

Practice Governance Framework

Our commitment to quality, safety, continuous improvement and shared accountability – helping us deliver better outcomes for the people and communities we serve.

FRAMEWORK



AnglicareWA™



The Journey. Coming Together, working together

In particular, we wish to acknowledge the Custodians of the lands where our offices operate. We would like to thank the Noongar, Miriuwung Gajerrong, Tjurabalan, Yawuru, Nyikina, Ngarluma, Kariyarra, Nyiyaparli, Martu, and Wangkatja Peoples for their wisdom and generosity, and pay our respects to Elders of these lands both past and present.

Acknowledgement of Country

Anglicare WA delivers services across many Countries in WA, from Balanggarra Country in the North to Minang Noongar Country in the South. We acknowledge Aboriginal Peoples as the Traditional Custodians of the lands that our services operate on.

Artwork by Hayley Thompson, a proud Noongar and Yuggera yorga.



Mark Glasson
CEO, Anglicare WA



Sue Robertson
Chair, Service Quality
Committee of the
Board of Anglicare WA

Message from Board & CEO

At Anglicare WA, our commitment to a just and fair society is reflected in how we govern our work. Practice governance is not simply a set of systems or processes, it is an expression of our values in action.

It ensures that every decision, every interaction, and every service is guided by fairness, integrity and respect for the dignity of the people we serve.

By embedding ethical decision-making, accountability and transparency across all levels of the organisation, we create the conditions for safe, high-quality and person-centred practice that upholds the rights and wellbeing of service users.

This framework affirms our responsibility to lead with purpose and to ensure that governance strengthens our connection to people and communities.

Through culturally secure, trauma-informed and evidence-informed approaches, we seek to address inequity, respond to complexity and challenge the systemic barriers that prevent people from thriving. Central to this is the voice and lived experience of service users, which informs how services are designed, delivered and continuously improved. In this way, governance becomes a means of enabling participation, empowerment and meaningful outcomes.

We are committed to a culture of shared accountability, learning and continuous improvement. We recognise that ethical governance requires ongoing reflection, courage and responsiveness to the changing needs of our communities.

This Practice Governance Framework provides a strong and integrated foundation to support our workforce, strengthen our systems, and ensure that our services consistently deliver positive, lasting outcomes.

Together, we remain focused on achieving our vision of a community where everyone has the opportunity to thrive.

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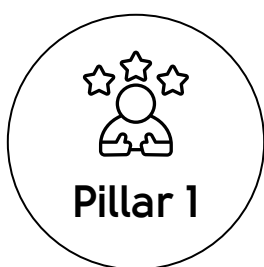


Practice Governance is everyone's responsibility.

Together, we are committed to creating a culture of safety, quality and shared accountability so we can achieve meaningful outcomes for individuals, families and communities, and deliver on our Vision and Purpose. Through a shared and consistent approach, we work together to deliver person-centred and outcomes-focused services across Western Australia.



Reconciliation Week activity at Kaarta Koomba (Kings Park)



Pillar 1

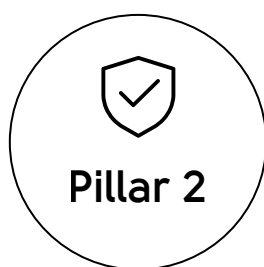
Service User Rights, Safety & Participation

We ensure the rights, safety, dignity and voices of people using services are central to all aspects of practice. It promotes informed choice, participation, and co-design, while embedding safeguards that protect people from harm and uphold respect, inclusion and self-determination. This ensures that service users are treated with dignity and respect and are meaningfully involved in decisions that affect them.

