



# LIFE WITHOUT BARRIERS

## PRACTICE GOVERNANCE FRAMEWORK

WE  
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VE

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Chair, Practice Governance Committee

**BOARDS  
MATTER TO  
PRACTICE:  
PRACTICE  
MATTERS TO  
CHILDREN**

# What Boards do and how they behave matters

- The Royal Commission highlighted failings in Boards that had terrible consequences for vulnerable children and families.
- Shortcomings have also been reflected in the current Banking Royal Commission.

# **What Boards do and how they behave matters**

Clients, regulators and funders expecting more including:

- Being more client driven
- Understanding the business and the sector – not just wielding a rubber stamp, and
- Expanding governance to spend as much time on practice and client outcomes and they do on finance and risk

BOARDS  
MATTER TO  
PRACTICE:  
**PRACTICE**  
MATTERS TO  
CHILDREN

We need to **turn up the volume** on  
Board capability and commitment to  
govern practice, just as they govern risk  
and finances

## TURNING UP THE VOLUME

The Practice Governance Framework is one way LWB is **turning up the volume** to become a better Board for children.

The PGF assures the Board about practice trends across LWB by answering two key questions:

- How do we know we are changing lives for the better
- How do we support LWB's practice so that we change lives for the better

**CHANGING  
LIVES FOR  
THE BETTER**

Exceptional outcomes are  
created by great people  
**supported by great  
systems**

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# VALUES DRIVE PEOPLE AND SYSTEMS

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# OUR VALUES

Life Without Barriers is a not for profit organisation committed to providing community-based programs to assist children, young people, adults, older people and families to live the best life possible. We are a values-based organisation committed to achieve positive outcomes for all clients.



## WE BUILD RELATIONSHIPS

**We** are people people. Relationships come first.  
Listening helps us understand.



## WE ARE IMAGINATIVE

**We** are imaginative in our thinking and open to  
new ideas and ways of doing things.



## WE ARE RESPECTFUL

**We** are respectful and caring in our dealings. We see the big  
picture but never lose sight of detail. We welcome diversity.



