

<b>QF292A</b>	<b>ENHANCED LIFESTYLES BOARD APPRAISAL</b>
---------------	--

<b>Board Member Name:</b>	
---------------------------	--

<b>Most recent date elected or appointed to the Board</b>	
<b>Years on the Board in total</b>	
<b>Association Member or Skills Based</b>	
<b>Sub-committees (e.g. finance, quality)</b>	
<b>Membership of the association (indicate Full (participant or immediate family) Associate or no)</b>	
<b>Customer (or Participant) of Enhanced Lifestyles (Yes, No, prefer not to say)</b>	
<b>Office Bearer position(s) held in last 12mths</b>	
<b>Gender (Male Female Prefer not to define)</b>	
<b>Cultural identity/nationality</b>	
<b>Age group (18-29, 30-39, 40-49, 50-59, 60-69, 70 and over)</b>	
<b>Do you self-manage your NDIS plan? (yes, non, not applicable)</b>	

### Annual Board Appraisal

The Board will undertake a formal appraisal process at least once every 12 months.

Board Members will be required to complete information about themselves and their time and role on the Board as well as an individual evaluation, peer evaluation and a skills audit.

In addition to this, the Chairperson is responsible for undertaking an appraisal of the collective performance of the Board.

<b>QF292A</b>	<b>ENHANCED LIFESTYLES BOARD APPRAISAL</b>
---------------	--

The Board may engage the services of an external person to facilitate the process.

Once completed, the findings will be collated and recommendations developed for further improvement of the Board’s performance.

**Individual Self Evaluation**

When providing a self-rating for the evaluation criteria please reflect upon your performance and give an honest answer using the following 1-5 scale:  
 5 – Good, 4 – Above Average, 3 – Average, 2 – Below Average, 1 - Poor

<b><i>Evaluation criteria</i></b>	<b><i>Answer Comments Examples or evidence</i></b>	<b><i>Self- rating (1 - 5)</i></b>
1. How many hours per week on average do I commit to Board matters?		
2. Do I ensure that I attend all Board meetings fully informed and prepared to participate in discussion and decision making?		
3. How many meetings have I been able to attend? If unable to attend, what were my reasons for not attending? Did I tender an apology?		
4. Do I seek additional information when I feel I do not adequately understand the issue or when the Board papers are insufficient or the complexity of the matter at hand is such that additional information is required?		
5. Do I contribute constructively to Board discussions? In what ways have I particularly assisted the Board over the last 12 months?		

<b>QF292A</b>	<b>ENHANCED LIFESTYLES BOARD APPRAISAL</b>
---------------	--

<b><i>Evaluation criteria</i></b>	<b><i>Answer Comments Examples or evidence</i></b>	<b><i>Self- rating (1 - 5)</i></b>
6. Am I prepared to raise and pursue any concerns I have with the Board’s governance or the management of the organisation?		
7. Is my behaviour at Board meetings ever disruptive, negative, offensive or disrespectful?		
8. Do I participate positively and effectively in other Board activities (sub-committees, strategic planning and general meetings)?		
9. Do I guard against conflict of interest – on my own part and on the part of my colleagues on the Board?		
10. What strengths do I bring to the Board?		
11. What are my areas of weakness that would benefit from further information, education or training?		
12. What practical, technological, training or other support have I required over the past 12 months to fully participate as a Board Member and fulfil my governance obligations?		

<b>QF292A</b>	<b>ENHANCED LIFESTYLES BOARD APPRAISAL</b>
---------------	--

**Peer Evaluation**

**1. Office Bearer – Chairperson (completed by all Board Members other than the current Chairperson)**

<b><i>Evaluation criteria</i></b>	<b><i>Answer Comments Examples or evidence</i></b>	<b><i>Rating (1 - 5)</i></b>
1. How effectively has the Chairperson managed the agenda within the time allocated to meetings?		
2. Has the Chairperson encouraged all other Board members to participate in discussion and decision making?		
3. Has the Chairperson effectively managed Board members who dominate discussion?		
4. Has the Chairperson effectively managed dissent or conflict?		
5. Has the Chairperson ensured that the agenda and the discussion on the agenda items reflect governance business not day-to-day management matters?		
6. Has the Chairperson demonstrated leadership capacity?		
7. Has the Chairperson always acted with honesty and integrity?		
8. Has the Chairperson managed conflict of interest situations appropriately?		