- **Rights and Responsibilities of Service users:** All workers are responsible for ensuring service users are treated with dignity, respect and fairness and are supported to understand their rights and responsibilities when accessing services. This commitment is outlined in our *Charter of Client Rights*. Information about service user rights is visible within service locations and provided throughout the service journey to support informed participation and choice.
- **Lived Experience Focus:** Our *Lived Experience (Peer) Framework* ensures lived and living experience across service delivery, program design and continuous improvement. Guided by the *Lived Experience (Peer) Framework*, the organisation works to ensure services are informed by the voices, experiences and expertise of people who use services and their families, carers and communities. Participation is supported through feedback, suggestions and complaints processes, co-design and human-centred design approaches, helping ensure services remain inclusive, responsive and outcomes-focused.
- **Carer Participation:** We recognise the important role of families, carers and significant others in supporting wellbeing and positive outcomes and enact this through our *Carers Support Policy*. Service users are supported to decide whether they would like carers or significant others involved in their service experience, and these preferences guide service delivery and decision-making.
- **Diversity and Inclusion:** We are committed to inclusive, culturally safe and equitable practice. Services work to response to the diverse needs, identities and experiences of individuals and communities. This includes Aboriginal and Torres Strait Islander peoples, culturally and linguistically diverse communities, migrants and refugees, people of different faiths, genders and sexual orientations, including LGBTQIA+ people, as well as people of all ages, abilities and neurodiverse experiences. We also apply the *United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)* principles as a pillar in our *Cultural Security Framework* – to define a culturally safe environment.



Staff and Board members in the Kimberley



Pillar 2

Safety & Risk Management

We proactively identify, manage and learn from risk to ensure the safety, wellbeing and dignity of people who use our services, our workforce and the wider community. Our approach embeds trauma-informed, culturally responsive approaches to risk, supported by clear escalation pathways, robust incident and feedback systems, and a strong culture of accountability and continuous improvement. This pillar ensures risks are not just managed but understood and addressed in ways that strengthen practice and service quality over time.

- **Safety and Wellbeing of Service users:** Our *Safety and Wellbeing Policies and Procedures*, supported by the *Client Wellbeing, Safety and Risk Framework, Cultural Security Framework* and *Ethical Decision-Making Framework* guide consistent approaches to risk assessment, safety planning, duty of care responsibilities and coordinated responses to service user risk. This includes processes for identifying and responding to concerns relating to safety, wellbeing, safeguarding, suicide risk, critical incidents and other risks that may impact service users, staff or the wider community. Ethical, reflective and collaborative practice supports informed decision-making, accountability and coordinated care across services.
- **Organisational Risk Management:** We maintain a structured and organisation-wide approach to identifying, assessing, managing and escalating risk through the *Risk Management Framework*. This framework supports consistent decision-making and helps ensure risks to service users, staff, volunteers and others are recognised and responded to appropriately. Risks are identified and monitored through corporate and local risk registers, incident reporting systems, safeguarding processes, supervision, audits and governance oversight. Clear escalation pathways support timely responses to high-risk issues, critical incidents and emerging concerns, with significant risks escalated through management and governance structures as required. This approach promotes shared accountability, strengthens safeguarding and supports continuous improvement across all services.
- **Safeguarding Framework (Child Safe Youth Safe):** Safeguarding is embedded across governance, leadership, culture and service delivery to protect children, young people and adults at risk from harm. This whole-of-organisation approach aligns with the *10 National Principles for Child Safe Organisations* and the *QIP Standards for Safeguarding Children and Adults at Risk*.



Mural at our Kalgoorlie site on the lands of the Wangkatja



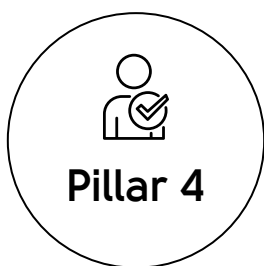
Practice Quality & Standards

Services are delivered in line with evidence-informed practice, professional standards, and organisational values, while remaining responsive to the needs and voices of the people we support. We build shared expectations for quality, strengthen workforce capability, and use data, feedback and reflective practice to continuously improve how services are designed and delivered. Pillar 3 supports consistency and excellence in practice while allowing flexibility for community-based, culturally responsive and trauma-informed approaches. Key approaches critical to our work:

