

**BOARD OF DIRECTORS**  
**Bi-Monthly Meeting**  
**Agenda**

**Meeting:** Board of Directors      **Date:** Thursday, 24 August 2023  
**Meeting No.:** 4/2023                      **Time:** 5.30pm  
**Chair:** Edwin Vandenberg      **Venue:** The Courthouse Restaurant, Warragul

**Members In Attendance:**

Edwin Vandenberg	Board Director/Chair
Robyn George	Board Director/Treasurer
Leisa Harper	Board Director
Phil Drummond	Board Director
Marianne Fontaine	Board Director

**Apologies:**

Debra O'Keefe	Board Director/Secretary
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**In Attendance:**

Jenelle Henry	Chief Executive Officer
Lora Moulton	Executive Assistant/Minute Taker

Agenda No.	Subject
<b>1.</b>	<p><b>Acknowledgement</b></p> <p>I acknowledge the traditional custodians of the land we are meeting on today, the Gunnai Kurnai people, and pay my respects to their Elders, past present and emerging.</p>
<b>2.</b>	<p><b>Appointment Of Positions</b></p> <p>Time Keeper:      Lora Moulton  Minute Taker:      Lora Moulton</p>

**BOARD OF DIRECTORS**  
**Bi-Monthly Meeting**  
**Agenda**

Agenda No.	Subject
3.	<b>Declaration Of Conflict Of Interest</b>  Nil
4.	<b>Confirmation Of Previous Minutes</b>  Motion: That the minutes of the previous meeting, held on Tuesday, 13 June 2023, be accepted. <b>Appendix A</b> <span style="float: right;">pages tba</span> Moved: Choose an item. Seconded: Choose an item.
5.	<b>Matters For Board Discussion &amp; Decision</b>  <u>5.1 Action List Review</u> Review and discuss the progress of items on the Action List. <b>Appendix B</b> <span style="float: right;">page tba</span> Motion: Moved: Choose an item. Seconded: Choose an item.  <u>5.2 Welshpool Property</u> In recognition of the Board's renewed interest, B D Legal have been asked to perform a Title Search to explore potential options. Motion: Moved: Choose an item. Seconded: Choose an item.  <u>5.3 Sale Of Trailer</u> Review and discuss the proposal, from Gippsland Pride Initiative, for the sale of the trailer. <b>Appendix C</b> <span style="float: right;">page tba</span>

**BOARD OF DIRECTORS**  
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Agenda No.	Subject
	<p><u>5.4 Board Member Recruitment</u>            Challenges recruiting and retaining Board members. See Appendix D, correspondence from Richard Bridge, at B D Legal.            Additionally, discuss the current status of Board positions, identifying who is staying and who is leaving, to assist recruitment efforts.  <b>Appendix D</b> <span style="float: right;">page tba</span></p> <p><u>5.5 Financial Audit 2022/23</u>            Engagement of financial auditors. Previously performed by Gippsland Financial &amp; Accounting Services.  <b>Appendix E</b> <span style="float: right;">page tba</span></p> <p>Motion:            Moved: Choose an item.            Seconded: Choose an item.</p> <p><u>5.6 Annual General Meeting &amp; Constitutional Change</u>            Discuss potential date and time for the upcoming Annual General Meeting (AGM), including the preferred meeting format (e.g., online video chat, in-person).            Also, discuss a potential constitutional change regarding the quorum requirement, see Appendix F.  <b>Appendix F</b> <span style="float: right;">pages tba</span></p> <p>Motion:            Moved: Choose an item.            Seconded: Choose an item.</p> <p><u>5.7 Board Skills Matrix</u>            This was developed in collaboration with Jenny from Not For Profit Training. Any insights from Board members regarding the creation of the Board Skills Matrix may be valuable.            Motion:            Moved: Choose an item.            Seconded: Choose an item.</p>

**BOARD OF DIRECTORS**  
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**Agenda**

Agenda No.	Subject
6.	<p><b>CEO Report</b></p> <p><u>6.1 Report</u></p> <p>Appendix G pages tba</p> <p>Motion: That the CEO Report be accepted.</p> <p>Moved: Choose an item.</p> <p>Seconded: Choose an item.</p>
7.	<p><b>Financial Report</b></p> <p><u>7.1 Balance Sheet</u></p> <p>Appendix H page tba</p> <p><u>7.2 Profit &amp; Loss</u></p> <p>Appendix I page tba</p> <ul style="list-style-type: none"> <li>• June 2023</li> </ul> <p>Appendix J page tba</p> <ul style="list-style-type: none"> <li>• July 2023</li> </ul> <p>Motion: That the Financial Report be accepted.</p> <p>Moved: Choose an item.</p> <p>Seconded: Choose an item.</p>
8.	<p><b>Other Business</b></p> <p><u>8.1 Board Self-Evaluation</u></p> <p>A reminder to all Board members about the self-evaluation process, in-line with the internal auditor's recommendation.</p> <p>Appendix K pages tba</p> <p>Motion:</p> <p>Moved: Choose an item.</p> <p>Seconded: Choose an item.</p>

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**BOARD OF DIRECTORS**  
**Bi-Monthly Meeting**  
**Agenda**

Agenda No.	Subject
9.	<b>Board Correspondence</b>  Nil
10.	<b>Next Board Meeting</b>  Date: Thursday, 19 October 2023 Time: 5.30pm Venue: The Courthouse Restaurant, Warragul

<b>Meeting Closed</b>	
Date:	Thursday, 24 August 2023
Time:	
Chair:	Edwin Vandenberg
Signature:	n/a
Date signed:	n/a

**BOARD OF DIRECTORS**  
**Bi-Monthly Meeting**  
**Minutes**

<b>Meeting:</b>	<u>Board of Directors</u>	<b>Date:</b>	<u>Tuesday, 13 June 2023</u>
<b>Meeting No.:</b>	<u>3/2023</u>	<b>Time:</b>	<u>5.37pm</u>
<b>Chair:</b>	<u>Edwin Vandenberg</u>	<b>Venue:</b>	<u>via Microsoft Teams</u>

**Members In Attendance:**

Edwin Vandenberg	Board Director/Chair
Debra O'Keefe	Board Director/Secretary
Robyn George	Board Director/Treasurer
Leisa Harper	Board Director
Phil Drummond	Board Director

**Apologies:**

Marianne Fontaine	Board Director
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**In Attendance:**

Jenelle Henry	Chief Executive Officer
Lora Moulton	Executive Assistant/Minute Taker

Agenda No.	Subject
1.	<p><b>Acknowledgement</b></p> <p>I acknowledge the traditional custodians of the land we are meeting on today, the Gunnai Kurnai people, and pay my respects to their Elders, past present and emerging.</p>
2.	<p><b>Appointment Of Positions</b></p> <p>Time Keeper:     Lora Moulton  Minute Taker:     Lora Moulton</p>