<b>QF292A</b>	<b>ENHANCED LIFESTYLES BOARD APPRAISAL</b>
---------------	--

**2. Office Bearer – Deputy Chairperson (completed by all Board Members other than the current D/Chairperson)**

<b><i>Evaluation criteria</i></b>	<b><i>Answer Comments Examples or evidence</i></b>	<b><i>Rating (1 - 5)</i></b>
1. Has the Deputy-Chairperson willingly fulfilled their role in the absence of the Chairperson? Has the D/Chairperson demonstrated the skills, knowledge and ability to effectively carry out the position?		

**3. Office Bearer – Secretary (completed by all Board Members other than the current Secretary)**

<b><i>Evaluation criteria</i></b>	<b><i>Answer Comments Examples or Evidence</i></b>	<b><i>Rating (1 - 5)</i></b>
1. Have general meeting notices been sent out under the Secretary's name?		
2. Has the Secretary sought evidence to ensure that meetings records are properly maintained?		

**4. Office Bearer – Treasurer (completed by all Board Members other than the current Treasurer)**

<b><i>Evaluation criteria</i></b>	<b><i>Answer Comments Examples or evidence</i></b>	<b><i>Rating (1 - 5)</i></b>
1. Has the Treasurer provided advice to the Board on financial management matters when necessary?		

<b>QF292A</b>	<b>ENHANCED LIFESTYLES BOARD APPRAISAL</b>
---------------	--

<b><i>Evaluation criteria</i></b>	<b><i>Answer Comments Examples or evidence</i></b>	<b><i>Rating (1 - 5)</i></b>
2. Have Treasurer's reports been presented to Board meetings and to the AGM?		
3. Does the Treasurer meet with the administrative officer, the accountant or auditor?		
4. Does the Treasurer confirm for the Board that relevant legislation is complied with?		

**5. Other Core and Skills Based Board Members**

<b><i>Evaluation criteria</i></b>	<b><i>Answer Comments Examples or evidence</i></b>	<b><i>Rating (1 - 5)</i></b>
1. Are there Board members who are not fulfilling their role?		
2. Are there Board members who are not acting with honesty and integrity?		
3. Are there Board members whose behaviour is undermining the operations of the Board?		

**Worksheet exploratory questions on Board functions and responsibilities**

Board Members may respond to these questions individually however they are ideally to be used as discussion points for the whole Board to consider and respond to. The discussion and responses should be informed by referencing the governance policy, codes and agreements, legislation and NDIS practice standards.

1. What do you understand to be the role of a Board of a Not-for-Profit organisation?
2. What do you understand to be the roles and responsibilities of a Board Member?

<b>QF292A</b>	<b>ENHANCED LIFESTYLES BOARD APPRAISAL</b>
---------------	--

- 3. What to you understand is the difference between governance and operational management?
- 4. What strategies and systems are in place to ensure that the Board is fulfilling its role in overseeing the risk management process at a governance and operations level?
  - a. Quality management
  - b. Incident management
  - c. Feedback and complaints management
  - d. Work Health and Safety
  - e. Human Resource management
  - f. Financial management
  - g. Information management, and
  - h. Governance
- 5. How is the Board ensuring that an effective business continuity plan is in place that includes strategies to manage disruptions to customer support?

Having now responded to these questions are there areas or topics that you personally or the whole Board would benefit from additional training or information?

Please identify:

<b>QF292A</b>	<b>ENHANCED LIFESTYLES BOARD APPRAISAL</b>
---------------	--

**Skills audit**

SKILL OR KNOWLEDGE AREA	Very confident/ high level of skill	Some skill or knowledge	Little or no skill or knowledge
<b>Core skills and knowledge</b>			
NDIS Practice Standards in Governance and Operational Management			
Governance and the roles & responsibilities of the Board			
The services and programs provided by Enhanced Lifestyles and the needs of our customers			
Our Constitution, Governance Policy, codes and Agreements			
<i>The Associations Incorporation Act 1985 (SA)</i>			
<i>Australian Charities and Not-for-profits Commission Act 2012 (CWealth)</i>			
<i>Disability Related legislation:</i> <ul style="list-style-type: none"> <li>• <i>NDIS Act 2013</i></li> <li>• <i>Disability Services Act 1993 (SA)</i></li> <li>• <i>Disability Discrimination Act 1992 (SA)</i></li> <li>• <i>Disability Inclusion Act 2018 (SA)</i></li> </ul>			
Reading and interpreting finance reports			
The taxation arrangements for not-for-profit organisations			
Human Resource management in the non-government, not-for-profit sector			



