Organisational Management Policy & Procedure PP1

Governance Policy statement

The governance policy and procedure provide the overall direction, effectiveness, supervision and accountability of GROW's management. The Management Committee are responsible for guiding the direction of the service. This ensures that its goals and objectives are met in line with the philosophy, and all legal and regulatory requirements governing the operation of the service.

GROW is an Incorporated Association with a Constitution and a documented set of mission and values statement. This provides the organisation with defined structure that guides the Management Committee's financial, legislative, regulatory and contractual responsibilities.

Our structure aims to ensure all legal and financial requirements are implemented and recognised through appropriate governance practices, providing quality support services to our participants, meeting the principles, practices and elements of the NDIS National Quality Standards.

Scope

This policy and procedure apply to all participants, families, staff and Management Committee of the service.

Governance is the process that our organisation is directed, controlled and held accountable to ensure the right decisions are made.

The Management Committee accept the legal responsibilities associated with establishing and administrating the organisations services.

Governance Policy

This section of the document contains the scope of the relevant policy, principles, definitions, linked policies and relevant legislation and service standards.

GROW has a service philosophy that includes the development and review of the documentation and policies will be a continuous process on an annual basis or when required. The philosophy and associated statement of purpose will reinforce all other documentation and the practices of GROW.

There will be a collaborative and consultative process to support the development of governance processes that will include participants, family members, advocates and other relevant community services.   All GROW documents will be dated and include nominated review dates.

GROW ensures each participant has opportunities to contribute to the governance of the organisation and have input into the development of organisational policy and

processes relevant to the provision of supports and the protection of participant rights.

The Operation Manager reports directly to the Management Committee via a Quarterly Report. The Management Committee monitor and respond to quality and safeguarding matters associated with delivering supports to participants.

The GROW Management Committee has representatives from a diverse cultural background with a wide range of experience and skills to ensure the effective management of the organisation and ongoing quality service provision.

As part of the organisations Continuous Plan the members of the GROW Management Committee will indentify and undertake relevant training.

Governance Procedure

This section of the document contains the scope of the relevant procedure, the allocated roles and responsibilities, detailed actions to be undertaken, timelines and specifies the relevant forms and other documents to be used.

The GROW Management Committee ensures that forward planning includes meeting legislative requirements, organisational risk management and meeting the service standards related to operating under the NDIS.

GROW's service management, includes responding to individual issues, is monitored by the Management Committee to drive continuous improvement.

The Operations Manager leads staff of GROW with a clearly defined leadership role, with authority and accountability for the service as a whole.

GROW has a documented system of delegated responsibility and authority to another suitable person in the absence of a usual position holder in place.

A Conflict of Interest Policy & Procedure and Register is in place to ensure any conflict of interests are managed and documented.

The Management Committee is responsible for ensuring compliance with the required NDIS standards, registration and legal requirements.

The Operations Manager in consultation with the Management Committee is responsible for providing adequate resources to ensure effective administration of the organisation and complying with funding agreements where appropriate.

Organisational Management Policy & Procedure PP1

The Management Committee is solely responsible for ensuring the Service remains financially viable and can meet its debts and other obligations as they fall due. This includes managing control and accountability systems and undertaking a Continuous Improvement Plan and update it at least annually.

The Management Committee is responsible for ensuring there is a sound foundation of policies and procedures that complies with all legislative and regulatory requirements, and that enables the daily operation of the organisation to be in line with GROW's philosophy and goals.

The Operations Manager is responsible for maintaining up to date and current policies and procedures for compliance by all staff .and establishing clearly defined roles and responsibilities for the members of the Management Committee and staff, individually and as a collective.

The Operations Manager will clearly articulate the relationship between all stakeholders and support the Management Committee in reviewing the GROW budget.

The Management Committee is responsible for approving annual budgets, financial statements and providing required reports to Queensland Department of Fair Trading and maintaining appropriate delegations and internal controls.

The Operations Manager is responsible for appointing staff and monitoring their performance and ensuring all staff have a clear understanding about the hierarchy of management. This will include reviews of the work process regularly, providing clear, and direct feedback and instruction that is suitable for staff skill sets and communicated verbally and in writing where required.

The Management Committee in consultation with the Operations Manager is responsible for developing ethical standards and a Code of Conduct which guide actions and decisions in a way GROW provides support services.

The Management Committee in consultation with the Operations Manager will undertake periodical planning and risk assessments and having appropriate risk management strategies in place to manage risks faced by GROW and the participants we support.

This policy ensures that the actions of, and decisions made are clear and consistent and will help build confidence with all our community partners.

Organisational Management Policy & Procedure PP1

The day to day management of GROW is carried out by the Operations Manager with a well-defined partnership between the Management Committee and the Operations Manager. This partnership requires clear understanding of roles and responsibilities are set out within the relevant position descriptions and involves regular and open communication. These relationships will produce outcomes together with Committee Members and staff.

The Operations Manager will provide staff with training, supervision, resources and support, Identifying and reporting directly to the Management Committee if something significant occurs.

