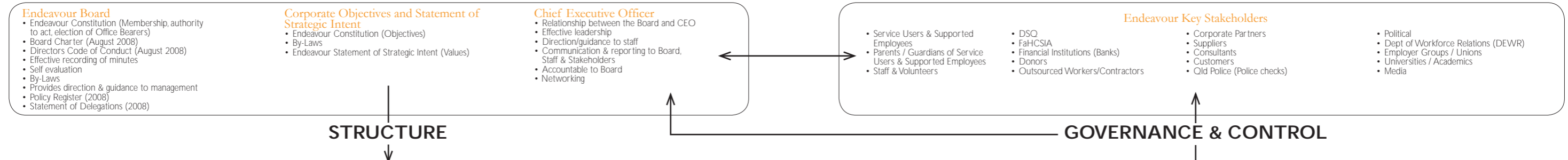


Corporate Governance is the way in which our decisions important for the future of our organisation, are taken, communicated, monitored and assessed Paper presented by Professor Stephen Bartos; National Institute for Governance, Canberra. 1 September 2005



ORGANISATIONAL FRAMEWORK FOR EFFECTIVE DECISION MAKING & SERVICE DELIVERY				ACCOUNTABILITY FRAMEWORK																																	
<p>MEMBER GROUPS</p> <p>Area Committees</p> <ul style="list-style-type: none"> Area Structure Role is mandated in the Constitution (S 25) <p>Endeavour Council</p> <ul style="list-style-type: none"> Role is mandated in the Constitution (S 24) <p>Family Support Groups</p> <ul style="list-style-type: none"> Informal Groups <p>Local Fundraising Groups</p> <ul style="list-style-type: none"> Volunteer basis Fundraising/Bingo focus <p>COMMITTEES / GROUPS</p> <p>Audit Committee</p> <ul style="list-style-type: none"> Audit Committee Charter Oversight of Code of Conduct, Financial Delegations and various Key Governance Policies <p>Quality Management Review Group</p> <ul style="list-style-type: none"> GM Membership & QA Manager Management review of the QMS Define & set quality objectives Terms of Reference <p>Wider Management Team meetings</p> <ul style="list-style-type: none"> Meets quarterly Communications & awareness focus Culture development <p>Advisory Committees to the CEO</p> <ul style="list-style-type: none"> Abuse Advisory Committee Complaints Management Advisory Committee <p>Safe Practice and Environment</p> <ul style="list-style-type: none"> Charter Compliance to regulatory authority <p>Risk Committee</p> <ul style="list-style-type: none"> Risk Committee Charter (August 2008) <p>IT Steering Committee.</p> <ul style="list-style-type: none"> Charter Oversight of various IT project reports Provide updates to the Wider Management team Consultative body establishing priorities & scheduling for business projects Advisory platform to IS Manager <p>Superannuation Policy Committee</p> <ul style="list-style-type: none"> Membership consists of equal employer and member representatives. Provides a linkage between members, the employer sponsor and the trustee. Commitment to protect the interests of members and beneficiaries of the fund Meetings held quarterly Minutes recorded. 	<p>OPERATIONAL STRUCTURE</p> <p>Legal Status</p> <ul style="list-style-type: none"> Under the Corporations Act, a Company Limited by Guarantee & Public Company Not-for-Profit Organisation Status Charity/Donation Status for Taxation Purposes <p>Disability Services</p> <ul style="list-style-type: none"> Learning and Lifestyle centre Residential accommodation Flexible lifestyle & accommodation support Non-vocational services providing recreation & community access Post School Services Latch-On® program CLUE program Aged Care In-Home Support services Children's services Centre Based & Flexible Respite services <p>Business Services</p> <ul style="list-style-type: none"> Retail Operations – Endeavour Recycled Clothing & Donated Goods Supported & Open Employment Mining services Stakes & Pegs Farms Timber Designs Food Industrial Cleaning Cloth Contract Packaging <p>Finance & Strategy</p> <ul style="list-style-type: none"> Chief Financial Officer Capital Asset Planning Facilities & Property Management Long Term Financial Modeling Budget Process & Quarterly re-forecasting State-wide Area Administration Information Technology services Accounting Treasury Strategic Planning Accounts Payable Accounts Receivable Taxation Cash Flow Management <p>Human Resources</p> <ul style="list-style-type: none"> Human Resources Payroll Quality Management Risk Management <p>Marketing & Communications</p> <ul style="list-style-type: none"> Public Relations & Community Profile Fundraising & Special Events Branding & Design Prize Home Lotteries <p>Chief Executive Officer</p> <ul style="list-style-type: none"> CAS Policy Development (Informed Consent, Abuse, Least Restrictive) Interaction with Parent Groups Family Satisfaction Survey Abuse Response Research Internal Audit Internal Audit Charter Internal Audit 3 year Strategic Plan 	<p>MANAGEMENT PRACTICES</p> <p>Financial Management</p> <ul style="list-style-type: none"> Five Year Sustainable Growth Business Plan Five Year Long Term Financial Modelling Monthly Management Accounts Budget Process <p>Policies</p> <ul style="list-style-type: none"> Forward looking & linked to objectives Senior Management oversight & approval Promote ethical & responsible decision making (Code of Ethics, Code of Conduct, Whistleblowing) <p>Procedures</p> <ul style="list-style-type: none"> Accountability Objective driven & outcome focused Controls awareness Regular review Quality format Senior Management approval Demonstrates management oversight of the process <p>Risk Management</p> <ul style="list-style-type: none"> Formal risk evaluation framework Database Management System & Risk Register Insurance evaluation & placement Complaints Management System Rehabilitation (Return to work) Workers Compensation Recognise & manage risk (culture, reporting framework, compliance, risk oversight) <p>Safe Practice and Environment</p> <ul style="list-style-type: none"> Internal Audit Safety reviews Non-conformance identification & management of corrective actions <p>Continuous Quality Improvement Groups</p> <ul style="list-style-type: none"> Perform self evaluation of processes Assess system improvement suggestions <p>Quality Management (Human Resources)</p> <ul style="list-style-type: none"> Implement Quality Framework (Australian Standards) Development of Quality Procedures Document control & distribution QMS Management & continuous improvement Perform Internal Quality Audits Non-conformance identification & management of corrective actions Manage External Quality reviews (SAI Global) <p>Project Management</p> <ul style="list-style-type: none"> Business Case, Realisation Benefits and Board approval Risk Register Steering Committees 	<p>STAFF MEETINGS</p> <ul style="list-style-type: none"> Multifunctional/monitoring CEO/GM monthly strategic workshops CEO state-wide visits <p>HUMAN RESOURCES</p> <ul style="list-style-type: none"> HR consultancy (based on good practice) Position Descriptions Industrial Relations (Collective Agreements) Training (Induction, Code of Conduct, Ethics, Investigations) Commitment to an informed workforce Code of Conduct Employee File Management (records management) Remunerate fairly & responsibly 	<p>PERFORMANCE MANAGEMENT SYSTEMS</p> <p>CEO KPIs</p> <ul style="list-style-type: none"> Cash balances to increase Operating results to be positive Increase in net equity <p>Business Services KPIs</p> <ul style="list-style-type: none"> In excess of 20 KPIs (Key KPIs) Gross Margin/Supported Employee per hour Operational Expense/Supported Employee per hour Supported Employee income supplement per employee Funding Agreement and acquittal <p>Disability Services KPIs</p> <ul style="list-style-type: none"> Service unit rates Funding Agreement and acquittal Disability Service Standards Client to Staff ratios Funding Levels Cost of Service Viability 	<p>CEO & MANAGEMENT OVERSIGHT, MONITORING, CONTROL, REVIEW & REPORTING</p> <p>Board Reporting</p> <ul style="list-style-type: none"> CEO Report to the Board (monthly) Quarterly report to Board & Management (Progress on achieving the Business Plan) <p>Meeting Governance & Statutory Requirements</p> <ul style="list-style-type: none"> Compliance Statement is completed quarterly <p>Management Oversight