- **Recovery Framework:** Our commitment to strengths-based, trauma-informed and recovery-oriented practice. It recognises people's strengths, self-determination and ability to recover, and supports services to work alongside people in ways that build hope, connection and wellbeing.
- **Placed-Based Approach:** Services are delivered within local communities alongside local supports. Our place-based approach means we work closely with communities to understand local strengths, needs and priorities, and partner with local people and organisations to design and deliver services that respond to those needs. Services and supports vary across locations to reflect local circumstances and priorities.
- **Service Models:** Programs and services operate within clear and contemporary service models that guide how services are delivered. These models help ensure day-to-day practice is aligned with the intended outcomes, quality standards and goals of each service.
- **Relational Practice:** Recognises that strong, respectful and trusting relationships are central to achieving positive outcomes. It works alongside people as active partners in their own lives and supports connection, capability, wellbeing and long-term change.
- **Strengths-Based Practice:** Focuses on the abilities, strengths and resources of individuals, families and communities. It supports people to build confidence, resilience and self-determination by recognising and building on existing strengths.
- **Community Development** (e.g. Asset-Based Community Development): Focus on strengthening communities and addressing the broader factors that impact wellbeing. These approaches support community-led solutions and align closely with our place-based way of working.
- **Person-Centred Practice:** Places the individual at the centre of service delivery and decision-making. It supports dignity, choice, empowerment and tailored responses that reflect each person's goals, needs and preferences.
- **Family, Domestic and Sexual Violence Informed Practice:** We apply the *Safe & Together™ Model*, which supports consistent and coordinated responses to family, domestic and sexual violence. This approach is grounded in safety, accountability and collaboration and helps guide trauma-informed and person-centred responses across services.
- **Cultural Safety:** We apply the *United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)* principles as a pillar in our *Cultural Security Framework* – to define a culturally safe environment which is equally advantageous to all.



Staff member at our KWSITH service launch on Noongar Boodja in Katanning



Pillar 4

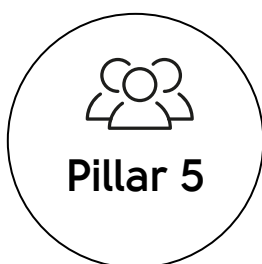
Workforce Capability & Professional Practice

We are committed to building and sustaining a skilled, supported and values-lead workforce capable of delivering high-quality, ethical and trauma-informed practice. This encompasses recruitment, supervision, learning and development, and professional accountability, ensuring staff are equipped to respond to complexity while maintaining wellbeing and integrity in their roles.

- **Competencies & Professional Development:** We are committed to attracting and supporting skilled and capable workers across all services. Service delivery staff are required to hold appropriate qualifications and/or experience relevant to their role and maintain their knowledge and skills through ongoing learning and professional development. All new staff complete *Essential Training* to support safe, consistent and professional practice across the organisation. Ongoing training, supervision and workforce development help ensure staff continue to build capability and deliver high-quality services.
- **Employee Standards of Conduct:** All Anglicare WA workers, volunteers, students and contractors are required to follow our *Code of Conduct* and *Safeguarding Code of Conduct*, which set clear expectations for professional and ethical behaviour. Workers are also expected to practice in line with relevant practice frameworks, professional codes of ethics and the competencies required for their role.
- **Supervision and Workforce Wellbeing:** Supervision supports safe, ethical and accountable practice by providing workers with regular opportunities for guidance, reflection, professional support and discussion of practice issues. Guided by our *Supervision Policy* we are committed to maintaining supervision practices that strengthen workforce capability, support worker wellbeing and promote high-quality service delivery. Workforce wellbeing is recognised as an important component of safe and sustainable practice. We work to foster respectful, psychologically safe and supportive working environments via our *Well@work* approach that enable workers to deliver effective services to individuals, families and communities.



Staff and volunteers attend an event on the lands of the Nyikina and Yawaru (Derby)



Leadership, Accountability & Culture

This Practice Governance Framework supports safe, high-quality and accountable services through clear leadership, oversight and shared responsibility across the organisation. Practice governance operates through three connected levels of oversight that work together to monitor quality, safety and risk, identify themes and trends, and support continuous improvement.

Governance level, Role and Responsibility – Together, these governance structures help ensure our services are safe, high-quality, person-centred and continuously improving across the organisation.

LEVEL 1 – The Board – Holds overall responsibility for governance across Anglicare WA. It receives regular reporting on quality, safety, service user feedback and complaints, outcomes, workplace health and safety, and key organisational risks. The Board also considers significant practice and service risks raised by the Executive and Committees.