## WE ARE RESPONSIVE

**We** are responsive to needs, determined to get things  
done and do them well.








## WE ARE COURAGEOUS

**We** are courageous in our convictions.  
We stand up for what we believe in.



# PRINCIPLES DRIVE PRACTICE EXPECTATIONS

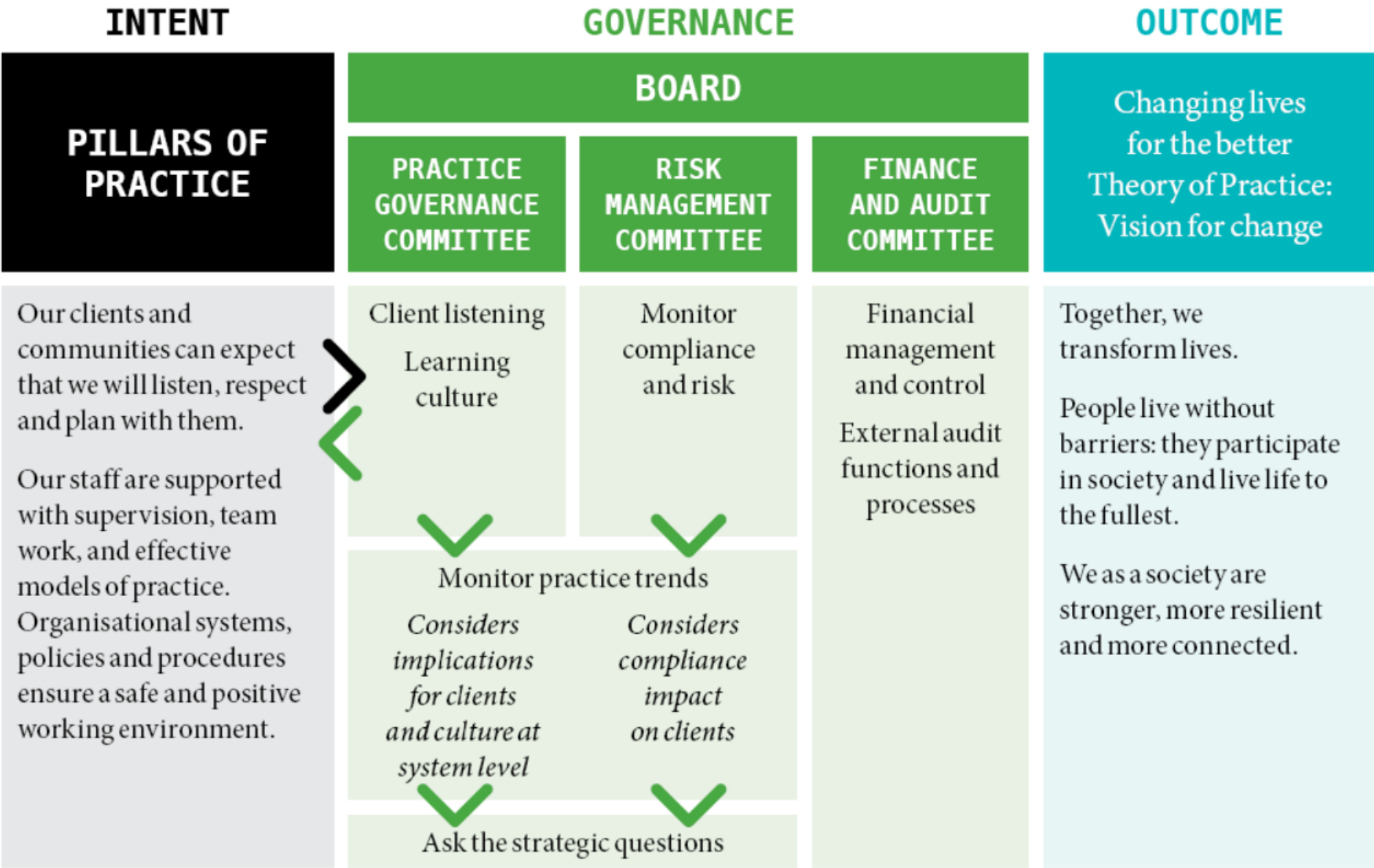
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LIFE WITHOUT BARRIERS: PILLARS OF PRACTICE FRAMEWORK						
PRACTICE LEADERSHIP	Clients live life to the full – and choose what’s right for them					
THE FOUR LEVELS OF IMPLEMENTING OUR PILLARS OF PRACTICE TO ACHIEVE LEADERSHIP	LEVEL 4: We innovate through evidence – based and peer based learning					
	LEVEL 3: We retain capacity, use LWB guidance, try new things and push on					
	LEVEL 2: We consolidate and tailor advice					
	LEVEL 1: We concentrate on the basics and use LWB step by step tools					
OUR PILLARS – HOW WE CREATE RESULTS WITH CLIENTS	LISTEN TO OUR CLIENTS and demonstrate that they are being heard	RESPECT CULTURE and remove the barriers to participation	PLAN WITH THE INDIVIDUAL and create a plan that expresses their goals and aspirations	SUPERVISE OUR STAFF WELL have a better understanding of performance, capacity and outcomes achieved	WORK AS A TEAM to multiply our energy and achieve more with our clients	CHOOSE THE MODEL THAT WORKS and get better results
OUR VALUES – AND WHAT WE STAND FOR	 WE BUILD RELATIONSHIPS	 WE ARE IMAGINATIVE	 WE ARE RESPECTFUL	 WE ARE RESPONSIVE	 WE ARE COURAGEOUS	
OUR PURPOSE	To partner with people and change lives for the better					



# CHANGING STRUCTURES

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## THE CHALLENGE

There are no precedents for a  
Framework of this kind for an  
organisation like LWB

**LARGE  
COMPLEX  
DIVERSE**

# How do we support good practice for:

- **All staff** (4,200 staff and 2,500 volunteers)
- **All services** (12,000 clients across 8 service streams using dozens of programs and approaches)
- **All locations** (300 locations across urban, rural and remote areas around Australia)?

## FOUR KEY BOARD ACTIONS

The Framework identifies **four critical governance actions** to provide assurance LWB is changing lives for the better.

- Listening to the client voice
- Assessing and enhancing LWB's learning culture
- Monitoring practice trends at the system level, and
- Asking the strategic questions informed by contemporary sector knowledge.

**ACTION:  
LISTENING  
TO CLIENT  
VOICE**

# PUTTING ON OUR LISTENING EARS

The simplest and most direct way to know if you are positively changing people's lives is to **ask them!**

- Using existing events, materials and forums and actively seeking opportunities for client groups and communities to provide feedback
- Board, PGC & Exec visiting clients to hear their experience, and
- Monitoring trends in client compliments and complaints

**ACTION:  
ASSESSING &  
SUPPORTING  
A LEARNING  
CULTURE**

## INVESTING IN OUR PEOPLE

**Culture** is the key ingredient for good practice and the most powerful lever to influence positive outcomes

- Build commitment to the Values
- Encourage active, purposeful leadership at all levels of the organisation
- Utilise staff satisfaction and staff training measures
- Build the knowledge base through research