Processes</p> <ul style="list-style-type: none"> Controls Self Assessment Financial Accountability (monthly accounts) Various Management Checklists Direct Management oversight of processes, eg: authorisation of payments <p>Financial Viability & Sustainability</p> <ul style="list-style-type: none"> 5 Year Sustainable Growth Business Plan 5 Year Long Term Financial Model <p>CAS Unit</p> <ul style="list-style-type: none"> Family Satisfaction Survey Stakeholder Survey <p>Internal Audit</p> <ul style="list-style-type: none"> Annual audit program Governance, risk, & control <p>Project Management</p> <ul style="list-style-type: none"> Post Implementation Review 	<p>COMMITTEE MONITORING OVERSIGHT & REVIEW</p> <p>General Principles</p> <ul style="list-style-type: none"> Review of committee decisions to ensure they have been implemented Committee self-evaluation Ongoing review of each committee charter Structured Agenda Distribution of reports prior to meetings <p>Audit Committee</p> <ul style="list-style-type: none"> Review of Code of Conduct and key governance policies Financial report & oversight Annual Report Review of Internal Audit program <p>Abuse Advisory Committee</p> <ul style="list-style-type: none"> Meets Quarterly Minutes are recorded Reports to the Board through the CEO <p>Complaints Management Advisory Committee</p> <ul style="list-style-type: none"> Meets quarterly Minutes are recorded Reports to the Board through the CEO <p>Safe Practices & Environment Committee</p> <ul style="list-style-type: none"> Monitor progress & oversight of the Internal Audit Safety Program Review of non-conformances and corrective action plans <p>Risk Committee (August 2008)</p> <ul style="list-style-type: none"> Monitor the management of Endeavour's exposure to risk Coordinate the activities of and receive reports from all risk related functions and committees. Receipt and review of risk incident reports Business continuity planning/crisis management <p>IT Steering Committee</p> <ul style="list-style-type: none"> Meets monthly Minutes are recorded <p>Quality Management Committee</p> <ul style="list-style-type: none"> Continuous improvement review Monitor quality audits Review action plans Monitor progress policies & procedures Monitor & review indicators Quarterly Meetings <p>Superannuation Policy Committee</p> <ul style="list-style-type: none"> Trustee communication to members. Employer web site to facilitate member awareness 	<p>EXTERNAL ACCOUNTABILITY</p> <p>External Audit (KPMG)</p> <ul style="list-style-type: none"> True & fair view opinion Compliance to Australian Accounting Standards <p>Annual Report</p> <ul style="list-style-type: none"> Financial Stewardship Corporate Governance Disclosure <p>External Quality Audit (SAI Global)</p> <ul style="list-style-type: none"> Compliance <p>External Audit – WH&S (HACCP)</p> <ul style="list-style-type: none"> Compliance <p>External Audit – Acquittals</p> <ul style="list-style-type: none"> FaCSIA & DSQ – acquittals & reporting (Service Agreements & Service Standards) Timeliness, Cash flow requirements Compliant <p>External Audit DSQ (Funding Accountability)</p> <ul style="list-style-type: none"> Funding agreement CSTDA/NMDS 																														
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<p>How do we make decisions?</p> <p>What management tools do we use?</p> <p>What do we deliver?</p>				<p>How do we control & report on our decision making processes?</p> <p>How do we report on our service delivery outcomes?</p> <p>Is our reporting sufficient, accountable & transparent?</p> <p>Are our processes ethical & compliant?</p> <p>Do our processes & policies aspire to good practice?</p>																																	
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