<b>QF292A</b>	<b>ENHANCED LIFESTYLES BOARD APPRAISAL</b>
---------------	--

<b>SKILL OR KNOWLEDGE AREA</b>	<b>Very confident/ high level of skill</b>	<b>Some skill or knowledge</b>	<b>Little or no skill or knowledge</b>
Relationship with and obligations to funding bodies			
Strategic planning			
Risk Management: <ul style="list-style-type: none"> <li>• governance risk management</li> <li>• financial risk management</li> <li>• delivery of support to customers</li> </ul>			
Quality Management			
Information Management			
Feedback and Complaints Management			
Incident Management			
Business continuity and continuity of support services to customers			
Policy development			
Board meeting procedures and protocols			
<b>Specialist skills</b>			
Facilitating meetings and discussions			
Mediating disagreements			
Preparing budgets and estimates			
Legislative compliance obligations for not-for-profit, non-government obligations in tax, human resources, industrial relations, WH&S etc			

<b>QF292A</b>	<b>ENHANCED LIFESTYLES BOARD APPRAISAL</b>
---------------	--

SKILL OR KNOWLEDGE AREA	Very confident/ high level of skill	Some skill or knowledge	Little or no skill or knowledge
Public speaking			
Marketing and promotion			
Program and service development for people with disabilities			
Evaluation and program review			
Training and staff development			
<b>Please list any relevant training and qualifications you have completed</b>			

End of individual section of the appraisal

<b>QF292A</b>	<b>ENHANCED LIFESTYLES BOARD APPRAISAL</b>
---------------	--

### Collective Performance

The Chairperson is responsible for ensuring that this component of the appraisal is undertaken. This section is to be completed by the Executive Committee with the support and assistance of the CEO and the Board Support Officer.

When providing a rating for the evaluation criteria please reflect upon the performance and systems in place; give an honest answer using the following 1-5 scale:  
5 – Good / 4 – Above Average / 3 – Average / 2 Below Average / 1 - Poor

#### 1. Managing the Board

<b>Appraisal criteria</b>	<b>Answer Comments Examples or evidence</b>	<b>Rating (1 - 5)</b>
1. Has the Board met as constitutionally required during the past year (including the AGM) and has there been a quorum at each meeting?		
2. Is there a current New Board Member information and induction process and have all new Board Members received it?		
3. Does the Board have clear policy statements regarding Conflict of Interest in the Governance Policy and Code of Conduct?		
4. Is there a current Board Member Code of Conduct that all members have signed? Is the Code of Conduct signed annually and have all current Board Members signed?		
5. Is there a Confidentiality Agreement in place for Board Members that all members have signed?		

<b>QF292A</b>	<b>ENHANCED LIFESTYLES BOARD APPRAISAL</b>
---------------	--

<b>Appraisal criteria</b>	<b>Answer Comments Examples or evidence</b>	<b>Rating (1 - 5)</b>
Is the Confidentiality Agreement signed annually and have all current Board Members signed?		
6. Is the Board provided with a meeting pack prior to each meeting containing the agenda, previous minutes and reports relevant to the agenda? Have board Meeting packs consistently been provided to Board Members as constitutionally required?		
7. Are minutes taken of every meeting and are they presented to the following meeting for endorsement and signed by the chairperson?		
8. Are minutes stored in a dedicated file – folder or electronic – and maintained for 7 years?		
9. Is there a process for handling urgent business between meetings and is it working effectively?		
10. How well does the Board manage the agenda items within the scheduled time allotted for meetings?		
11. Does the Board reach agreement based on democratic decision making processes?		

<b>QF292A</b>	<b>ENHANCED LIFESTYLES BOARD APPRAISAL</b>
---------------	--

## 2. Strategic Leadership and Planning

<b><i>Evaluation criteria</i></b>	<b><i>Answer Comments Examples or evidence</i></b>	<b><i>Rating (1 – 5)</i></b>
1. Is the Board involved in strategic planning? In what ways?		
2. How does the Board monitor progress towards the strategic goals?		
3. Does the strategic plan consider legislative requirements, organisational risk, other requirements related to operating under the NDIS, participants and workers needs and wider organisational environment?		

## 3. Financial Risk Management

<b><i>Evaluation criteria</i></b>	<b><i>Answer Comments Examples or evidence</i></b>	<b><i>Rating (1 – 5)</i></b>
1. Does the Board formally discuss and approve all budgets, financial statements and related financial reports?		
2. Does the Board monitor its compliance with the requirements of funders (if funding grants in existence)?		
3. Does the Board have a systematic process for reviewing the unit cost of providing services to customers to ensure ongoing viability? If so, how is this done and how often?		

