will include a Balance Sheet, a Statement of Income and Expenditure, and a Cash Flow Statement.

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## 4.5. Financial health

Financial decision-making bodies for Diocesan entities must identify the financial goals of the organisation, which would normally include the growth of net assets. In doing so, they will determine the level of reserves required, the desired mix of revenue streams and the desired asset mix. They will then use the budget, management accounts and financial reports to determine performance against these goals.

The organisation must have access to enough cash or liquid assets to pay its debts as and when they fall due. Financial decision-making bodies will monitor cash flow and the ratio of current assets to current liabilities (working capital ratio) and be cognisant of any future cash flow needs and the capacity to meet them.

## 4.6. Non-financial performance

Diocesan entities will not be evaluated using only financial measures. A range of non-financial performance measures will also be used, ensuring an appropriate balance of effectiveness and efficiency indicators.

# 5. References

N/A

# 6. Schedules

This policy must be read in conjunction with its subordinate schedules as provided in the table below.

# 7. Policy Information

<b>Subordinate Schedules</b>	
<b>Accountable Officer</b>	Director of Diocesan Services
<b>Policy Type</b>	Governance Policy
<b>Approved Date</b>	[Approved Date]
<b>Effective Date</b>	[Effective Date]
<b>Review Date</b>	[Review Date]
<b>Relevant Legislation</b>	
<b>Related Policies</b>	<a href="#">Governance Policy</a>
<b>Related Procedures</b>	
<b>Related forms, publications and websites</b>	
<b>Definitions</b>	<b>Diocesan Entity</b> <ul style="list-style-type: none"><li>• The Catholic Diocese of Rockhampton, whether in its own right or on behalf of one its operations or ministry activities</li><li>• A parish of the Catholic Diocese of Rockhampton</li><li>• Catholic Education: Diocese of Rockhampton, whether in its own right or on behalf of a school or college</li><li>• CatholicCare Central Queensland</li></ul>