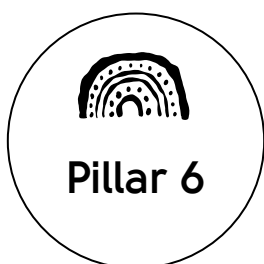
LEVEL 2 – Service Quality Committee (SQC) – Board sub-committee responsible for overseeing management's implementation of the Practice Governance Framework. It reviews service user safety and service quality information, including feedback, complaints, outcomes, accreditations, service models and emerging risks. The Committee identifies and explores key themes, risks and system-level issues, and escalates significant matters to the Board for consideration. The SQC's minutes are provided to the Board for visibility and assurance.

LEVEL 3 – The Quality, Safety & Practice Governance Committee (QSPG) – Internal governance committee chaired by the Chief Operating Officer and made up of executives and management from across the organisation. QSPG oversees service quality, practice improvement, accreditation readiness, risk management and alignment with standards. It monitors trends, emerging issues and escalates significant matters to the SQC.

LEVEL 4 – General Managers & Service Managers – Oversee direct service responses and continuous improvement activities that relate to practice governance initiatives.



NAIDOC Week weaving activity in the North West



Aboriginal Cultural Security

A strong commitment to Aboriginal cultural security supports safe, respectful and culturally responsive service delivery for Aboriginal and Torres Strait Islander peoples. This pillar commits us to culturally secure practice for Aboriginal people, grounded in self-determination, cultural respect and genuine partnership. It ensures services are designed and delivered in ways that recognise Aboriginal ways of knowing, being and doing, and actively address systemic and cultural barriers to safety and access.

We are committed to culturally secure and strengths-based practice, working in partnership with Aboriginal people and communities. This includes recognising and respecting cultural authority, kinship, connection to Country and collective wellbeing. Cultural security is supported through leadership oversight, workforce capability development, reflective practice, and ongoing monitoring of feedback, incidents and outcomes to strengthen culturally safe service delivery and continuous improvement across the organisation.

- **Right to Thrive Strategy and Cultural Security Framework:** The *Right to Thrive Strategy* and *Cultural Security Framework* guide our commitment to culturally secure practice and to improving outcomes for Aboriginal and Torres Strait Islander peoples. The framework focuses on workforce capability, inclusive workplaces, culturally secure practice, supportive systems and processes, and alignment with the United Nations Declaration on the Rights of Indigenous Peoples. It places Aboriginal and Torres Strait Islander peoples at the centre of service delivery and supports the visibility and strengthening of Aboriginal voices, cultures and knowledge.



Staff at the 16 Days in WA event held on Bindjareb Boodja in Rockingham



Pillar 7

Incident, Feedback & Complaints Management

Pillar 7 commits us to clear, fair and transparent processes for managing incidents, feedback and complaints, with a strong focus on learning and improvement rather than blame. It supports timely responses, appropriate escalation, and respectful engagement with service users, families and staff, strengthening trust and accountability across the organisation.

- **Feedback Management:** Feedback from those who use our services inform us about how services are experienced and where improvements are required. Feedback from service users, families, carers, workers and community members is captured through accessible channels and recorded in line with organisational requirements. Our *Feedback Management Policy* identifies our approach and responsibility. Feedback data is reviewed to identify themes, risks and gaps in service delivery. It is used to inform supervision, service review, and governance reporting, supporting continuous improvement in practice quality and service user experience.
- **Open Disclosure:** We are committed to open, transparent and timely communication when incidents or adverse events occur, as outlined within our *Open Disclosure Framework*. Open disclosure processes support service users, families and carers to receive clear information, be involved in discussions about impacts and responses, and contribute to learning and improvement following incidents. Open disclosure processes also support organisational learning and help strengthen transparency, accountability and trust.
- **Risk Events and Safeguarding Management:** A core part of our risk management and governance approach is managing service user-related WHS incidents, near misses, safeguarding concerns and business continuity events. All matters are recorded, triaged and managed in line with policy, with clear requirements for escalation and consultation where there are risks to service user safety, worker safety, service continuity or organisational compliance.

Incident data is reviewed to identify systemic issues and control gaps, with insights used to strengthen risk registers, inform corrective actions and support practice improvement. Learnings are embedded through supervision, training, practice days and continuous improvement activities, with governance and reporting arrangements supporting stronger risk management, safer services and less recurrence.

Our *Service User Safety Wellbeing and Risk Framework*, *WHS Policy* and *Business Continuity Management Policy* outline our oversight and response to risk events and safeguarding issues.