The Operations Manager will Identify work required for completion and delegate to relevant staff but ensuring staff do not delegate responsibilities for which they are accountable for or have been delegated to them. These delegations of tasks can be given verbally or in writing.

The Management Committee will drive the ethical decision-making culture in our organisation and will make decisions which are consistent with our policies and procedures.

Key Contact

For further information and support about implementing this Policy & Procedure please contact the Operations Manager.

Relevant documents

- GROW Constitution K6

Relevant legislation and standards

- Practice Standard 2. Provider Governance & Operational Management

Financial Management Policy Statement

This policy sets out how Grow Support Inc's (GROW) financial position is important for the successful provision of our support service. We believe in good financial systems that assist our Management Committee to manage and monitor the organisations financial situation and assists in measuring the financial viability of the organisation.

Our financial management starts with precise recordkeeping that generates accurate financial statements. We use our financial statements to access the organisation's activities will improve its financial management.

Organisational Management Policy & Procedure PP1

We use historical financial information to plan for the future of the organisation to ensure that proposed services will be financially viable and provide sustainable long-term operations

The day to day financial management and procedures are outlined within the GROW Incorporation Requirements and Compliance Policy and Procedures.

Scope

This policy applies to GROW Management Committee members and external accountant / auditor. This policy is owned by the GROW Management Committee.

Financial Management Policy

Financial statements will be prepared in a timely manner at the end of the accounting period to document the financial position of GROW.

Definitions

The *Statement of Income and Expenditure* is a financial report measuring the surplus (profit) or deficit (loss) of GROW over a period of time. This is done by comparing the GROW's income against its expenses over a period of time.

The *Balance Sheet* is a financial report listing, at a point in time, what GROW owns (*Assets*) on one side and what it owes (*Liabilities and Equity*) on the other side.

Statement of Income and Expenditure
- Data for the Statement of Income and Expenditure is drawn from income and accounts in the GROW's financial records (Cash Book).

- A surplus or deficit represents the difference between income and expenditure. If the income is greater than the expenditure for a given period, the difference is a surplus. If the expenditure is greater than the income for that period, the difference is a deficit.

Balance Sheet
- The *Balance Sheet* comprises assets, liability and equity.

- Assets are normally classified as:
  ◦ Current assets, e.g. Bank, Accounts Receivable
  ◦ Non-current assets, e.g. Long-term investments, Property, Plant and Equipment

Organisational Management Policy & Procedure PP1

- Where depreciation is recorded as an expense, the following account is normally shown as a reduction of the relevant asset:
  - Accumulated Depreciation

- Liabilities are normally classified as:
  - Current liabilities, e.g. Accounts Payable.
  - Non-current liabilities, e.g. Long Service Leave

- Equity represents the accumulated surplus or deficit since the inception of GROW.

Key Contact

For further information and support about implementing this Policy & Procedure please contact the Operations Manager.

Relevant documents

- Delegation of Authority PP7
- Constitution K4
- Strategic Plan K3
- Continuous Improvement Plan K7

Relevant standards

- Practice Standard 2. Provider Governance & Operational Management

Incorporation Compliance Policy statement

Grow Support Inc. (GROW) is an Incorporated Association, registered with the Qld Department of Fair Trading. We acknowledge GROW's obligation under state and federal laws to ensure ongoing compliance with the GROW Rules of Association (Constitution) and incorporation obligations.

The GROW Constitution outlines the incorporation provisions in relation to:
- membership and member disputes
- the Management Committee and duties of office bearers
- general meetings of the Association and decision making process
- records, financial statement and reports
- winding up and distribution of surplus property.

Organisational Management Policy & Procedure PP1

Records of all amendments made to the constitution will be retained permanently by GROW as a historical record.

Scope

The Management Committee is responsible for the overall integrity and governance of the Association. Governance policies and procedures need to be in place to guide the work of the Management Committee.

The Secretary is responsible for ensuring the accurate recording and filing of all Association documents and meetings.

The Operations Manager is delegated the responsibility for ensuring compliance with regulatory requirements and reports.

Incorporation Compliance Policy

This section of the document contains the scope of the relevant policy, principles, definitions, linked policies and relevant legislation and service standards.

The common seal shall be held by the Operations Manager and may be affixed with the authority of the Management Committee and counter-signed by two of the Office Bearers. A record of the use of the common seal will be retained by the Operations Manager.

The Governance Policy and Procedures provide the overall direction, effectiveness, supervision and accountability of GROW's management are responsible for guiding the direction of the service. This ensures that its goals and objectives are met in line with the philosophy, and all legal and regulatory requirements governing the operation of the service.

GROW is an Incorporated Association with a Constitution and a documented set of mission and values statements. This provides the organisation with defined structure that guides the Management Committee's financial, legislative, regulatory and contractual responsibilities.

GROW aims to ensure all legal and financial requirements are implemented and recognised through appropriate governance practices, providing quality support services to our participants, meeting the principles, practices and elements of the NDIS National Quality Standards.