**ACTION:  
MONITORING  
PRACTICE  
TRENDS AT  
SYSTEMS  
LEVEL**

# MONITORING WITH METRICS

Targeted key indicators are essential for overseeing and enhancing organisation-wide systems

Focus on reports and data that can be used to support:

- Practice excellence
- Good governance, and
- Strategic direction

# REACHING MORE & BUILDING TOGETHER

Value contemporary knowledge to explore which political, policy and other shifts impact LWB's practice, such as:

- Future focused discussions to predict what's coming
- Regularly review LWB's strategic practice intent in the context of real-world changes and issues

**ACTION:  
ASKING  
STRATEGIC  
QUESTIONS  
INFORMED BY  
CONTEMPORARY  
SECTOR  
KNOWLEDGE**

# Aligning quarterly meetings to the Framework



1

Investing in our People

Staff Culture  
Presentation  
Reports/statistics (Table 2)  
PGC system level analysis  
Staff Training  
Presentation  
Reports/statistics  
PGC system level analysis



2

Putting on our Listening Ears

Client listening  
Film and audio presentations  
Clients, families and carers attending – target issues  
Reports/metrics  
Review mechanisms and processes for listening, observing and acknowledging



3

Monitoring & Metrics

Data and Trends  
Complaints-compliments  
Major incidents – risk committee issues for system analysis  
Practice Improvement  
Framework oversight  
Core strength – program implementation reports



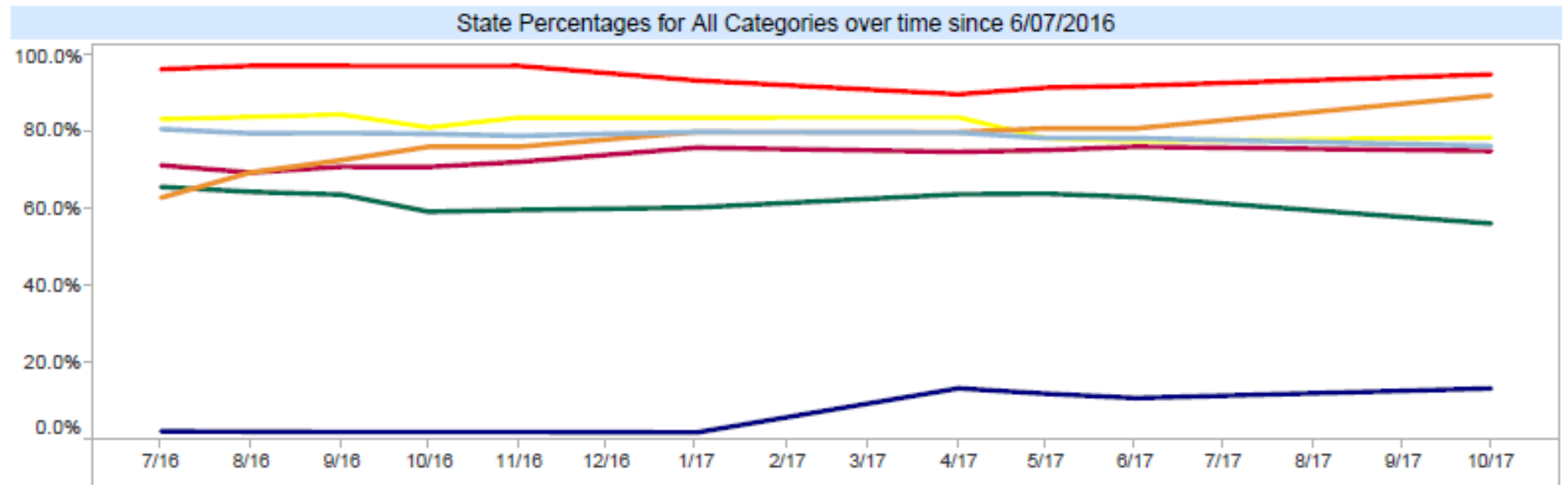
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Reaching More and Building Together

Strategic insights  
The year in review and the year ahead  
Share sector expertise and insights of committee members across all domains of practice and jurisdictions  
External environment and potential disruptors

IMPLEMENTATION

# Enhancing capacity to report trends in key practice and outcomes areas



IMPLEMENTATION

# Recognise that **EVERYONE** has a role to play in good practice

- Frontline staff deliver it
- Organisational foundations support it
- Managers lead it
- The Executive develop and maintain the systems that support it
- The Board and Committees govern it



# QUESTIONS AND DISCUSSION



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