Staff working in our East Perth head office in Boorloo (Perth)



Pillar 8

Practice Review, Monitoring & Assurance

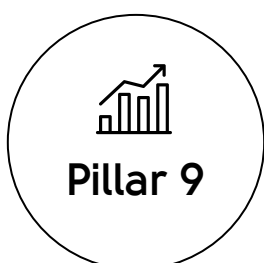
This pillar ensures practice quality is regularly reviewed, monitored and assured through structured oversight, data analysis and reflective processes, providing confidence to the organisation, governance bodies and stakeholders that services are safe, effective and aligned with agreed standards and frameworks. A range of assurance mechanisms operate across services to monitor, evaluate and strengthen practice quality, safety and compliance, providing multiple lines of oversight and evidence to support practice governance and risk management.

These mechanisms include targeted audits of policy, procedural and regulatory compliance; file and case reviews to assess decision-making, documentation and service user outcomes; and supervision and reflective practice to support accountability, professional judgement and continuous improvement. Governance reporting consolidates findings to identify trends and risks and inform decision-making at service and executive levels, with accreditation processes providing external validation where relevant. Together, these mechanisms identify practice gaps, test the effectiveness of controls, and drive ongoing improvement in service quality, safety and compliance.

- **Supervision and Reflective Practice:** The *Supervision Policy* guides reflective practice and supports workers to deliver safe, ethical and high-quality services. These processes provide opportunities for guidance, professional development, accountability and discussion of practice risks, wellbeing and service user outcomes.
- **Compliance, Quality Standards and Accreditation:** We are committed to maintaining alignment with relevant accreditation, legislative and service standards. Structured assurance and monitoring processes support compliance with legal, ethical and regulatory obligations and help ensure safe, high-quality service delivery. Accreditation against relevant National and Sector Standards provides independent assurance that services meet recognised expectations for care, safeguarding, governance and practice quality. Accreditation is maintained or pursued where required, or where it strengthens quality, safety and governance outcomes across the organisation. The *Organisational Accreditation Map* identifies the standards and accreditation requirements that apply across services.



Staff at the Bounce Wellbeing launch in Karratha (Ngarluma Country)



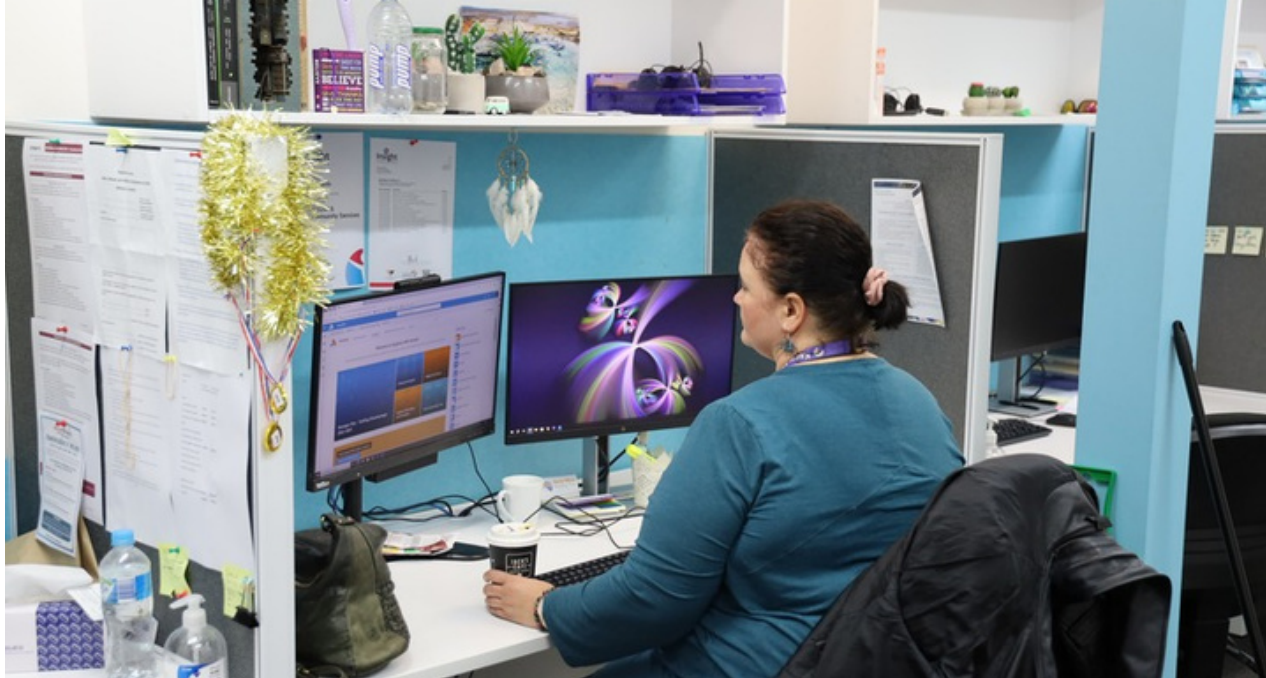
Outcomes Measurement & Continuous Improvement