Organisational Management Policy & Procedure PP1

Incorporation Compliance Procedure

This section of the document contains the scope of the relevant procedure, the allocated roles and responsibilities, detailed actions to be undertaken, timelines and specifies the relevant forms and other documents to be used.

The Management Committee is responsible for managing the affairs GROW as an Incorporated Association and has several responsibilities under law. The GROW Management Committee must: control the business and operations of the association ensuring that GROW complies with its rules on calling and holding meetings, ensure minutes of all committee and general meetings are kept and ensure that a Secretary is elected or appointed.

The Management Committee must ensure a copy of the GROW constitution is available to all members.

The committee must also

- keep public liability insurance current
- have a nominated address for documents to be served
- ensure the incorporated association's name appears on the common seal
- ensure the incorporated association's full name appears on all official documents such as advertising, business letters, accounts, official notices, publications, cheques and receipts
- notify OFT within one month of changes of office bearers (President, Treasurer or Secretary), the incorporated association's postal address or the secretary's residential address
- ensure proper accounting records are kept which correctly record and explain the transactions of the incorporated association and its financial position
- ensure the association's financial affairs are audited or verified annually
- ensure an AGM is held each year within six months of the end of the incorporated association's financial year
- ensure the audited or verified financial statements of the accounts of the incorporated association are submitted to members at the AGM
- lodge an annual return using the form your incorporated association is sent by OFT.

In addition, members of the committee should
- be aware of the duties of the Secretary & ensure they are properly carried out
- use reasonable care and skill in the performance of their duties
- act in good faith
- advise the committee of any conflict that may arise between their own interests and the interests of the incorporated association (e.g. advise if any

incorporated association activities might result in a financial gain to themselves)

- ensure any documents addressed to the incorporated association are brought to the attention of the committee as soon as practicable after receipt
- ensure documents provided to OFT or submitted to members do not include or omit anything that make them false or misleading.

Each member of the Management Committee should be familiar with the association's constitution and any obligations under those rules.

As an office bearer the President usually chairs Management Committee meetings and will also play a major role in the GROW meetings. If the President cannot attend a meeting for any given reason, another member of the Management Committee can be nominated as chair.

The Secretary is primarily responsible for managing the records of the association. The Secretary will also take and keep minutes for the association's meetings, keep the register of members, take nominations for the Management Committee and provide appropriate notice to members for meetings.

The Secretary will call and convene special general meetings, arrange the meeting venue and prepare the agenda and coordinate any correspondence or reports to be presented at meetings. The Secretary will circulate the minutes of meetings to members, complete any actions arising from meetings that require correspondence.

The Secretary will receive all incorporated association correspondence and bring urgent matters to the attention of the president or Treasurer if necessary.

The Treasurer is primarily responsible for the financial management of the association. The Treasurer will: keep and maintain an asset register for the association, manage the petty cash balance and ensure the petty cash book is kept up-to-date. The Treasurer will keep all documentation for payments made including receipts, invoices and statements, keep and maintain the association's deposit and cheque books.

The Treasurer will ensure all payments are approved or ratified by the management committee and are recorded in the minutes, keep all financial records including the receipt book of consecutively numbered receipts, or computer system records of them.

The GROW Management Committee ensures that forward planning includes meeting legislative requirements, organisational risk management and meeting the service standards related to operating under the NDIS.

Organisational Management Policy & Procedure PP1

GROW's service management, includes responding to individual issues, is monitored by the Management Committee to drive continuous improvement.

The Operations Manager supervises the paid staff of GROW with a clearly defined leadership role, with authority and accountability for the service as a whole.

GROW has a documented system of delegated responsibility and authority to another suitable person in the absence of a usual position holder in place. The organisation has a Conflict of Interest Policy & Procedure and Register to ensure any conflict of interests are managed and documented.

The GROW Management Committee is responsible for ensuring compliance with the required NDIS standards, registration and legal requirements.

The Operations Manager in consultation with the Management Committee is responsible for providing adequate resources to ensure effective administration of the organisation and complying with funding agreements where appropriate.

The Management Committee is solely responsible for ensuring the organisation remains financially viable and can meet its debts and other obligations as they fall due, managing control and accountability systems and undertaking a Continuous Improvement Plan and update it at least annually.

The Management Committee is responsible for ensuring there is a sound foundation of policies and procedures that complies with all legislative and regulatory requirements, and that enables the daily operation of the organisation to be in line with the organisations philosophy and goals.

The Operations Manager is responsible for maintaining up to date and current policies and procedures for compliance by all staff .and establishing clearly defined roles and responsibilities for the members of the Management Committee and staff, individually and as a collective.

The Operations Manager will clearly articulate the relationship between all stakeholders and support the Management Committee in reviewing the organisations budget.
The Management Committee is responsible for approving annual financial statements and providing required reports to Queensland Department of Fair Trading and maintaining appropriate delegations and internal controls.

The Operations Manager is responsible for appointing staff and monitoring their performance and ensuring all staff has a clear understanding about the hierarchy of management.