**BOARD OF DIRECTORS**  
**Bi-Monthly Meeting**  
**Minutes**

Agenda No.	Subject
3.	<p><b>Declaration Of Conflict Of Interest</b></p> <p>Nil</p>
4.	<p><b>Confirmation Of Previous Minutes</b></p> <p>Motion: That the minutes of the previous meeting, held on Thursday, 27 April 2023, be accepted.</p> <p><b>Appendix A</b></p> <p>Moved: Leisa Harper            Seconded: Phil Drummond</p>
5.	<p><b>Matters For Board Discussion &amp; Decision</b></p> <p><u>5.1 Action List</u></p> <p><b>Appendix B</b></p> <p>The Action List was discussed during the meeting, and all items were reviewed and addressed accordingly.</p> <p><u>5.2 2023/24 Budget</u></p> <p><b>Appendix C</b></p> <p>Edwin introduced the budget report, providing an overview of the financial status of the organization. Each item was explained in detail by Jenelle, highlighting the anticipated surplus of \$68,000 for the financial year. The increase in superannuation and Workcover costs, were acknowledged as factors beyond our control. The board recognised the importance of the planning work undertaken and the need to address these financial challenges sooner rather than later. It was noted that the organisation would have maintained a reasonable profit if not for the impact of these uncontrollable factors.</p> <p>Motion: That the 2023/24 Budget be accepted.            Moved: Debra O'Keefe            Seconded: Robyn George</p>

**BOARD OF DIRECTORS**  
**Bi-Monthly Meeting**  
**Minutes**

Agenda No.	Subject
	<p><u>5.3 Sale Of Trailer</u></p> <p>Motion: The board acknowledges and supports Jenelle and Edwin to take necessary actions for the sale of the trailer.</p> <p>Moved: Robyn George</p> <p>Seconded: Phil Drummond</p> <p><b>Actions - Edwin to provide Jenelle with comparable pricing.</b></p> <p><u>5.6 Resignation Of Bryan Leaf</u></p> <p>The board acknowledged Bryan's resignation and discussed the subsequent actions. It was agreed to present Bryan with a letter, card, and gift card for \$250 in recognition of his contributions.</p> <p>Regarding the minimum number of members required for quorum, the board decided the wise decision was a dual approach.</p> <p>Firstly, Jenelle and Lora were assigned the action to meet with Richard from B D Legal to ensure the correct wording for the email to be sent to financial members for voting. This step will facilitate the proposed constitutional change of reducing the minimum number of members to 6.</p> <p>Secondly, Board members were encouraged to consider potential new members, with Phil utilising his former local government contacts and Robyn having someone in mind.</p> <p>Motion: The board moves to actively seek and consider potential new board members. Furthermore, the board moves to explore a possible constitutional change to reduce the required number of members.</p> <p>Moved: Debbra O'Keefe</p> <p>Seconded: Leisa Harper</p> <p><b>Actions - Lora to purchase/arrange the above for Bryan.</b></p> <p><b>- Jenelle and Lora to meet with Richard from B D Legal to ensure the correct wording for the email to be sent to financial members for voting.</b></p> <p><b>- Board members to consider potential new members.</b></p>



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**BOARD OF DIRECTORS**  
**Bi-Monthly Meeting**  
**Minutes**

Agenda No.	Subject
<b>6.</b>	<p><b>CEO Report</b></p> <p><u>6.1 Report</u></p> <p>Appendix D</p> <p>Following the CEO report, a brief discussion took place regarding staffing issues, addressing concerns and exploring potential solutions.</p> <p>Motion: That the CEO Report be accepted.            Moved: Robyn George            Seconded: Debra O'Keefe</p>
<b>7.</b>	<p><b>Financial Report</b></p> <p><u>7.1 Balance Sheet</u></p> <p>Appendix E</p> <p><u>7.2 Profit &amp; Loss</u></p> <p>Appendix F</p> <ul style="list-style-type: none"> <li>• April 2023</li> </ul> <p>Appendix G</p> <ul style="list-style-type: none"> <li>• May 2023</li> </ul> <p>Motion: That the Financial Report be accepted.            Moved: Leisa Harper            Seconded: Debra O'Keefe</p>

**BOARD OF DIRECTORS**  
**Bi-Monthly Meeting**  
**Minutes**

Agenda No.	Subject
<b>8.</b>	<p><b>Other Business</b></p> <p><u>8.1 Presentation of Funds to Peter Clement</u></p> <p>The board acknowledged the financial difficulties faced by Peter. Peter has been presented with a donation by the Board of \$1000, along with approximately \$200 contributed by the staff.</p> <p>Edwin extended his gratitude to the board for their quick and decisive actions, which enabled him and Jenelle to promptly organise the board's contribution and deliver it to Peter in a timely manner.</p> <p><u>8.2 Planning Work &amp; Next Steps</u></p> <p>Appendix H</p> <p>Appendix I</p> <p>Jenelle sought input from the board on their needs regarding the ongoing planning work. She has been reviewing the NDIS price guide and advised that pricing is contingent upon the participant's plan rather than the specific services provided in regard to the accommodation options previously discussed.</p> <p>Leisa shared a matrix (see Appendix I) as a potential tool to advance the planning work. After considering Leisa's suggestion, the Board decided to schedule another planning session for Tuesday, 1 August, at the Morwell office, with Leisa leading the discussion.</p> <p><b>Actions - Lora to arrange and send invitations for next planning meeting.</b></p>
<b>9.</b>	<p><b>Board Correspondence</b></p> <p>Nil</p>

**BOARD OF DIRECTORS**  
**Bi-Monthly Meeting**  
**Minutes**

Agenda No.	Subject
<b>10.</b>	<p><b>Next Board Meeting</b></p> <p>Date: Thursday, 17 August 2023</p> <p>Time: 5.30pm</p> <p>Venue: The Courthouse, Warragul</p>

<b>Meeting Closed</b>	
Date:	Tuesday, 13 June 2023
Time:	7.26pm
Chair:	Edwin Vandenberg
Signature:	_____
Date signed:	_____

**Board Of Directors - Action List**  
 Business Arising/Action Items From Minutes



Minutes Date	Topic	Agenda Item Number	Due	Who	Action Item	Comments	Status	Status Date
16-Feb-23	Board Roles	5.2	next meeting	Edwin	Contact Robyn regarding requirements of Treasurer role		Ongoing	13-Jun-23
14-Jun-23	Resignation Of Bryan Leaf	5.6	next meeting	Lora	Purchase/arrange card, gift voucher and letter for Bryan.		Ongoing	13-Jun-23
14-Jun-23	Resignation Of Bryan Leaf	5.6	next meeting	Jenelle & Lora	Meet with Richard from B D Legal to ensure the correct wording for the email to be sent to financial members for voting.		Ongoing	13-Jun-23
14-Jun-23	Resignation Of Bryan Leaf	5.6	next meeting	Board members	Consider potential new members.		Ongoing	13-Jun-23