<b>QF292A</b>	<b>ENHANCED LIFESTYLES BOARD APPRAISAL</b>
---------------	--

<b><i>Evaluation criteria</i></b>	<b><i>Answer Comments Examples or evidence</i></b>	<b><i>Rating (1 – 5)</i></b>
4. Does the Board or key members of the Board meet with the external accountant or auditor to discuss the financial health of the organisation? How often did the Board or Members of the Board meet with the external accountant and/or auditor over the past 12 months?		
5. Has the Board addressed and developed strategies to manage fraud, financial irregularities, over-expenditure, mismanagement or other similar problems?		
6. Has the organisation experienced any financial problems over the past year? If so, how has the Board approached the management of these problems? Has the working capital ratio of the organisation improved or worsened over the past 12 months? Why?		
7. Is there a financial delegation document in place and is it regularly reviewed?		
8. Are financial interests and conflict of interests declared by Board Members?		
9. Is Board Member remuneration included in and addressed in detail in the governance Policy?		

<b>QF292A</b>	<b>ENHANCED LIFESTYLES BOARD APPRAISAL</b>
---------------	--

#### 4. People Leadership

<b><i>Evaluation criteria</i></b>	<b><i>Answer Comments Examples or evidence</i></b>	<b><i>Rating (1 -5)</i></b>
1. Has the Board defined clearly its role and that of the CEO, with the Board focused on governance and oversight, and the CEO delegated as the manager of the organisational operations?		
2. Does a formal record of delegation of authority exist and is this monitored?		
3. Has the Board clearly articulated to the CEO its expectations of their performance?		
4. ?????Does the Board regularly supervise (or arrange for direct supervision) and provide feedback on the performance of the CEO? Does the Board ensure that the CEO receives an annual performance and remuneration review? Did the Board carry out a performance and remuneration review when it was last due?		
5. Has the Board delegated appropriate authority to the CEO for them to carry out the management of staff appropriately?		
6. Does the Board approve and monitor the human resource management policies?		

<b>QF292A</b>	<b>ENHANCED LIFESTYLES BOARD APPRAISAL</b>
---------------	--

<b>Evaluation criteria</b>	<b>Answer Comments Examples or evidence</b>	<b>Rating (1 -5)</b>
7. Does the human resources policy address classifications or positions, recruitment and selection, induction, ongoing training, supervision and performance management?		

### 5. Legislative Compliance

<b>Evaluation criteria</b>	<b>Yes/No/NA</b>
1. Is a Public Officer appointed in accordance with the <i>Associations Incorporation Act</i> ?	
2. If the constitution was updated or replaced during the year, were the changes notified as required to CBS by the Public Officer?	
3. Was an AGM held within 5 months of the end of the last financial year? If not was a deferral obtained from CBS?	
4. Did the organisation lodge the annual reports with ACNC within 6 months of the end of the last financial year?	
5. Have all Board Members confirmed that they are eligible to be on a Board under Section 30 of the <i>Associations Incorporation Act</i> ?	
6. Do the financial reports and the audited financial report confirm that Enhanced Lifestyles Inc is solvent?	
7. Have payments been made to any Board Members during the year that were not for payment or reimbursement of out-of-pocket expenses?  Were these payments identified in the audited financial report?	
8. Is the Board satisfied that all payments have been made to or for employees and to the ATO (PAYG and GST), Superannuation Trust Funds and RTW as required?	



<b>QF292A</b>	<b>ENHANCED LIFESTYLES BOARD APPRAISAL</b>
---------------	--

6. **NDIS Practice Standards** (includes only those not addressed or evidenced in previous sections)

<b><i>Evaluation criteria</i></b>	<b><i>Comments Evidence or examples</i></b>
1. How has the Board monitored the quality of service delivery to customers over the past 12 months?	
2. How has the Board monitored that information and data collection and management about customers is collected, recorded, stored and disposed of in accordance with national privacy principles, over the past 12 months?	
3. How has the Board monitored the feedback and complaints system over the past 12 months? Have targets been set and/or reviewed over past 12 months to ensure improved management of complaints?	
4. How has the Board monitored incidents and accidents over the past 12 months for customers? Have targets been set and/or reviewed over past 12 months to ensure improved management of incidents and accidents?	
5. Was there a disruption to supports to customers over the last 12 months that required a response from the organisation?	

<b>QF292A</b>	<b>ENHANCED LIFESTYLES BOARD APPRAISAL</b>
---------------	--

<b><i>Evaluation criteria</i></b>	<b><i>Comments Evidence or examples</i></b>
<p>Was the Board informed of the service disruption?            Was the business and support continuity strategy reviewed/assessed post the disruption to ensure its effectiveness?</p>	

End of document