Organisational Management Policy & Procedure PP1

The Operations Manager will undertake reviews of the work process regularly, providing clear, and direct feedback and instruction that is suitable for staff skill sets and communicated verbally and in writing where required.

The Management Committee in consultation with the Operations Manager is responsible for developing ethical standards and a Code of Conduct which guide actions and decisions in a way GROW provides support services.

The Management Committee in consultation with the Operations Manager will undertaking periodical planning and risk assessments and having appropriate risk management strategies in place to manage risks faced by GROW and the participants we support.

The GROW governance policy ensures that the actions of, and decisions made are clear and consistent and will help build confidence with all our community partners.

The day to day management of GROW is carried out with a well-defined partnership between the Management Committee and the Operations Manager. This partnership requires clear understanding of roles and responsibilities, and regular and open communication. This relationship will produce outcomes together with committee members and staff.

The Operations Manager will provide staff with training, supervision, resources and support, Identifying and reporting directly to the Management Committee if something significant occurs.

The Operations Manager will Identify work required for completion and delegate to relevant staff but ensuring staff do not delegate responsibilities for which they are accountable for or have been delegated to them. These delegations of tasks can be given verbally or in writing.

The Management Committee is responsible for ensuring that all staff are adhering to GROW policies and procedures.

Organisational Management Policy & Procedure PP1

Key Contact

For further information and support about implementing this Policy & Procedure please contact the Operations Manager.

Relevant documents

- GROW Constitution K6
- Delegation of Authority PP7
- Continuous Improvement Plan K7

Relevant legislation and standards

- Practice Standard 2. Provider Governance & Organisational Management

Authority & Delegation Policy statement

This Authority & Delegation Policy and Procedure has been established by the Management Committee of Grow Support Inc. (GROW) to:

- Set out matters specifically reserved for the determination of the Management Committee and those matters delegated to the Operations Manager
- Set out matters allocated to other specific roles within GROW
- Establish approval processes for expenditure and other financial related activities

Scope

This policy and procedure apply to all staff and Management Committee of GROW.

The Management Committee accept the legal responsibilities associated with establishing and administrating the services GROW provides.

Authority & Delegation Policy

The delegation of authority functions exercised by the Management Committee and those delegated to the Operations Manager are subject to ongoing review to ensure that they meet the needs of GROW and reflect an appropriate level of accountability and practicality.

Reviews regarding authority and delegations are undertaken as part of the continuous improvement planning process. This policy should be read in conjunction with the related documents such as the Financial Management Policy & Procedure.

Organisational Management Policy & Procedure PP1

Authority & Delegation Procedures

Matters that are specifically allocated to the Management Committee include:

- Decisions about GROW policies and planning documents
- Financial transactions above the documented limits on Operations Manager
- Approval of Service Agreements, Contracts or other obligations above the approved levels assigned to the Operations Manager
- Succession planning for Management Committee positions
- Approval of annual budget and changes where required
- All matters with the potential to have a material impact on the sustainability or reputation of GROW

The GROW Management Committee is responsible for ensuring compliance with the required NDIS standards, registration and legal requirements.

The Management Committee is solely responsible for ensuring the service remains financially viable and can meet its debts and other obligations as they fall due, managing control and accountability systems and undertaking a Continuous Improvement Plan for the Service and update it at a minimum annually.

The Management Committee is responsible for approving annual financial statements and providing required reports to Queensland Department of Fair Trading and maintaining appropriate delegations and internal controls.

Other than as expressly provided in this policy all matters not specifically allocated for the Management Committee and necessary for the day to day management of the organisation and the implementation of GROW objectives are delegated to the Operations Manager. The Operations may delegate tasks to suitably qualified and experienced individuals where appropriate.

Matters that are specifically allocated to the Operations Manager include:

- Ensure that GROW's day to day operations including participant services are carried out in accordance will all NDIS Standards and legislative requirements.
- Ensure that all GROW Policy & Procedures, work practices and decisions are undertaken in a manner that is documented, consistent & equitable.
- Ensures that GROW assets are protected and adequately maintained and not placed at unnecessary risk
- Confirm that the Management Committees approved priorities are reflected in the allocation of resources
- Ensure that budgeting is based on generally accepted accounting principles and that budgets are balanced

- Promotes a healthy work environment for staff that is consistent with GROW values.
- Represent GROW externally within the community, government agencies, media and other key stakeholders in ways that enhance the pubic image and financial viability of the organisation.

The Operations Manager will provide the Management Committee with a comprehensive Quarterly Report for each of their quarterly meetings and an Annual Report for reference at the GROW AGM. These reports will cover areas such as performance outcomes, operational and service issues, incident and risk management, feedback & complaints management, human resource requirements and continuous improvement strategies.

The Operations Manager leads the paid staff of GROW with a clearly defined leadership role, with authority and accountability for the service as a whole.

The Operations Manager is responsible for appointing staff and monitoring their performance and ensuring all staff has a clear understanding about the hierarchy of management.