**Board Of Directors - Action List**  
Business Arising/Action Items From Minutes



Minutes Date	Topic	Agenda Item Number	Due	Who	Action Item	Comments	Status	Status Date
01-Sep-22	Board calendar	9.3	next board meeting	Claudia	To add the 8 Dec for the last Board meeting of the year	Calendar to be provided at October meeting	Completed	05-Sep-22
17-Feb-22	Forward Agenda – Meeting Calendar	5.8	next board meeting	Claudia	Claudia to update and distribute calendar and allocate policy items for review each meeting	Completed	Completed	27-Apr-22
17-Feb-22	Sale & Drouin tenancy	5.4	28-Feb-22	Claudia	Claudia to send signed documents to Agent		Completed	24-Feb-22
21-Oct-21	Nominations	5.1	25-Oct-21	Claudia	Action Item: Claudia to provide hard copy of Board meeting and AGM documents to Peter Clement		Completed	22-Oct-21
21-Oct-21	Board Engagement Activity	7.1	18-Nov-21	Claudia	Action: Document provided to all Board members to be reviewed at next board meeting.	Emailed/mailed to all board members for meeting on 18 Nov	Completed	16-Nov-21
18-Nov-21	Board meeting calendar	5	17-Feb-22	Claudia	ACTION: Claudia to put Calendar in next agenda for discussion	added to agenda - to be discussed at board meeting 17/2/22	Completed	17-Feb-22
18-Nov-21	Accept Board policies	5	17-Feb-22	Jenelle	ACTION: Jenelle to add amendment of pg13 of Board policies document	Jenelle has amended the chart in this document as discussed at the meeting	Completed	20-Dec-21

Minutes Date	Topic	Agenda Item Number	Due	Who	Action Item	Comments	Status	Status Date
21-Oct-21	Covid-19 Vaccination status	5.4	18-Nov-21	All Board Memebrs	Action: All board members to provide Vaccination certificates before in person meetings to commence	Board members have all provided 2 dose covid Vaccine certificate. Board memebers to be defined as "non-specified workers". Booster doses can be provided if required but not mandetory for Board members	Completed	



**Gippsland Pride Initiative Inc.**  
ABN: 55 439 394 648  
Inc No. A0107954W  
A: PO Box 385 TRAFALGAR VIC 3824  
E: admin@gippslandprideinitiative.com

14th August 2023

**PRIVATE & CONFIDENTIAL**

Caitlin Grigsby, President  
Gippsland Pride Initiative Inc.  
Per email: admin@gippslandprideinitiative.com

**Headway Gippsland Board**  
**% Jenelle Henry, CEO**

**Re: Trailer Purchase Proposal**

On behalf of the Gippsland Pride Initiative Inc, I write to express our thanks for the ongoing support we have received from Headway Gippsland.

Our current hire of one of your Newborough Shed's for our storage has been invaluable to our small charity.

Similarly, the occasional use of your Headway Gippsland enclosed trailer has been a wonderful help as we try to provide supports and opportunities for LGBTQIA+ people across the 6 shires.

It's with this in mind we write to you today, to request your consideration of a potential purchase offer.

We have recently recognised the immense value a trailer provides us, and would enable us with greater confidence to grow our outreach and remote activities. We have been looking into grant processes to purchase a new trailer akin to the one you own for some time.

Before proceeding any further, we wish to propose an offer to Headway Gippsland to purchase your trailer second-hand.

If the Board and CEO were interested and the trailer was surplus to Headway's needs, Gippsland Pride would like to propose purchase and transfer of ownership and registration of the trailer from Headway Gippsland to our organisation.

We can offer \$2000.00 at this time, plus cost of transfer in registration.

By proposing this option first, we can potentially recycle the existing trailer for new purpose and invest in a refresh and service rather than purchasing new, and our funds go back into Headway Gippsland, rather than a new purchase and third party transaction.



**Gippsland Pride Initiative Inc.**  
ABN: 55 439 394 648  
Inc No. A0107954W  
A: PO Box 385 TRAFALGAR VIC 3824  
E: [admin@gippslandprideinitiative.com](mailto:admin@gippslandprideinitiative.com)

We welcome the opportunity to speak to this request further and any questions you may have to support your consideration. We would of course, retain the trailer at the existing storage address, for the duration of our continued hire.

Thank you all again for your support and consideration of our proposal.

Our sincere thanks on behalf of the Gippsland Pride Initiative Inc.

A handwritten signature in blue ink, consisting of several loops and a final dot, representing the name Caitlin Grigsby.

Caitlin Grigsby  
**President**  
**Gippsland Pride Initiative Inc.**

E: [admin@gippslandprideinitiative.com](mailto:admin@gippslandprideinitiative.com)  
[www.gippslandprideinitiative.com](http://www.gippslandprideinitiative.com)



**From:** [Jenelle Henry](#)  
**Sent:** Tuesday, 22 August 2023 11:30 AM  
**To:** [Lora Moulton](#)  
**Subject:** FW: Headway follow ups

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Not an attachment just an email

**Jenelle Henry**  
**CEO**  
Headway Gippsland

16 Sinclair Street Drouin  
PH 5127 7166 / 5625 5220      TF 1800 452 452

Email [j.henry@headwaygippsland.org.au](mailto:j.henry@headwaygippsland.org.au)  
Web [www.headwaygippsland.org.au](http://www.headwaygippsland.org.au)



*Supporting people with an Acquired Brain Injury, other disabilities and their families*



I acknowledge the traditional custodians of the land we are meeting on today, the Gunai Kurnai people and pay my respects to their Elders past and present.



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**From:** Richard Bridge <[richard.bridge@bdlegal.com.au](mailto:richard.bridge@bdlegal.com.au)>  
**Sent:** Thursday, August 3, 2023 9:29 AM  
**To:** Jenelle Henry <[j.henry@headwaygippsland.org.au](mailto:j.henry@headwaygippsland.org.au)>  
**Subject:** RE: Headway follow ups

Hi Jenelle

Your problems with board members is not uncommon.

The only pointer I have is here <https://www.acnc.gov.au/tools/factsheets/choosing-new-board-member>.

I really don't have an answer in how to get/retain board members. I think one option (whether palatable or not) is to look at a strategic merger with a larger organisation.

I will come back to you on Welshpool.

Regards

**Richard Bridge**  
Partner



commercial & legal solutions

**Warragul**  
88 Albert Street,  
Warragul VIC 3820

**Traralgon**  
24 Nathan Street,  
Traralgon VIC 3844

☎ 03 5176 1000

P.O. Box 580 Traralgon VIC 3844

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To reduce the risk of **cyber fraud**, prior to transferring any funds, please **verify** any email (including attachments) received from us which provides payment directions **by first calling our office on 03 5176 1000** to verify the authenticity of the email, and the account details provided.

This email and any attachments are confidential and may be subject to legal professional privilege. If you are not the intended addressee of this email, any use, copying or dissemination of it and any attachments is prohibited. If you have received this email in error, please notify me and delete all copies of it and any attachments.