Our commitment to outcomes measurement and continuous improvement focuses on understanding the difference services make, using outcomes data, lived experience feedback and evidence to inform improvement. It embeds a culture of learning where insights from data and practice are used to strengthen service design, delivery and impact over time.

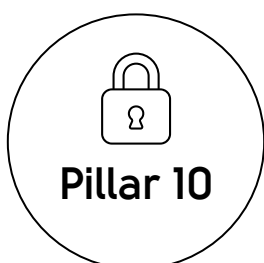
- **Impact & Outcomes Focus:** Through a robust *Outcomes Measurement Framework*, we monitor changes in circumstances, wellbeing and service impact to understand effectiveness and inform improvement.

This includes the collection and analysis of quantitative and qualitative data, including service user, workforce and stakeholder feedback. Outcomes data, trends and insights are used to support evidence-informed decision-making, identify opportunities for improvement and strengthen service quality and effectiveness across the organisation. Service and organisational data is regularly reviewed through reporting, dashboards and governance processes to monitor performance, identify trends and inform planning and improvement activities.

At a service level, the *Results Based Accountability (RBA)* methodology is applied, a practical and outcomes-focused framework that supports services to measure performance, understand impact and drive continuous improvement. This approach helps ensure services remain focused on achieving meaningful outcomes, not simply delivering activity.



Staff member working in our Bunbury office on the lands of the Wadandi



Information Management & Privacy

Pillar 10 ensures information is managed ethically, securely and lawfully, supporting safe service delivery and informed decision-making. It balances effective information sharing with strong privacy protections, maintaining trust with service users, staff and partners while meeting legislative and governance requirements.

- **Privacy, Confidentiality and Information Management:** Information is managed in accordance with our *Privacy Policy* and *Requests for Personal Information Policy* ensuring that relevant legislation and the *Australian Privacy Principles*, are adhered to. Workers are responsible for maintaining accurate, timely and secure records that support safe, ethical and high-quality service delivery. Service users are informed about how their information is collected, used and shared, and are supported to exercise their privacy and access rights. Information is shared wherever appropriate, noting that limited confidentiality may apply where required by law or to uphold duty of care and the safety of service users or others.



Organisational Governance Integration

Practice governance sits within *broader organisational governance*, risk management, strategy and compliance systems and supports the delivery of safe, effective and accountable services.

Organisational governance provides the strategic direction, leadership, oversight and resource stewardship that enable services to operate effectively and sustainably. Practice governance focuses on the quality, safety and effectiveness of service delivery, including workforce capability, safeguarding, practice standards, learning and outcomes.

Together, these systems ensure governance, decision-making and practice are aligned across the organisation and support compliance with legislative, regulatory, service standards and accreditation requirements.

This integrated approach strengthens oversight, accountability and service quality and helps ensure organisational objectives translate into positive outcomes for individuals, families and communities.



Kununurra staff member on the lands of the Miriwoong Gajerrong

Enabling Practice Governance

This Framework tells us the ‘what’ of quality, risk and safety in our service delivery. Bringing this to life are the enablers of our work - the ‘how’ – those things that enable safe, high-quality services to be delivered.