The day to day management of GROW is carried out by the Operations Manager with a well-defined partnership between the management committee and the Operations Manager. This partnership requires clear understanding of roles and responsibilities, and regular and open communication. This relationship will produce outcomes together with committee members and staff.

The Operations Manager will identify work required for completion and delegate to relevant staff but ensuring staff do not delegate responsibilities for which they are accountable for or have been delegated to them. These delegations of tasks can be given verbally or in writing.

Any role may be temporally delegated to another role in the case of absence. The Operations Manager will ensure the suitability of the replacement. The Management Committee must be informed of the delegation and the periods for which the delegation will be in place.

Potential Delegations

- Management Committee Member as acting President
- Senior Support Worker acting Operations Manager
- Support Worker acting as Senior Support Worker

Expenditure Approval

The Management Committee approval shall be required for

Organisational Management Policy & Procedure PP1

- All budgeted capital / and or operational expenditures in excess of $20,000
- Disposal of assets in excess of $10,000
- Staff hires or contracts outside of the approved budget
- Opening new accounts

The Operations Manager shall approve
- All budgeted capital / and or operational expenditures up to $20,000
- Disposal of assets up to $10,000
- Staff hires or contracts within the approved budget
- All operating expenditures incurred in the ordinary course of operations and within the approved operating budget

The Management Committee will maintain an approved process that confirms approved signatories for all contracts, purchase orders, incoming and outgoing payments and expenditures.

Communication on behalf of GROW

Any verbal or written communication with the media, funding bodies, government agencies that may have an impact on GROW are limited to the Management Committee President and the Operations Manager.

Key Contact

For further information and support about implementing this Policy & Procedure please contact the Operations Manager.

Relevant documents

- GROW Constitution K4
- Operations Managers Quarterly Report

Relevant legislation and standards

- Practice Standard 2. Provider Governance & Operational Management

Organisational Development Policy statement

Grow Support Inc. (GROW) is a small organisation seeking to improve the lives of people with disabilities and their families.

GROW has a well-developed connection to the community with our Management Committee consisting of representatives from the local community who volunteer their experience, skills and time to assist in the governance of the organisation.

Organisational Management Policy & Procedure PP1

We have a good relationship with our immediate stakeholders and believe that we serve them well within available resources.

With the introduction of the National Disability Insurance Scheme, legislative and other changes in the community services area, we understand that we are going to have to review our entire direction with stakeholders and others who are able to assist us in determining our future options. This process includes our Continuous Improvement Plan to support our development as a registered NDIS provider that is a viable provider of nominated supports.

Scope

The GROW organisation development processes are an objective based approach to systems change within our organisation. This development will enable GROW to build and sustain a sustainable and participant driven organisation.

Our organisational development involves the effective use of resources to improve overall productivity and efficiency in line with required standards.

The GROW continuous improvement process will support our organisational development by identifying areas in which our service needs alteration to optimise, best possible service delivery, efficiency, productivity, and meet our legislative requirements.

This policy applies to GROW Management Committee members and all staff including permanent and casual staff, contract workers and temporary agency workers. Anyone working with or for GROW is expected to be familiar with this policy and use the approved procedures.

This policy is owned by the GROW Management Committee.

Organisational Development Policy

This section of the document contains the scope of the relevant policy, principles, definitions, linked policies and relevant legislation and service standards.

Our organisational development process will confirm organisational capability, weakness or risks. We use existing information contained within the organisation's systems and processes to determine whether risks and opportunities are expected to increase or decrease in the foreseeable future. We will then decide whether further investigation is required and prioritise strategic areas that need further investigation.

Organisational Management Policy & Procedure PP1

GROW will research and understand the external environment in which we operate and develop new plans, strategies and measures that will assist us in changing the way we work. This process will be lead by the Operations Manager.

Organisational Development Procedures

This section of the document contains the scope of the relevant procedure, the allocated roles and responsibilities, detailed actions to be undertaken, timelines and specifies the relevant forms and other documents to be used.

The Operations Manager will work with the Management Committee on the following areas of organisational development.

- Strategic planning
- Participant support planning
- Service planning
- Staff empowerment
- Training, development and supervision
- Service standard requirements
- Staff cross training
- Team building
- Effective change management
- Financial management

We will develop our strategy and policy development long-term planning, translating our mission statement into concrete goals and processes by using the existing organisational capacity, learning from experience and the use the feedback in formulating and carrying out future development.

The GROW organisational structure, coordination of roles, positions and responsibilities will be reviewed on an annual basis.

GROW internal processes that regulate the daily procedures such as administration, planning, budgeting, accounting, reporting, monitoring & evaluating, learning forms a key part of our continuous improvement processes.

The Operations Manager will work with the Management Committee during any formal or informal reviews to improve our services, culture, values, principles and community links.

All staff are involved and engaged in the internal service reviews in formal and informal means. All organisational development activities are intended to motivate staff, calling on and developing the capacities of individual staff members to drive the process forward.

Organisational Management Policy & Procedure PP1

The roles of the Operations Manager and Management Committee involve financial management, expanding income sources, financial planning and accounting form a key part of the GROW organisational development process.