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**From:** Jenelle Henry <[j.henry@headwaygippsland.org.au](mailto:j.henry@headwaygippsland.org.au)>

**Sent:** Wednesday, August 2, 2023 4:16 PM

**To:** Richard Bridge <[richard.bridge@bdlegal.com.au](mailto:richard.bridge@bdlegal.com.au)>

**Subject:** Headway follow ups

Good afternoon, Richard.

How are you?

I have a couple of queries to send you and only answer when you have time, they are not urgent they are just queries

Firstly, again we are short on board members we have explored the paying board members option, we have run recruitment and really as soon as we get new people others want to step down so we are constantly running at around 5 members and really have not been able to ascertain any further people

Can you please advise what you think might be a way forward given the problems in recruiting and retaining volunteers?

Another query is can you ask one of your staff to run a title search on the Welshpool house ( this is the house with the difficult lady Shirley) and I must have early on set dementia as I cant remember where this is at. I remember doing some work with you on the agreement but nothing further.

Many thanks

**Jenelle Henry**  
**CEO**  
Headway Gippsland

16 Sinclair Street Drouin  
PH 5127 7166 / 5625 5220      TF 1800 452 452

Email [j.henry@headwaygippsland.org.au](mailto:j.henry@headwaygippsland.org.au)

Web [www.headwaygippsland.org.au](http://www.headwaygippsland.org.au)



*Supporting people with an Acquired Brain Injury, other disabilities and their families*



I acknowledge the traditional custodians of the land we are meeting on today, the Gunai Kurnai people and pay my respects to their Elders past and present.



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Thank you.

Please consider the environment before printing.

**From:** [Jenelle Henry](#)  
**Sent:** Wednesday, 16 August 2023 10:05 AM  
**To:** [Lora Moulton](#)  
**Subject:** Board - FW: Audit 2022/23

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Another item for the board meeting agenda

Thanks 😊

**Jenelle Henry**  
CEO  
Headway Gippsland

16 Sinclair Street Drouin  
PH 5127 7166 / 5625 5220 TF 1800 452 452

Email [j.henry@headwaygippsland.org.au](mailto:j.henry@headwaygippsland.org.au)  
Web [www.headwaygippsland.org.au](http://www.headwaygippsland.org.au)



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**From:** Colin Matthies <c.matthies@headwaygippsland.org.au>  
**Sent:** Monday, July 31, 2023 10:22 AM

**To:** Justin Robson <jrobson@gipps.accountant>  
**Cc:** Jenelle Henry <j.henry@headwaygippsland.org.au>  
**Subject:** Audit 2022/23

Justin

Hi, hope you and the family are well.

I would like to confirm that you are able to prepare the Financial Statements for 2022/23, as you have done in previous years.

Jenelle is going to get the engagements for the auditor sorted at the next Board meeting, but I assume it will be Gippsland Accounting and Financial Services.

Thanks

Colin Matthies  
Headway Gippsland



1. The Board may delegate to a member of the Board, a committee or the Chief Executive Officer, any of its powers and functions other than—
  - a. this power of delegation; or
  - b. a duty imposed on the Board by the Act or any other law.
2. The delegation must be in writing and may be subject to the conditions and limitations the Board considers appropriate.
3. The Board may, in writing, revoke a delegation wholly or in part.

## Division 2 - Composition Of Board & Duties Of Members

### *Composition Of Board*

The Board consists of

A minimum of seven members elected at the Annual General Meeting up to a maximum of twelve.

The Board membership should endeavour to reflect a preference for members with an Acquired Brain Injury elected in accordance with rule 53.

These elected board members will elect from their numbers:

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## *Quorum*

1. No business may be conducted at a Board meeting unless a quorum is present.
2. The quorum for a board meeting is the presence (in person or as allowed under rule 62) of a majority of the board directors holding office.
3. If a quorum is not present within 30 minutes after the notified commencement time of a board meeting
  - a. in the case of a special meeting—the meeting lapses;
  - b. in any other case—the meeting must be adjourned to a date no later than 14 days after the adjournment and notice of the time, date and place to which the meeting is adjourned must be given in accordance with rule 59.

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## Board Of Directors - Chief Executive Officer Report

Submitted By: Jenelle Henry  
Position: Chief Executive Officer  
Meeting Date: Thursday, 24 August 2023

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### 1. Headway Team

#### Updates/Changes

As per previous correspondence sent to all board member on the 2<sup>nd</sup> of August.

#### General Update

Debbie dismissed one of the receptionists that was employed to cover Dianne's long service leave. Upon returning from leave I was advised that she had since lodged general protections claim with Fair Work Australia (Wendy notified the Chair, Edwin, when the general protections claim from Fair Work were received).

An outcome meeting was held with the Fair Work Commission on the 2<sup>nd</sup> of August, with no resolution achieved. Another meeting has been scheduled for the end of August.

An incident occurred (also whilst I was on leave), and was reported to Wendy by a Life Skills Officer, that another Life Skills Officer had hit and sworn at a young person. This was a child of 11 years of age. The incident was investigated by both Wendy and Debbie and the staff member was stood down on full pay whilst the investigation took place, the result was inconclusive.

Letter sent to staff member that recently left the Support Coordination role with a gentle reminder around previous employment condition and restraint of trade.

Information from Richard to be discussed.

- Constitutional changes
- Board Member numbers moving forward
- Welshpool property
- AGM date/time /type

### 2. Financials

#### June/July financials

- July Balance Sheet
- June/July Profit & Loss (collapsed)



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## Board Of Directors - Chief Executive Officer Report

The start of the financial year has started off reasonably well tracking similar to the end of last year. The surplus so far is mainly due to wages and that is again not having a full complement of staff.

### 3. Incidents/Complaints/Quality & Safeguarding

Internal audit completed with lots of good feedback lots of areas for improvement, including the below:

#### Governance & Board Performance

We need to improve our Risk Register, and have more frequent and robust discussions. around risk and risk controls.

The Board needs to conduct a review on its own performance and included in this a review of the Board Skills Matrix.

The auditor was impressed by our willingness to explore options around Board members such as payment of Board members, external recruitment, our support for Board members with a disability and our ability to think outside the square to attempt to attract new members was commended.

The auditor was impressed with our progress and planning but felt this needed to be included into our Strategic Plan with reviews to be undertaken against the goals that are set.

Pleased with the use of incidents, complaints, and compliments register.

### 4. General Updates

Our Support Coordinator who has been unwell is still away and may possibly return around October.

The Support Coordination team are running one full time position down and whilst this is being covered by the rest of the team to some degree it has our billing down. As the staff member didn't have any leave, we have this off set with no wages payable.

Would like to hear the Board's view on our Social Support Program groups, with low numbers and difficulty attracting staff and more pricing changes to come at the end of the year this could spell the end of the groups.

Jenelle Henry  
Chief Executive Officer

## Balance Sheet

Headway Gippsland Inc

As at 31 July 2023

<b>Account</b>	<b>31 Jul 2023</b>	<b>30 Jun 2023</b>	<b>30 Jun 2022</b>
<b>Assets</b>			
Bank	1,564,082.01	826,625.38	838,214.07
Current Assets	1,741,136.67	2,177,527.04	1,913,038.47
Fixed Assets	610,942.19	612,872.08	645,653.90
<b>Total Assets</b>	<b>3,916,160.87</b>	<b>3,617,024.50</b>	<b>3,396,906.44</b>
<b>Liabilities</b>			
Current Liabilities	493,715.71	280,386.46	343,430.61
<b>Total Liabilities</b>	<b>493,715.71</b>	<b>280,386.46</b>	<b>343,430.61</b>
<b>Net Assets</b>	<b>3,422,445.16</b>	<b>3,336,638.04</b>	<b>3,053,475.83</b>
<b>Equity</b>			
Contributed Equity:Distribution of capital profit	996,653.22	996,653.22	996,653.22
Contributed Equity:Movement 1	(395,250.32)	(395,250.32)	(395,250.32)
Current Year Earnings	85,807.12	283,162.21	58,017.62
Asset Revaluation Reserve	651,668.80	651,668.80	651,668.80
Opening Bal Equity	217,931.82	217,931.82	217,931.82
Retained Earnings	1,865,634.52	1,582,472.31	1,524,454.69
<b>Total Equity</b>	<b>3,422,445.16</b>	<b>3,336,638.04</b>	<b>3,053,475.83</b>

## Budget Vs Actual - Summary

Headway Gippsland Inc

For the month ended 30 June 2023

Account	Actual	Budget	Variance (%)	YTD Actual	YTD Budget	Variance (%)	Full Year Budget
<b>Trading Income</b>							
NDIS Services	368,396.64	376,091.00	-2.05%	4,885,271.38	4,863,245.00	0.45%	4,863,245.00
Client Services	643.00	709.00	-9.31%	8,649.50	8,200.00	5.48%	8,200.00
Other Funding	0.00	500.00	-100.00%	0.00	500.00	-100.00%	500.00
Other Income	369.35	5,922.00	-93.76%	70,191.25	79,714.00	-11.95%	79,714.00
Wage Subsidy Admin Staff	1,818.18	0.00	0.00%	1,818.18	0.00	0.00%	0.00
<b>Total Trading Income</b>	<b>371,227.17</b>	<b>383,222.00</b>	<b>-3.13%</b>	<b>4,965,930.31</b>	<b>4,951,659.00</b>	<b>0.29%</b>	<b>4,951,659.00</b>
<b>Gross Profit</b>	<b>371,227.17</b>	<b>383,222.00</b>	<b>-3.13%</b>	<b>4,965,930.31</b>	<b>4,951,659.00</b>	<b>0.29%</b>	<b>4,951,659.00</b>
<b>Other Income</b>							
Write off unreclaimed grant monies 20	33,547.00	0.00	0.00%	33,547.00	0.00	0.00%	0.00
<b>Total Other Income</b>	<b>33,547.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>33,547.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00</b>
<b>Operating Expenses</b>							
Accounting/Bookkeeping	2,575.00	2,172.00	18.55%	27,200.00	28,000.00	-2.86%	28,000.00
Finance Contract	0.00	0.00	0.00%	2,500.00	5,000.00	-50.00%	5,000.00
Advertising & Marketing	1,402.41	598.00	134.52%	1,599.82	7,000.00	-77.15%	7,000.00
Auditors	0.00	0.00	0.00%	4,150.00	4,000.00	3.75%	4,000.00
Bank Fees & Charges	436.01	174.00	150.58%	4,571.14	2,000.00	128.56%	2,000.00
Client Services	1,511.09	560.00	169.84%	13,757.83	6,700.00	105.34%	6,700.00
Consultants	220.00	1,674.00	-86.86%	14,612.94	30,000.00	-51.29%	30,000.00

<b>Account</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance (%)</b>	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>Variance (%)</b>	<b>Full Year Budget</b>
Depreciation	2,276.00	4,174.00	-45.47%	35,300.00	50,000.00	-29.40%	50,000.00
Gifts & Donations	111.57	0.00	0.00%	1,000.00	0.00	0.00%	0.00
Governance Expenses	0.00	223.00	-100.00%	4,253.43	14,500.00	-70.67%	14,500.00
Insurance	2,003.21	1,500.00	33.55%	31,169.44	26,000.00	19.88%	26,000.00
Lease Costs	0.00	68.00	-100.00%	(415.65)	750.00	-155.42%	750.00
Legal Services	0.00	0.00	0.00%	0.00	3,000.00	-100.00%	3,000.00
Maintenance Repairs	6,884.68	7,408.00	-7.06%	79,251.33	88,500.00	-10.45%	88,500.00
Postage General	327.27	337.00	-2.89%	3,037.08	4,000.00	-24.07%	4,000.00
Printing & Stationery:Printing Stat Offic	861.15	837.00	2.89%	8,575.04	10,000.00	-14.25%	10,000.00
Rent	6,435.37	6,500.00	-0.99%	79,516.50	76,100.00	4.49%	76,100.00
Salary & Wage Overheads	119,863.29	60,462.00	98.25%	821,481.32	759,026.00	8.23%	759,026.00
Sleepover Allowance:Sleep Over Allow	0.00	250.00	-100.00%	320.00	3,000.00	-89.33%	3,000.00
Salary & Wages	252,871.27	271,977.00	-7.02%	3,229,600.28	3,335,655.00	-3.18%	3,335,655.00
Storage of Documents	72.11	74.00	-2.55%	849.02	800.00	6.13%	800.00
Subscriptions/Memberships	0.00	0.00	0.00%	3,778.64	2,400.00	57.44%	2,400.00
Telephone Allowance	333.82	629.00	-46.93%	4,852.32	7,460.00	-34.96%	7,460.00
Telephone	1,494.41	1,859.00	-19.61%	19,601.41	22,000.00	-10.90%	22,000.00
Travel Allowance	20,951.22	25,323.00	-17.26%	295,501.18	323,878.00	-8.76%	323,878.00
Utilities: Morwell Water Rates	0.00	125.00	-100.00%	1,078.40	1,500.00	-28.11%	1,500.00
Utilities	1,746.11	1,258.00	38.80%	15,421.48	14,700.00	4.91%	14,700.00
Vehicle Expenses	1,165.17	587.00	98.50%	13,752.15	13,000.00	5.79%	13,000.00
<b>Total Operating Expenses</b>	<b>423,541.16</b>	<b>388,769.00</b>	<b>8.94%</b>	<b>4,716,315.10</b>	<b>4,838,969.00</b>	<b>-2.53%</b>	<b>4,838,969.00</b>
<b>Net Profit</b>	<b>(18,766.99)</b>	<b>(5,547.00)</b>	<b>238.33%</b>	<b>283,162.21</b>	<b>112,690.00</b>	<b>151.28%</b>	<b>112,690.00</b>