OUR ENABLERS

Values	People	Partnerships	Systems & Policies	Standards
Values unite our work and guide our vision: • All About People • Trusted Partners • Focused on Strengths • Fiercely Inclusive • Curious & Creative • Gutsy & Courageous	We are a capable, supported and accountable workforce and are committed to ensuring our people are equipped to deliver the work that we undertake.	Genuine, inclusive and collaborative relationships are the heart of our work in the community.	Robust, aligned and enabling governance structures provide the support that ensure we work in an aligned and informed way.	Clear, evidence-informed expectations for quality and safety are outlined to ensure we meet our obligations.

These enablers shape how we work every day, guiding our decisions, actions and relationships with the people and communities we serve. They help ensure Practice Governance is not separate from our work but embedded in everything we do. Together, they create a strong foundation for safe, thoughtful and connected practice. They create tangible links between governance and day-to-day practice, showing how our values, systems and ways of working come together in action.

We look forward to working with you

Anglicare WA's Practice Governance Framework and its 11 pillars place quality and safety of people at the centre of our work, supported by ethical practice, while strengthening learning, accountability and continuous improvement to better serve individuals, families and communities across Western Australia.

Reach out and tell our team your thoughts: feedback@anglicarewa.org.au

Glossary of Terms

- **Clinical Governance** – Systems and processes that support safe, effective and accountable clinical practice and service delivery.
- **Co-Design** – A collaborative approach that involves service users, families, carers and communities in the design, delivery and improvement of services.
- **Continuous Improvement** – An ongoing process of reviewing, learning and making changes to strengthen service quality, safety and outcomes.
- **Culturally Secure Practice** – Recognises, respects and protects cultural identity, values and rights, and creates environments where people feel safe, respected and empowered.
- **Duty of Care** – A legal and ethical responsibility to take reasonable steps to ensure the safety and wellbeing of service users, workers and others.
- **Evidence-Informed Practice** – Draws on research, professional knowledge, lived experience and data to guide decision-making and service delivery.
- **Lived Experience** – Knowledge, insight and expertise gained through personal experience of a social issue, service system, mental health challenge, disability, trauma or other life circumstance.
- **Open Disclosure** – Open, honest and timely communication with service users, families and carers when an incident or adverse event occurs.
- **Organisational Culture** – The shared values, beliefs, norms and practices that guide how we think, behave and make decisions. It shapes how work is done and support is provided and how people interact with one another.
- **Outcomes Measurement** – Collection and analysis of information to understand impact and effectiveness of services and supports.
- **Person-Centred Practice** – An approach that places the individual's needs, goals, preferences and strengths at the centre of decision-making and service delivery.
- **Practice Governance** – The systems, leadership, processes and shared responsibilities that support safe, ethical, high-quality and accountable service delivery across the organisation.
- **Psychological Safety** – An environment where people feel safe to speak up, ask questions, raise concerns and contribute without fear or harm.
- **Reflective Practice** – A process of critically thinking about and reviewing practice experiences to support learning, professional growth and improved service delivery.
- **Relational Practice** – A way of working, recognises trusting, respectful and collaborative relationships as central to achieving positive outcomes.
- **Risk Management** – Processes used to identify, assess, manage, monitor and respond to risks that may impact people, services or the organisation.
- **Safeguarding** – Actions taken to protect children, young people and adults at risk from abuse, neglect, exploitation, harm or unsafe practice.
- **Service User** – A person accessing or receiving support, care or services from our services.
- **Strengths-Based Practice** – An approach that focuses on the abilities, strengths and resources of individuals, families and communities rather than deficits or problems.
- **Supervision** – A structured process that supports workers through guidance, reflection, accountability, professional development and discussion of practice issues.
- **Trauma-Informed Practice** – Recognises the impact of trauma and promotes safety, trust, choice, collaboration and empowerment in service delivery.



- Our Values: We draw on our values: All About People, Trusted Partners, Focused on Strengths, Fiercely Inclusive, Curious & Creative, Gutsy & Courageous to unite our work in practice governance. Our values act as a compass and create a vision for our work.
- Our People: We are a capable, supported and accountable workforce and are committed to ensuring our people are equipped to deliver the work that we undertake.
- Our Partnerships: Genuine, inclusive and collaborative relationships are the heart of our work in the community.
- Our Systems & Policies: Robust, aligned and enabling governance structures provide the support that ensure we work in an aligned and informed way.
- Our Standards: Clear, evidence-informed expectations for quality and safety are outlined to ensure we meet our obligations.