The future development of our service development and procedure will focus on developing our networking capacity and the ability to maintain relationships and to coordinate with other relevant services for the benefit of our participants.

Key Contact

For further information and support about implementing this Policy & Procedure please contact the Operations Manager.

Relevant documents

- Continuous Improvement Plan K7
- Strategic Plan K3

Relevant standards

- Standard 2. Provider Governance & Operational Management

Continuous Improvement Policy statement

This policy supports Grow Support Inc. (GROW) to meet aspects of the NDIS Standard 2: provider Governance & Operational Management.

GROW is committed to continuous service improvement. Continuous improvement requires a deliberate and sustained effort and a learning culture. It is results-driven with a focus not only on strengthening service delivery but also on individual outcomes.

This policy guides the design and delivery of services and ensures GROW maintains high standards, improves systems and processes, adapts to changing needs and demonstrates organisational improvement.

Scope

This section of the document contains the scope of the relevant policy, principles, definitions, linked policies and relevant legislation and service standards.

All staff and Management Committee members whether permanent or casual, are responsible for monitoring how well GROW services and supports are working.

Organisational Management Policy & Procedure PP1

The NDIS Service Standards, Incorporated Associations requirements and funding body requirements are key components to inform the development of the Strategic Plan and Continuous Improvement Plan.

Continuous Improvement Policy

The development of continuous improvement strategies will assist in ensuring that all services provided to participants and all processes and procedures are the best they can be.

Services are regularly reviewed and measured for quality and effectiveness and both staff and participants are encouraged to provide feedback on how to improve service delivery.

Participants should be involved in all decision-making processes that affect them. Participants, advocates, family and carers can provide valuable insights about the effectiveness of services, highlight any gaps/or issues that arise and provide ideas for improvements and innovation.

GROW has established a learning culture of quality with the Operations Manager ensuring all staff, regardless of their role, contribute to service quality and quality management.

The GROW Management Committee has the overall responsibility for planning, resource allocation, risk management and reporting. These are critical for continuous improvement and part of an integrated approach that supports GROW's mission and vision.

Definitions

Continuous improvement – the ongoing effort to improve services, systems, processes or products to maximise individual outcomes. Evidence-based approaches are used the organisation adapts to changing needs of the community or people accessing services.

Quality management – systems and processes used to monitor, review, plan, control and ensure quality of services, supports or products. Sometimes referred to as quality assurance.

Continuous Improvement Procedures

This section of the document contains the scope of the relevant procedure, the allocated roles and responsibilities, detailed actions to be undertaken, timelines and specifies the relevant forms and other documents to be used.

Organisational Management Policy & Procedure PP1

This procedure supports the implementation of the continuous improvement policy and recognises the valuable role that participants and staff play in improving services and outcomes.

Continuous Improvement Planning and support

The Operations Manager analyses internal and external environments to understand the broader disability sector and similar service providers in our region. This includes planned engagement with participants and other key stakeholders to understand their needs and expectations and ensure a person-centred approach. Key stakeholders involved in this process can include staff, families, carers, advocates and other relevant parties as appropriate.

GROW uses a range of processes to proactively identify and recommend improvement opportunities including:
- Strategic planning
- Organisational planning
- Review of all service registers
- Day-to-day service delivery and interaction with staff, management Committee members and participants

Continuous Improvement Responsibilities

Participants, families, carers, advocates and all staff are encouraged to speak up at any time and raise any concerns they have as well as provide their service improvement ideas on organisational processes, procedures and systems.

The Operations Manager is responsible for the development of the Continuous Improvement Plan in cooperation with the Management Committee. The development process should include deliberate effort to identify opportunities for improvement.

Once completed all Management Committee members and staff are responsible for the implementation of relevant parts of the Continuous Improvement Plan.

Continuous Improvement Reporting

GROW involves participants and staff in formal quality evaluations and complies with all legal and contractual reporting requirements. This includes all quality system requirements such as incident reporting. For more information please see the Incident Management Policy & Procedure.

The Continuous Improvement Plan is reviewed on an annual basis and the Operations Manager reports on quarterly basis outcomes against the objectives and any key performance indicators included in the plan.

Organisational Management Policy & Procedure PP1

The Operations Manager is responsible for reporting overall organisational improvement to the Management Committee

Continuous Improvement Review and Evaluation

GROW undertakes analysis and reporting of data and information to measure and evaluate performance against established goals. This includes annual audit activity to monitor and review performance and compliance with relevant standards and legislation as well as evaluate risks and identify strategies required.

This includes:

- Complaints and feedback (formal or informal) including surveys
- Accident and serious incident reports
- Reviewing all service registers
- Service reviews with participants
- Staff exit interviews
- Exit interviews for participants and or their advocates

Key Contact

For further information and support about implementing this Policy & Procedure please contact the Operations Manager.