## Budget Vs Actual - Summary

Headway Gippsland Inc

For the month ended 31 July 2023

Account	Actual	Budget	Variance (%)	YTD Actual	YTD Budget	Variance (%)	Full Year Budget
<b>Trading Income</b>							
NDIS Services	404,172	385,266	4.91%	404,172	385,266	4.91%	4,885,992
Client Services	645	632	2.06%	645	632	2.06%	7,600
Other Funding	0	0	0.00%	0	0	0.00%	500
Other Income	42,484	42,625	-0.33%	42,484	42,625	-0.33%	123,450
3NDIS Services Support Co-ord Specialist	0	0	0.00%	0	0	0.00%	354,633
Wage Subsidy Admin Staff	0	0	0.00%	0	0	0.00%	12,000
3NDIS Services NDIS Home Care	0	0	0.00%	0	0	0.00%	15,300
<b>Total Trading Income</b>	<b>447,302</b>	<b>428,523</b>	<b>4.38%</b>	<b>447,302</b>	<b>428,523</b>	<b>4.38%</b>	<b>5,399,475</b>
<b>Gross Profit</b>	<b>447,302</b>	<b>428,523</b>	<b>4.38%</b>	<b>447,302</b>	<b>428,523</b>	<b>4.38%</b>	<b>5,399,475</b>
<b>Operating Expenses</b>							
Accounting/Bookkeeping	2,836	2,333	21.58%	2,836	2,333	21.58%	28,000
Finance Contract	0	0	0.00%	0	0	0.00%	5,000
Advertising & Marketing	231	166	39.27%	231	166	39.27%	2,000
Auditors	0	0	0.00%	0	0	0.00%	4,000
Bank Fees & Charges	422	375	12.51%	422	375	12.51%	4,500
Client Services	1,301	930	39.85%	1,301	930	39.85%	11,400
Consultants	220	0	0.00%	220	0	0.00%	30,000
Depreciation	1,930	2,833	-31.88%	1,930	2,833	-31.88%	34,000
Governance Expenses	0	623	-100.00%	0	623	-100.00%	9,500

<b>Account</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance (%)</b>	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>Variance (%)</b>	<b>Full Year Budget</b>
Insurance	1,833	1,833	0.00%	1,833	1,833	0.00%	28,800
Legal Services	0	0	0.00%	0	0	0.00%	3,000
Maintenance Repairs	9,293	9,748	-4.67%	9,293	9,748	-4.67%	73,000
Postage General	369	250	47.44%	369	250	47.44%	3,000
Printing & Stationery:Printing Stat Office Supplies	266	666	-60.08%	266	666	-60.08%	8,000
Rent	7,435	7,300	1.85%	7,435	7,300	1.85%	76,300
Salary & Wage Overheads	71,420	77,860	-8.27%	71,420	77,860	-8.27%	904,249
Sleepover Allowance:Sleep Over Allowances NDI:	0	166	-100.00%	0	166	-100.00%	2,000
Salary & Wages	238,626	272,734	-12.51%	238,626	272,734	-12.51%	3,684,570
Storage of Documents	77	66	16.00%	77	66	16.00%	800
Subscriptions/Memberships	0	0	0.00%	0	0	0.00%	4,000
Telephone Allowance	334	436	-23.44%	334	436	-23.44%	5,240
Telephone	1,525	1,864	-18.16%	1,525	1,864	-18.16%	22,400
Travel Allowance	23,112	26,915	-14.13%	23,112	26,915	-14.13%	343,366
Utilities: Morwell Water Rates	0	125	-100.00%	0	125	-100.00%	1,500
Utilities	138	1,463	-90.58%	138	1,463	-90.58%	17,600
Vehicle Expenses	128	1,099	-88.38%	128	1,099	-88.38%	13,200
<b>Total Operating Expenses</b>	<b>361,495</b>	<b>409,785</b>	<b>-11.78%</b>	<b>361,495</b>	<b>409,785</b>	<b>-11.78%</b>	<b>5,319,425</b>
<b>Net Profit</b>	<b>85,807</b>	<b>18,738</b>	<b>357.93%</b>	<b>85,807</b>	<b>18,738</b>	<b>357.93%</b>	<b>80,050</b>

## BOARD OF DIRECTORS

### Performance Assessment

#### Reviewing The Performance Of The Board Or Management Committee

The aim of a board or management committee performance review is to assess how well the board or management committee has done its job and identify areas where improvements could be made. This type of review should be done annually, although elements of it can be done more often if needed.

A performance review gives the board or management committee an opportunity to:

- Improve communication and cohesion among board or management committee members
- Clarify individual and collective roles in the performance of good governance
- Improve the effectiveness of the board or management committee, its overall performance and the impact of its contribution.
- Improve working relationships between the board or management committee and staff.
- Identify areas for improving compliance and other reporting requirements.

The following worksheets cover four areas of board or management committee performance:

- Area 1: Attending to board or management committee business
- Area 2: Providing leadership
- Area 3: Providing stewardship
- Area 4: Monitoring and accountability

Each worksheet has a section for individual board or management committee members (part 1) and for the group as a whole (part 2).

Work through each area in turn by:

1. Asking individuals to consider the questions in Part 1 (*'My contribution as an individual member of the board or management committee'*), make a few notes in response, and then to give themselves a score out of ten for this area (where 1 = lowest score). These notes and scores will remain private, and participants should not be asked to share these with the group unless they wish to.
2. Conducting a group discussion to consider the questions in Part 2 of the worksheet (*'The board or management committee as a group'*). Complete discussion of Part A (*'What did we do?'*) for all sections first, and then complete Part B (*'How could this be improved'*) for each section. *Note: If any items require a lengthier discussion, note the key issues and schedule these for board or management committee discussion at another time.*
3. At the end of the large group discussion of A and B of Part 2 of the worksheet 1, ask everyone to individually write down a score out of ten for the overall board or management committee performance in *'Attending to board or management committee business'*.

## **BOARD OF DIRECTORS**

### **Performance Assessment**

Once the group has worked through all 4 sections, ask everyone to now share the scores that they have given for the board or management committee as a group for the four Worksheet areas.

- Section 1: Attending to board or management committee business
- Section 2: Providing Leadership
- Section 3: Providing Stewardship
- Section 4: Monitoring & Accountability

Add all scores for each item and average (divide by number of participants) to provide an average score for each item. This will become the benchmark for the board or management committee to review against (and improve on) at the next review.

Identify the next steps required to address the improvements the group have decided on.



## BOARD OF DIRECTORS

### Performance Assessment

**Section 1: Attending to Board or Management Committee Business**

Part 1: My contribution as an individual member of the board or management committee.

