



1.1 GOVERNANCE AND OPERATIONAL MANAGEMENT

About Kurrajong

Kurrajong offers supports and services for babies, children and adults with disability across the Riverina Murray region. We are a registered National Disability Insurance Scheme (NDIS) provider and our services include:

- core support to help clients in their everyday lives
- capital support – for equipment or modifications to clients' homes
- capacity building support – to help clients learn new skills.

Our Vision is:

To create open, accessible and inclusive communities for all people.

Our Ambition is:

For Kurrajong and our region to set the recognised benchmark for inclusive communities.

Our Purpose

To support people with disability to live the life they choose in open, accessible and inclusive communities.

Our Service Essence

We engage communities with what we do so that together we can change lives.

Our services are completely focused on the needs of the individual person with disability and their families.

The heart and soul of our organisation is in the communities we serve.

Our staff don't just work in a community – they are part of it.

We create connections and support in the community so our clients can live as they choose. We work to develop open, accessible and inclusive communities.



This is the essence of Kurrajong.

We are Individually Focussed

- We support people with disability and their families/carers to have access to accurate and timely information so that they can make informed choices.

Kurrajong uses a variety of strategies to engage with clients and their families to ensure they receive information in the language, mode of communication and terms that they are most likely to understand. Kurrajong train staff in supported decision making and person-centred supports to ensure client's choices are heard.

- We support people with disability and their families/carers to have access to advocacy and support to enable them to exercise their choices and to enhance their opportunities.

Clients receive training in their rights to advocacy when having their say.

- We support people with disability to have access to opportunities that enable them to develop their skills, interests, competencies and independence to participate in their community.
- We support people with disability to have access to employment assistance and opportunities for economic participation that offers skills and challenge, competency development, job security and fair wages.

Kurrajong uses the client's NDIS goals, and preferences stated in their One Page Profile and Support Plans to provide supports that are person-centred. Kurrajong documents progress towards our client's goals and is responsive to changes that need to be made to achieve those goals. Kurrajong provides supported employment opportunities, as well as employment preparation supports for clients wanting to increase their employability skills.

We Care

- We support families and carers to have access to a range of opportunities and services that enable them to care and support a person with disability with minimum disruption to family life.
- We support babies and young children with disability to have access to therapy and early education services as well as support to maximise their development and future school education outcomes.
- We support people with disability to have access to accommodation support that offers privacy, security, comfort, support and community access.

Kurrajong provides a wide range of flexible supports for children and adults with disability that are tailored where possible to meet individual needs.

We are Community Anchored

- We support people with disability to have access to health and other specialised services that enable them to minimise the impact of their disability and maximise their independence.
- We support school aged children and adults with disability to have access to therapy and education that enable them to learn and participate with maximum competence and acceptance.

- We support people with disability to have access to leisure and recreation pursuits within the community that best meet their individual needs and personal preferences.

Kurrajong enjoys a trusted reputation in the communities it serves that allows our clients to engage positively with business, community groups and generic services. Our staff understand the importance of this relationship and reputation, and actively work to maintaining it to enable positive outcomes for our clients.

We Engage with Communities

- Communities need to be attuned to the rights, needs and aspirations of people with disability and their families/carers, and have the information and resources to meet those aspirations and needs.

Kurrajong represents people with disability in a positive manner in all its dealings within the Community, including business, fundraising, marketing and service provision. It advocates for the Rights of our clients and their families. It encourages not only participation, but belonging in the communities of our client's choice.

We Strive for Excellence

- Our organisation will be the recognised benchmark for high quality, person-centred, response driven, contemporary service provision.

Kurrajong places great importance on continuous improvement of our services. We will achieve this by listening to our clients and their families, and developing and adapting programs of support to meet their preferences and needs. Our strong focus on quality recruiting, training and retaining staff with the skills to implement continuous improvement processes ensures our organisation initiates and implements preferred practice models.

We Change Lives

- People with disability have the Right to live a life of their choice.

Kurrajong works with clients and families to help them attain the life they dream of. We ensure the organisation has strong governance to offer safety and security, we offer contemporary supports and services that are tailored to needs and preferences, we ask clients to have their say and follow through, and we ensure that our staff are skilled appropriately.

GOVERNANCE RESPONSIBILITY

This policy outlines the Vision, Ambition and Purpose that underpin governance and service delivery at Kurrajong.

These principles are applied in all decision making at all levels, and is reflected in Board, staff and client training and communications, policy development, and person-centred service delivery.

The Board is responsible to ensure the NDIS Practice Standards (Governance and Operational Management, and Risk) are complied with.

The Kurrajong Board of Directors shall ensure there are appropriate policies and procedures in place to meet the requirements of all the NDIS Quality and Safeguards Commission Practice Standards related to their NDIS Registration; In particular,

i) Governance and Operational Management

Each participant's support is overseen by robust governance and operational management systems relevant to the scope and complexity of supports delivered.

ii) Risk Management

Risks to participants, workers and the provider are identified and managed with oversight provided by the Risk Management Sub Committee that reports to the Board.

BOARD OF DIRECTORS

Kurrajong is governed by a Board of Directors that is elected on a rotational basis at the Kurrajong Annual General Meeting each year. Each Director is elected for a term of two years, with half of the Board standing for election each year to ensure continuity of governance.

The Board of Directors consists of up to nine members plus the Chief Executive Officer comprising a Chairperson, Vice-Chairperson, Treasurer, Secretary, five Directors and the Chief Executive Officer. The Board also has the power to appoint up to another three people as casual Directors to complement the skills needed for governance.

The Chief Executive Officer is a member of the Board as the Managing Director of Kurrajong.

Potential Board members are sourced to ensure a broad range of skills and experience in the legal, medical, commercial and financial sectors are represented on the Board. The Board will include a family member of a person with disability to ensure the voice of the client is heard. Australian Institute of Company Directors training is available to Directors and Board Development Days are held to ensure Directors are up-to-date with the latest Board responsibility requirements.

The Board's governance role is to develop and monitor the Vision, long term plans and strategic goals of the organisation, approve service developments, and provide oversight to all aspects of Kurrajong's functions. The Board of Directors is legally responsible for the operations of Kurrajong and is accountable for its service operations and financial situation.

The role of Kurrajong's Board of Directors is that of strategic planning, policy making, risk management, monitoring organisational performance, and directing and advising management through the Chief Executive Officer in order to best serve the interests of Kurrajong. See [Policy 1.8 Kurrajong Waratah Constitution](#), [Policy 1.9 Risk Management](#), [Policy 1.7 Quality Management](#) and [Policy 4.1 Financial Management](#).

In particular, the Board is responsible for the oversight of the requirements of the organisation's registration under the National Disability Insurance Scheme (NDIS) and the NDIS Quality and Safeguards Commission. See [Policy 1.13 NDIS Service Provision](#) and [Policy 1.14 Compliance with the NDIS Quality and Safeguards Commission](#).

The Board of Directors may elect to form sub-committees to support and inform the Board on specific projects or as an ongoing process. Sub-committees may be made up of Board representatives, people from the general community with an interest/expertise in the functional area, clients, family members, Chief Executive Officer, General Managers and

Managers. In particular, the views and preferences of clients will be considered in the development of organisational policy.

Roles and responsibilities of Kurrajong's Board of Directors

Members of the Board of Directors of Kurrajong will:

1. Develop and monitor the vision, long term plans and strategic goals.

- 1.1 be responsible for the strategic planning of the organisation; and
- 1.2 be responsible for the policies which are designed to achieve the vision of the organisation.

2. Represent the interests of Kurrajong within the context of the environment in which it operates.

- 2.1 establish mechanisms to ensure Kurrajong is aware of the environment within which it operates and to effectively communicate its goals and plans both internally and externally.

3. Determine the employment conditions of the Chief Executive Officer and monitor the CEO's performance.

- 3.1 provide the Chief Executive Officer with a role statement and a description of all other conditions of employment;
- 3.2 monitor the performance of the Chief Executive Officer; and
- 3.3 provide regular, formal feedback on performance to the Chief Executive Officer through the Chairperson of the Board.

4. Monitor and accept legal responsibility for the statutory, financial and asset management of Kurrajong.

- 4.1 monitor Kurrajong for compliance with relevant acts;
- 4.2 be responsible for the financial policies, which are designed to achieve the goals of Kurrajong;
- 4.3 monitor and advise on the management practices used to ensure the financial viability of Kurrajong;
- 4.4 ensure the financial management of Kurrajong meets the requisite standards of relevant external agencies;
- 4.5 monitor and advise on the asset management of Kurrajong.

5. Publicly promote the work of Kurrajong and contribute to its profile in the community.

- 5.1 publicly promote the work of Kurrajong and endorse membership of the organisation.
- 5.2 publicly articulate a clear understanding of issues associated with disability services and issues/approaches adopted by Kurrajong to achieve its goals;
- 5.3 through their actions, model a spirit of goodwill, co-operation and tolerance for other members of the organisation and the wider community;

- 5.4 participate in training and development which will enhance their awareness of the social, political and economic issues that affect Kurrajong;
- 5.5 request and receive legal, financial, welfare and business advice from community members with the requisite range of experience and knowledge as required; and
- 5.6 prepare and monitor protocols and operational guidelines for Board members, e.g. conflict of interest, confidentiality, meeting procedures and protocols, and attendance.

DELEGATED AUTHORITY

The Chief Executive Officer is responsible for the operational management of the organisation. In the CEO's absence, this responsibility will be delegated equally to the General Manager of Client Services, General Manager Commercial Enterprises and the General Manager of Digital and Business Strategy. See [Policy 4.3 Limits of Authority](#). In addition, Kurrajong maintains a Business Continuity Plan that outlines delegated authority in each section of the organisation.

MANAGEMENT OF SERVICE AREAS

Kurrajong is made up of six service types: First Contact; Therapy Plus; Lifestyle Choices; Supported Living; Commercial Enterprises and Corporate Services.

The day-to-day responsibilities for the service operations that make up Kurrajong's activities are vested in a management team that is overseen by three General Managers. See [Form 147 Management Structure](#).