Related policy and procedures

- Continuous Improvement Plan K7
- Strategic Plan K3
- Code of Conduct HR5

Relevant legislation and standards

- Practice Standard 2. Provider Governance & Operational Management

Service Collaboration Policy statement

Grow Support Inc. (GROW) has developed collaboration strategies with other service agencies and local community groups. This is an important way of ensuring that our participants have access to a full range of well-coordinated services to meet their individual needs.

Our service provision is person centred to provide the best possible support provision to meet needs, and goals set out within participant support plans.

Organisational Management Policy & Procedure PP1

Procedures for collaboration assist GROW to work productively with other service providers and community groups. Our process ensures a clear allocation of roles and responsibilities between us and our partner agencies. This enables GROW to maintain good working relationships with the wider community service providers and groups in the region we operate in. This ongoing service collaboration will directly benefit our participants and overall quality of service provision.

Scope

This policy applies to all areas of our service delivery and looks to develop the long term capacity of GROW to meet and exceed the expectations of our participants, meet all legislative and service standard requirements. Staff and Management Committee members are engaged in this process.

Service Collaboration Policy

This section of the document contains the scope of the relevant policy, principles, definitions, linked policies and relevant legislation and service standards.

GROW **i**s committed to delivering services and activities that respond to the needs and strengths of those participants who use our service,

We want participants who use our service to have access to the full range of supports that they need through:

- assisting participants to build relationships with other agencies, service providers and community groups
- working collaboratively with these entities at all stages of service planning, delivery, review and closure when this is appropriate and helpful for the participant.

Service Collaboration Procedures

This section of the document contains the scope of the relevant procedure, the allocated roles and responsibilities, detailed actions to be undertaken, timelines and specifies the relevant forms and other documents to be used.

The Operations Manager is responsible for establishing and maintaining relationships with other relevant entities and provides participants with the opportunity to access a service network that meets the full range of their needs.

The Operations Manager will:
- maintain details of groups with which we have close working relationships
- foster good working relationships with these groups

- explain to each participant the circumstances under which we accept and make referrals to each group.

The Operations Manager is responsible for undertaking the initial eligibility assessment, needs assessment, service planning, service delivery, service review and service exit.

Whilst developing a collaborative approach in service delivery the Operations Manager in consultation with the Management Committee will seek out opportunities to increase the viability of the organisation.

We work cooperatively with other groups in the delivery of our services to provide your participants with the opportunity to access a service network that meets the full range of their needs. GROW will provide information on our service, and the opportunities for our participants to benefit from access to local service providers and community groups.

The Operations Manager is responsible for establishing the initial contact with and maintaining collaborative relationships and participate in networks with relevant groups. This process forms part of the Strategic Plan.

The Operations Manager will work with other agencies during relationships with individual participants at all stages of their contact with GROW, including eligibility assessments for accessing the supports and services provided by other groups or service providers as part of the approved participant support plan.

The Operations Manager will undertake a review processes of our community links and service collaboration activities as part of our services annual review.:

Key Contact

For further information and support about implementing this Policy & Procedure please contact the Operations Manager.

Relevant legislation and standards

- Practice Standard 3. Provision of Supports

Organisational Management Policy & Procedure PP1

Conflict of Interest Policy Statement

Grow Support Inc. (GROW) actively manages real and possible conflicts of interest that have the potential to negatively impact or influence services. This conflict of interest process is part of our commitment to always provide safe and high-quality supports.

Where Management Committee members and staff interests comes into conflict with a person's work-related or responsibilities GROW exercises good governance processes to ensure that any conflicts are identified, recorded, prevented or resolved.

A conflict of interest may be naturally occurring rather than as an indication of improper activity and all conflicts whether real or possible must be identified, declared, recorded and managed.

This policy supports GROW to apply Standard 2 Provider Governance & Organisational Management

Scope

This policy applies to Management Committee members and all staff including permanent and casual employees, contract workers, temporary and agency workers.

Anyone working with or for GROW is expected to be familiar with this policy and use the approved procedures for responding to real and possible conflicts of interest.

This policy is owned by the GROW Management Committee.

Definitions

Conflict of interest: when a person working for or with GROW has the potential to gain personal advantage or benefit from their work or be influenced in the way they do their work. Conflicts of interest are documented and reported to the Management Committee via entry into the Conflict of Interest Register..

Personal interest: refers to a person's own interests and those of their family and friends and/or any organisations they support of are involved with.

Benefit: Any product, service, or advantage given to a person due to their work. This can include money, gift cards, gifts or discounts or favourable treatment.

Organisational Management Policy & Procedure PP1

Conflict of Interest Principles

- GROW acts in the best interests of participants and protects them from harm or disadvantage due to real or possible conflicts of interest.
- Participants have the right to services and supports that are effectively managed, regularly reviewed, accountable and contemporary.
- Participants have the right to know about any real or possible conflict of interest that does, or may, affect their services.
- If requested the conflict of interest policy is provided or explained to each participant in their own language using their preferred method of communication.
- Participants are provided with advice about support options including those not delivered directly by GROW to support a participant's ability to make choices and control their services.
- No participant is given preferential treatment above another in the receipt or provision of supports.
- Staff working for or with GROW must not seek or receive any personal benefit as a result of their work including gifts or rewards.
- All real and possible conflicts of interest are declared, documented, managed and monitored.
- GROW will comply with any operational guidelines or instructions about conflict of interest from funding bodies.