Questions To Consider	My Responses		
	<i>What did I do?</i>	<i>How Could I Have Been More Effective?</i>	<i>Do I need anything to help me do this in the future?</i> E.g. changes in systems, policies or processes; skill development.
<p><b>Board or management committee meetings:</b></p> <p>Do I read the papers before the meeting?</p> <p>Do I attend meetings regularly, arrive on time and stay until the end?</p> <p>Do I participate actively?</p>			

**BOARD OF DIRECTORS**  
**Performance Assessment**

Questions To Consider	My Responses		
	<i>What did I do?</i>	<i>How Could I Have Been More Effective?</i>	<i>Do I need anything to help me do this in the future?</i> E.g. changes in systems, policies or processes; skill development.
<p><b>Making and implementing informed decisions:</b></p> <p>Do I understand all the issues we discuss at meetings?</p> <p>How do I actively participate in making decisions?</p> <p>How do I follow up on whether agreed actions happened?</p>			

**BOARD OF DIRECTORS**  
**Performance Assessment**

Questions To Consider	My Responses		
	<i>What did I do?</i>	<i>How Could I Have Been More Effective?</i>	<i>Do I need anything to help me do this in the future?</i> E.g. changes in systems, policies or processes; skill development.
<p><b>Maintaining the board or management committee:</b></p> <p>How have I contributed to group dynamics?</p> <p>Has my behaviour had a negative or positive effect on the group?</p> <p>What have I done about finding new board or management committee members?</p>			

## BOARD OF DIRECTORS

### Performance Assessment

Section 1: Attending to Board or Management Committee Business

Part 2: The Board as a group.

Questions To Consider	My Responses		
	What did we do?	How could this be improved?	Action Plan (task, responsibility, time frame)
<p><b>Meeting attendance:</b></p> <ul style="list-style-type: none"> <li>• Are the papers always sent on time in advance of meeting?</li> <li>• What % of board or management committee attend meetings promptly and regularly?</li> <li>• What % of meetings start on time?</li> <li>• What % meetings finish on time?</li> <li>• What % of agendas is completed in the meeting?</li> </ul>			

**BOARD OF DIRECTORS**  
**Performance Assessment**

Questions To Consider	My Responses		
	What did we do?	How could this be improved?	Action Plan (task, responsibility, time frame)
<p><b>Making and implementing informed decisions:</b></p> <ul style="list-style-type: none"> <li>• Is sufficient, useful information provided for decision making?</li> <li>• Is there active discussion and debate?</li> <li>• Is there good facilitation of discussion?</li> <li>• Are decisions reached easily?</li> <li>• Are decisions well informed and wise?</li> <li>• Does the board or management committee make sure decisions and actions are implemented?</li> </ul>			

**BOARD OF DIRECTORS**  
**Performance Assessment**

Questions To Consider	My Responses		
	What did we do?	How could this be improved?	Action Plan (task, responsibility, time frame)
<p><b>Maintaining the board or management committee:</b></p> <ul style="list-style-type: none"> <li>• Are group dynamics on the board or management committee positive and healthy?</li> <li>• Do all individual board or management committee members generally behave in ways that contribute positively?</li> <li>• If the board or management committee has a succession plan, is it implemented successfully?</li> </ul>			

## BOARD OF DIRECTORS

### Performance Assessment

**Section 2: Providing Leadership**

Part 1: My contribution as an individual member of the board or management committee

Questions To Consider	My Responses		
	<i>What did I do?</i>	<i>How could I have been more effective?</i>	<b>Do I need anything to help me do this in the future?</b> E.g. changes in systems, policies or processes; skill development.
<p><b>Vision and broad direction:</b></p> <p>Do I look at a 'big picture' or just the day-to-day concerns?</p> <p>How do I contribute ideas?</p>			

**BOARD OF DIRECTORS**  
**Performance Assessment**

Questions To Consider	My Responses		
	<i>What did I do?</i>	<i>How could I have been more effective?</i>	<b>Do I need anything to help me do this in the future?</b> E.g. changes in systems, policies or processes; skill development.
<p><b>Problem solving and strategic thinking:</b></p> <p>Have I been able to help solve problems that have arisen on the board or management committee or for the organisation more generally?</p> <p>Have I been able to bring information to assist in developing a broader understanding of an issue or problem?</p> <p>Have I ever taken the lead in doing this?</p>			



**BOARD OF DIRECTORS**  
**Performance Assessment**

Questions To Consider	My Responses		
	<i>What did I do?</i>	<i>How could I have been more effective?</i>	<b>Do I need anything to help me do this in the future?</b> E.g. changes in systems, policies or processes; skill development.
<p><b>Information, issues and external relationships:</b></p> <p>How do I contribute information on issues or share my area/s of expertise?</p> <p>How do I keep up to date on developments or issues that may impact on the organisation?</p> <p>What external relationships do I maintain on behalf of the board or management committee for the benefit of the organisation?</p>			

## BOARD OF DIRECTORS

### Performance Assessment

Section 2: Providing Leadership

Part 2: The board or management committee as a group

Questions To Consider	My Responses		
	<i>What did we do?</i>	<i>How could this be improved?</i>	<i>Action plan</i> (task, responsibility, time frame)
<p><b>Vision and broad direction:</b></p> <ul style="list-style-type: none"> <li>• How does the board or management committee provide leadership and set direction?</li> <li>• How has this impacted on the organisation's development?</li> </ul>			

**BOARD OF DIRECTORS**  
**Performance Assessment**

Questions To Consider	My Responses		
	<i>What did we do?</i>	<i>How could this be improved?</i>	<i>Action plan</i> (task, responsibility, time frame)
<p><b>Problem solving and strategic thinking:</b></p> <ul style="list-style-type: none"> <li>• How does the board or management committee deal with and resolve problems for the organisation?</li> <li>• How does the committee deal with new challenges that the organisation faces?</li> </ul>			

**BOARD OF DIRECTORS**  
**Performance Assessment**

Questions To Consider	My Responses		
	<i>What did we do?</i>	<i>How could this be improved?</i>	<i>Action plan</i> (task, responsibility, time frame)
<p><b>Information, issues and external relationships:</b></p> <ul style="list-style-type: none"> <li>• How does the board or management committee stay informed about developments in areas relevant to the organisation's business?</li> <li>• How well have external relationships important to the organisation been maintained?</li> </ul>			

## BOARD OF DIRECTORS

### Performance Assessment

#### Section 3: Providing Stewardship

Part 1: My contribution as an individual member of the board or management committee

Questions To Consider	My Responses		
	<i>What did I do?</i>	<i>How could I have been more effective?</i>	<i>Do I need anything to help me do this in the future?</i> (e.g. changes in systems, policies or processes; skill development)
<p><b>Organisational performance:</b></p> <p>Do I know how well the organisation is performing?</p> <p>How have I assured myself that all aspects are functioning well?</p>			

## BOARD OF DIRECTORS

### Performance Assessment

Questions To Consider	My Responses		
	<i>What did I do?</i>	<i>How could I have been more effective?</i>	<i>Do I need anything to help me do this in the future?</i> (e.g. changes in systems, policies or processes; skill development)
<p><b>Risk management and response:</b></p> <p>Have I been able to recognise risks and suggest appropriate action?</p>			
<p><b>Relationship with senior staff person:</b></p> <p>How have I contributed to building an effective relationship with the senior staff person (manager/coordinator)?</p> <p>How do I know how well the senior staff person is performing?</p>			

**BOARD OF DIRECTORS**  
**Performance Assessment**

Questions To Consider	My Responses		
	<i>What did I do?</i>	<i>How could I have been more effective?</i>	<i>Do I need anything to help me do this in the future?</i> (e.g. changes in systems, policies or processes; skill development)
<p><b>Profile and reputation of organisation:</b></p> <p>Do I know how the organisation is viewed by others?</p> <p>How do I contribute to representing the organisation positively?</p>			

**BOARD OF DIRECTORS**  
**Performance Assessment**

Questions To Consider	My Responses		
	<i>What did I do?</i>	<i>How could I have been more effective?</i>	<i>Do I need anything to help me do this in the future?</i> (e.g. changes in systems, policies or processes; skill development)
<p><b>Long term viability of organisation:</b></p> <p>Do I know how the organisation's resources are likely to change over time?</p> <p>How do I contribute towards ensuring that the organisation is viable in the future?</p>			



## BOARD OF DIRECTORS

### Performance Assessment

#### Section 3: Providing Stewardship

Part 2: The board or management committee as a group

Questions To Consider	My Responses		
	<i>What did we do?</i>	<i>How could this be improved?</i>	<i>Action plan</i> (task, responsibility, time frame)
<p><b>Organisational performance:</b></p> <ul style="list-style-type: none"> <li>How does the board or management committee contribute to the performance of the organisation?</li> </ul>			

**BOARD OF DIRECTORS**  
**Performance Assessment**

Questions To Consider	My Responses		
	<i>What did we do?</i>	<i>How could this be improved?</i>	<i>Action plan</i> (task, responsibility, time frame)
<p><b>Risk management and response:</b></p> <ul style="list-style-type: none"> <li>• Has the board or management committee reviewed the risk management plan in the last year?</li> <li>• How well does the board or management committee deal with any situations presenting a risk to the organisation?</li> <li>• Have any situations that presented a risk to the organisation been anticipated and avoided?</li> </ul>			

**BOARD OF DIRECTORS**  
**Performance Assessment**

Questions To Consider	My Responses		
	<i>What did we do?</i>	<i>How could this be improved?</i>	<i>Action plan</i> (task, responsibility, time frame)
<p><b>Relationship with senior staff person:</b></p> <ul style="list-style-type: none"> <li>• How does the board or management committee contribute to building an effective relationship with the senior staff person (manager/coordinator)?</li> <li>• How does the board or management committee contribute to managing the performance of the senior staff person?</li> <li>• How does the board or management committee assist the senior staff person to improve their performance and extend their competencies?</li> </ul>			

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**Performance Assessment**

Questions To Consider	My Responses		
	<i>What did we do?</i>	<i>How could this be improved?</i>	<i>Action plan</i> (task, responsibility, time frame)
<p><b>Profile and reputation of organisation:</b></p> <ul style="list-style-type: none"> <li>• Does the board or management committee know how the organisation is viewed by others?</li> <li>• How does the board or management committee contribute to maintaining a positive profile for the organisation?</li> </ul>			

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**Performance Assessment**

Questions To Consider	My Responses		
	<i>What did we do?</i>	<i>How could this be improved?</i>	<i>Action plan</i> (task, responsibility, time frame)
<p><b>Long term viability of organisation:</b></p> <ul style="list-style-type: none"> <li>• Is the organisation in a stronger or weaker position than a year ago?</li> <li>• How has the board or management committee contributed to this?</li> </ul>			

## BOARD OF DIRECTORS

### Performance Assessment

#### Section 4: Monitoring & Accountability

Part 1: My contribution as an individual member of the board or management committee

Questions To Consider	My Responses		
	<i>My responses—what did I do?</i>	<i>How could I have been more effective?</i>	<i>Do I need anything to help me do this in the future?</i> (e.g. changes in systems, policies or processes; skill development)
<p><b>Accountability and reporting:</b></p> <p>Do I read and understand all reports I receive as a board or management committee member?</p> <p>Do I check that decisions of the board or management committee have been implemented in a timely manner?</p> <p>Can I tell when someone or an area of the organisation is not performing well?</p>			

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Questions To Consider	My Responses		
	<i>My responses—what did I do?</i>	<i>How could I have been more effective?</i>	<i>Do I need anything to help me do this in the future?</i> (e.g. changes in systems, policies or processes; skill development)
<p><b>Taking action:</b> How do I contribute to taking action when things are not performing well?</p>			

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Questions To Consider	My Responses		
	<i>My responses—what did I do?</i>	<i>How could I have been more effective?</i>	<i>Do I need anything to help me do this in the future?</i> (e.g. changes in systems, policies or processes; skill development)
<p><b>Progress on the board or management committee work plan:</b></p> <p>Have I completed all tasks assigned to me on time?</p> <p>Do I check to see that other board or management committee members have completed their assigned tasks?</p>			



## BOARD OF DIRECTORS

### Performance Assessment

#### Section 4: Monitoring & Accountability

Part 2: The board or management committee as a group

Questions To Consider	My Responses		
	<i>What did we do?</i>	<i>How could this be improved</i>	<i>Action plan</i> (task, responsibility, time frame)
<p><b>Accountability and reporting:</b></p> <ul style="list-style-type: none"> <li>• Does the board or management committee set clear expectations for staff?</li> <li>• Has the board or management committee monitored progress with implementation of decisions, plans, compliance with obligations and overall performance?</li> <li>• How does the board or management committee know how the organisation is performing? Does the board or management committee have a clear picture of: progress</li> </ul>			

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Questions To Consider	My Responses		
	<i>What did we do?</i>	<i>How could this be improved</i>	<i>Action plan</i> (task, responsibility, time frame)
and implementation of the organisational plan, service quality, staff performance, administration, finances?			

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Questions To Consider	My Responses		
	<i>What did we do?</i>	<i>How could this be improved</i>	<i>Action plan</i> (task, responsibility, time frame)
<p><b>Taking action:</b></p> <ul style="list-style-type: none"> <li>• Has the board or management committee taken effective action when required: <ul style="list-style-type: none"> <li>- if there were issues with progress or performance of the organisation</li> <li>- if there were issues with the performance of the senior staff person?</li> <li>- if there were issues with the performance of individual members of the board or management committee?</li> </ul> </li> </ul>			

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Questions To Consider	My Responses		
	<i>What did we do?</i>	<i>How could this be improved</i>	<i>Action plan</i> (task, responsibility, time frame)
<p><b>Progress on the board or management committee work plan:</b></p> <ul style="list-style-type: none"> <li>• Has the board or management committee set itself a work program or plan?</li> <li>• Has the progress or implementation of this been monitored?</li> <li>• What % of the program or plan is completed within an agreed time frame?</li> </ul>			