Conflict of Interest Procedures

This section of the document contains the scope of the relevant procedure, the allocated roles and responsibilities, detailed actions to be undertaken, timelines and specifies the relevant forms and other documents to be used.

- The Conflict of Interest Policy works in conjunction with the Code of Conduct Form HR5 and the Code of Conduct Policy & Procedure.

- A Conflict of Interest Register is kept and maintained by the Operations Manager with the responsibility for risk management processes within GROW.

- Conflict of interest is explained to staff during induction by the Operations Manager. This includes a list of potential conflicts arising from multiple employers, personal relationships and gifts.

- This Conflict of Interest Policy is explained to participants and families during orientation and they are given the opportunity to ask questions.

- Advice is provided to participants and or support persons / family members on appropriate ways to thank or recognise staff.

Organisational Management Policy & Procedure PP1

- Staff and Management Committee members are required to read the Conflict of Interest Policy and declare any personal interests. Staff who are unsure about whether something is a conflict of interest should speak to the Operations Manager.

- Breaches of the conflict of interest policy are managed through supervision, and if required, through performance management or the GROW Constitution.

Key Contact

For further information and support about implementing this Policy & Procedure please contact the Operations Manager.

Relevant documents

- GROW Constitution K6
- Conflict of Interest Register R11

Relevant legislation and standards

- Practice Standard 2. Provider Governance & Operational Management

Social Media Policy statement

This policy provides information to all people working with Grow Support Inc. (GROW) acceptable use of social media in relation to their work.

Comments published via social media platforms are public statements and should be made by an authorised spokesperson in the same way that comments are made in any public forum or to the media.

This policy supports GROW to meet Standard 2 Provider Governance and Operational Management.

Scope

This policy applies to Management Committee members and all paid staff including permanent and casual employees, contract workers, temporary and agency workers.

Anyone working with or for GROW is expected to be familiar with this policy.

This policy is owned by the Management Committee.

Organisational Management Policy & Procedure PP1

Social Media Principles

- Only authorised persons can release organisational information including on social media.
- GROW has official social media accounts that are uses to share information with the public and answer general queries.
- Any engagement, conversation or interaction between GROW staff and others is respectful and appropriate.
- GROW communicates honestly with staff and participants, their families and carers.
- Private information about participants accessing services is confidential.
- Any public information shared by GROW is accurate and timely.
- Staff are entitled to use their personal social media accounts for private purposes in their own time and on their own device.

Procedures for work-based social media

The release and use of any work-related information must be approved by the Operations Manager. This includes approval of the message, the social media platform and the timing of any post or comment.

People working for GROW whether paid or unpaid must not talk about or provide information about participants on any social media platform. This applies to activities at work and during non-work hours.

People working for GROW whether paid or unpaid must not answer questions or provide advice on any issue related to their place of employment, the nature of their job or the types of services provided. Staff can make a note of the request or issue and refer it to the GROW and provide a response to the person asking the question using the authorised information. The Operations Manager or their delegate will approve the response.

Staff who manage official GROW social media profiles are responsible for ensuring all information is approved for publication prior to publishing.

Authorised spokespersons must identify themselves as GROW representative and only disclose authorised information.

Staff must comply with any legal requirements such as copyright, privacy, defamation, contempt of court, discrimination, cyberbullying or harassment. Any comments must be lawful and respectful.

Organisational Management Policy & Procedure PP1

Personal use

Any personal use of social media is to be in personal time only and not on any organisational device.

Unauthorised staff must not imply that they are authorised to speak as a representative of GROW nor give the impression that the views expressed are those of GROW.

Any person working for GROW must not use the identity or likeness of another staff member, contractor or other member GROW.

They must not post any material that is, or might be construed as, threatening, harassing, bullying or discriminatory towards another staff member of GROW.

We encourage staff to resolve issues with other staff members by talking to the Operations Manager who can support a dispute resolution process.

Staff must not comment or post any material that might otherwise cause damage to GROW reputation or the reputation of its staff.

Failure to comply with this policy may result in disciplinary action or, in more serious cases, termination of employment.

Anyone working for GROW should contact the Operations Manager for advice if they aren't sure about anything in this policy or if they have any concerns about social media content related to staff or GROW

Definitions

Social media: refers to any internet-based exchange of information or interaction and includes but is not limited to
- Facebook pages and groups, Instagram, Snap Chat, Twitter, Linked In And YouTube

Social media content: includes all forms of communication including written words as posts, emails or texts. It includes video and audio files. Images, graphics and emojis.

Organisational Management Policy & Procedure PP1

Related Forms & Documents

- Code of Conduct Form HR5

Related legislation and standards

- Practice Standard 2. Provider Governance & Operational Management

Approvals

Date of approval: 8th April 2021

Date of review: April 2022

Signature of Operations Manager: